

NORTHAMPTON BOROUGH COUNCIL



COUNCIL

Thursday, 28 June 2007

YOU ARE SUMMONED TO ATTEND A MEETING OF NORTHAMPTON BOROUGH COUNCIL, WHICH WILL BE HELD AT THE GUILDHALL NORTHAMPTON ON THURSDAY, THE TWENTY EIGHTH DAY OF JUNE, 2007 AT SIX THIRTY O'CLOCK IN THE EVENING WHEN THE FOLLOWING BUSINESS IS PROPOSED TO BE TRANSACTED:-

1. MINUTES.

To approve the minutes of the proceedings of the Annual Meeting of the Council held on 24th May 2007 (reconvened on 25th May 2007)

2. APOLOGIES.

3. MAYOR'S ANNOUNCEMENTS.

4. CORPORATE PLAN

Report of the Interim Chief Executive (copy to herewith)

5. BEST VALUE PERFORMANCE PLAN

Report of the Interim Chief Executive (copy herewith)

6. STATEMENT OF INTERNAL CONTROL

Report of the Director of Finance (copy to follow)

7. STATEMENT OF ACCOUNTS 2006/07

Report of the Director of Finance (copy to follow)

8. AMENDMENTS TO THE CONCIL'S CONSTITUTION AS AGREED BY COUNCIL ON 25 MAY 2007

Report of the Interim Chief Executive (copy herewith)

9. AMENDMENTS TO THE COUNCIL'S CONSTITUTION - DELEGATIONS TO OFFICERS PLANNING (DEVELOPMENT CONTROL)

Report of the Interim Chief Executive (copy herewith)

10. AMENDED MEETINGS CYCLE

Report of the Interim Chief Executive (copy herewith)

11. MATTERS OF URGENCY WHICH BY REASON OF SPECIAL CIRCUMSTANCES THE MAYOR IS OF THE OPINION SHOULD BE CONSIDERED.

The Guildhall
Northampton
21st June, 2007

J.Edwards Interim Chief Executive



Item No.

Name of Committee	Council
Date	28th June 2007
Report Title	Corporate Plan 2007 – 2011
Key Decision	Yes

1. Recommendations

Full Council adopts the Corporate Plan for 2007-2011, attached to this report.

2. Purpose and Summary of the report

The Council's corporate plan was published in draft on 30th April 2007 and brings together the Council's vision, corporate objectives and annual priorities and translates these into a small number of high level measures and targets.

The Corporate Plan (appendix 1) was considered by Cabinet at its meeting on 11th June 2007. Cabinet resolved to recommend the Corporate Plan to Council.

The plan reflects our current performance as assessed by a number of independent auditors, inspectors and current commitments. It also reflects the realignment of this year's objectives and priorities to meet with existing financial resources. It was necessary to delay the production of the Corporate Plan as a result of delays to the publication of the CPA progress assessment and the financial position that the Council faced in 2007/ 08 and future years to ensure that objectives and priorities could be aligned with improvement priorities and financial resources.

The plan links to our existing improvement plans, service plans and our performance management framework. It sets out a range of high level corporate measures which will be reflected in service and team plans. Progress against targets and milestones will be monitored by the Cabinet and Management Board to ensure that they are met and that corrective action is taken where required.

The plan has been developed through discussions with local people, communities and partners. The plan reflects their priorities and takes account of the community vision for the town recognising that this will need to be realised through the alignment of other public services within the town.

It is intended that, following the change of administration in the Council, the plan will be revised in line with the development of the Council's medium term planning and financial processes to ensure alignment of priorities and resources for future years.

3. Options Available

Option Summary	
a	The Council is required to have a corporate plan in order to demonstrate its priorities and objectives for service delivery. The Corporate Plan is a key priority in the Improvement Plan. It is recommended that this plan is adopted by the Council for 2007 – 2011, subject to revision and realignment with the medium term planning and financial processes.

4. Relevant Background

The plan has been developed in line with the community vision, consultation responses and the council's improvement and financial resource commitments.

5. Evaluation of Alternative Options

Option	Evaluation Summary
a	This is the only option if the council is to demonstrate the requirement to adopt a corporate plan as part of the improvement plan.

6. Consultees (Internal and External)

Internal	Councillors, Overview & Scrutiny, Directors, Corporate Managers, staff
External	LSP partners, Community Forums, Area Partnerships, and the public

7. Compliance Issues

Links to Relevant Council Priorities

Recovery Plan

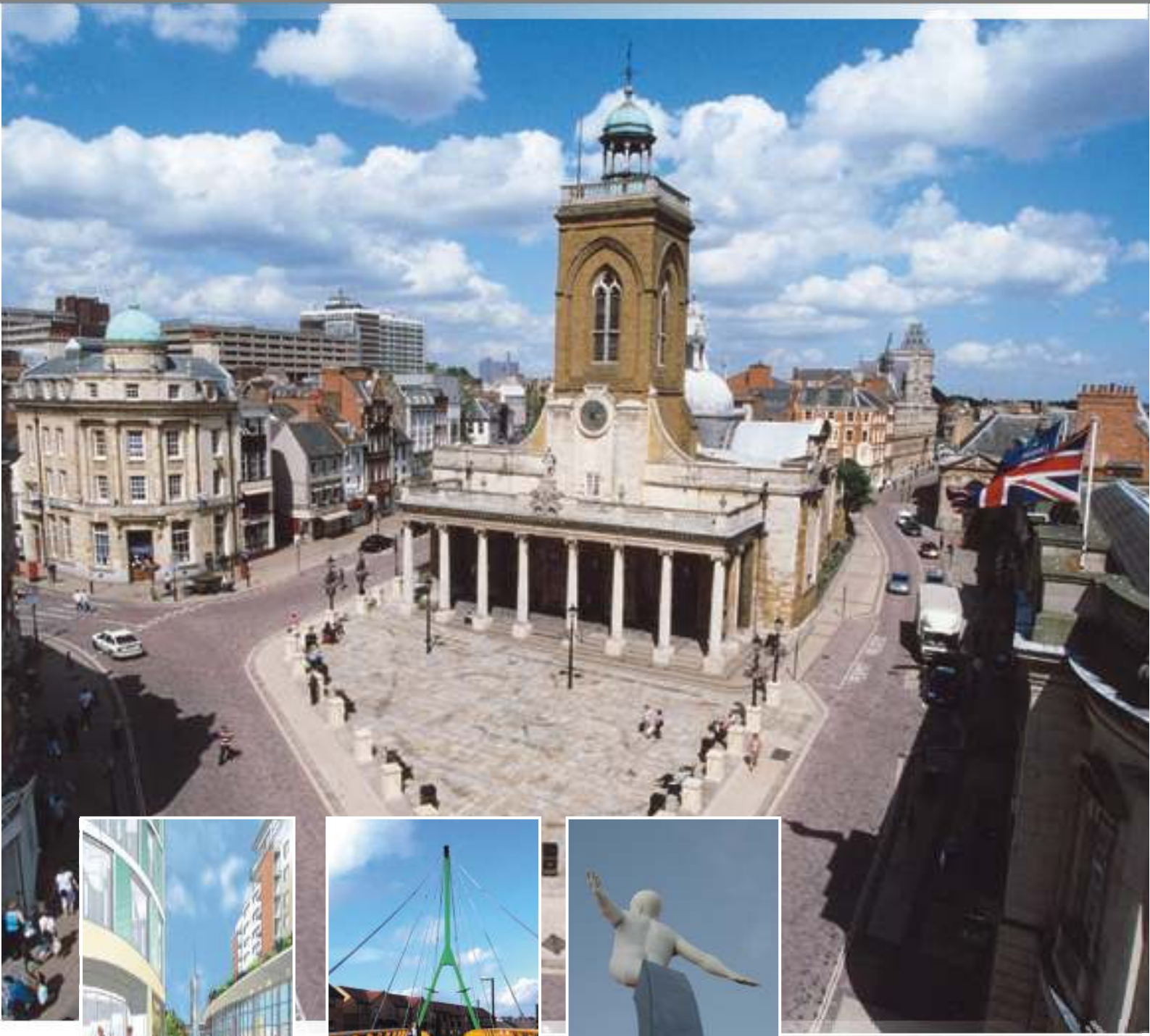
The production of a community vision and a longer term Corporate Plan is a key objective in the Council's Improvement Plan. This work addresses the criticisms about lack of long-term strategic planning made in the original CPA report and the issues raised in the subsequent CPA progress assessment report published in March 2006.
Corporate Plan
Not applicable
Other Strategies
Provides direction for policy and strategy development.
Financial Implications
There are currently no direct financial implications, however the associated delivery plans will have costs attached which will require further consultation and decision making.
Legal Implications
This meets the requirements of the Council's Governance arrangements.
Crime & Disorder Issues
The community vision contains elements relating to the reducing the fear of crime
Children Act Issues
There are no direct implications within this proposal related to the Children Act although the Corporate Plan will obviously impact on the children and young people in our community.
Risk Management Issues
Failure to develop an appropriate Corporate Plan within the timescales will impact on the effective production of service and team plans for the delivery of services. It will also impact on the Council's ability to demonstrate improvement to the community and our partners and stakeholders. Such failure would also have a negative impact on our CPA score now and in the future.
Equalities Compliance Issues
The Corporate Plan includes how the Council will provide accessible and equitable services

8. Background Papers

Title	Description	Source
None		

Name	Signature	Date	Ext.
Author	Nicci Marzec, Governance & Communications	6 June 2007	Ext 7413,
Corporate Manager	Nicci Marzec, Governance & Communications	6 June 2007	Ext 7431
Monitoring Officer	Francis Fernandes Solicitor to the Council	6 June 2007	Ext 7334
Section 151 Officer	Isabell Procter Director – Finance and Asset Management	6 June 2007	Ext 8718

NB: In relation to Key Decisions both the Monitoring Officer and the Section 151 Officer (or their deputies) will need to sign the report before it can be accepted by meeting services



corporate plan

2007- 2011



NORTHAMPTON
BOROUGH COUNCIL

Delivering promises, providing better services and creating futures

This document is Northampton Borough Council's Corporate Plan 2007/2011, and explains the Council's ambitions and priorities. If English is not your first language and you need help in translating this document, contact **Simone Wade** on **01604 838569**

এটি হলো নর্থাম্পটন বোরো কাউন্সিলের 2007/2011 সালের কর্পোরেট প্ল্যান, যা কাউন্সিলের লক্ষ্য ও অগ্রাধিকারগুলো বর্ণনা করে। ইংরেজী যদি আপনার মাতৃভাষা না হয় এবং এ কাগজপত্রের অনুবাদের পয়োজন হয় তবে পান সিলাভান কে 01604 838569 এ নম্বরে যোগাযোগ করুন।

这份文件是北汉普顿市议会提出的 2007/2011 年度综合规划，内容说明市议会的愿景和优先推展项目。如果英语不是你使用的主要语言而需要翻译这份文件的帮助，请致电与 Simone Wade 联络，电话 01604 838569

Văn kiện này là Bản Kế Hoạch Tổng Hợp Năm Khóa 2007/2011 của Hội Đồng Thành Phố Northampton, nội dung giải thích các hoài bão và việc ưu tiên của Hội Đồng. Nếu tiếng Anh không phải là ngôn ngữ chính của quý vị và quý vị cần giúp đỡ phiên dịch văn kiện này, hãy gọi điện thoại số 01604 838569 liên lạc với Simone Wade

આ દસ્તાવેજ નોર્થમપ્ટન બોરો કાઉન્સિલનો 2007/2011નારો કોર્પોરેટ પ્લાન છે. અને તે કાઉન્સિલની મુદ્દલાદારતાઓ અને નમૂનાઓ સમજાવે છે. જો અંગ્રેજી તમારી મૂળભૂ ભાષા ન હોય અને તમને આ દસ્તાવેજના આધારમાં મદદ જોઈતી હોય, તો શીલ સિલ્વરનો 01604 838569 ઉપર સંપર્ક કરો.

ਸਿਹ ਦਸਤਾਵੇਜ਼ ਨੋਰਥੈਂਪਟਨ ਬਰੋ ਕੌਂਸਲ ਦੀ ਸੰਗੀਨੀਤ ਯੋਜਨਾ 2007/2011ਮੈਂਬਰੀ ਹੈ ਅਤੇ ਇਸ ਵਿੱਚ ਕੌਂਸਲ ਦੇ ਉਦੇਸ਼ਾਂ ਅਤੇ ਉਚੀਤਾਂ ਬਾਰੇ ਜ਼ਿੰਮਿਆ ਦਿੱਤਾ ਹੈ। ਜੇ ਅੰਗ੍ਰੇਜ਼ੀ ਤੁਹਾਡੀ ਪਹਿਲੀ ਭਾਸ਼ਾ ਨਹੀਂ ਹੈ ਅਤੇ ਤੁਹਾਨੂੰ ਇਸ ਦਾ ਅਰਥਮਾ ਕਰਨ ਲਈ ਸਹਾਇਤਾ ਦੀ ਲੋੜ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਸੇਲ ਸਿਲਵਰ ਨਾਲ 01604 838569 ਤੇ ਸੰਪਰਕ ਕਰੋ।

Acest document din planul colectiv al Consiliului Northampton pe anul 2007/2011 explică ambițiile și prioritățile Consiliului. Dacă engleza nu o limba dvs. principală și aveți nevoie de ajutor pentru traducerea acestui document, contactați-l pe Simone Wade la numărul 01604 838569.

Dokumentigen ah Northampton Borough Council's Corporate Plan 2007/2011 wuxuuda sharxayaa Kooraska halyiga iyo mudnaantooda. Haddii uu Ingiriisiga laqadaada kuwead ansyn oo aadno caawimaad uga baahan tahay in dokumentigan lagu tuujumo, waxoo kiri Simone Wade 01604 838569

Kanuni hii ni ya Northampton Mpango wa Borough Council's Corporate ya kipindi cha 2007/2011 na Inaelezea mipanyo ya maendeleo na kipaumbele. Kama English sivo Lugha yako ya kwanza na unahitaji tafsiri ya kanuni hii,waailiana na Simone Wade simu namba 01604 838569

یہ ڈاکیومنٹ نارتھمپٹن بورو کونسل کے کارپوریٹ پلان 2007/2011 میں شامل ہے اور یہ کونسل کی اہمیتوں اور ترجیحات کی وضاحت کرتا ہے۔ اگر انگریزی آپ کی پہلی زبان نہیں ہے اور آپ کو اس ڈاکیومنٹ کے ترجمے میں مدد کار چاہو تو براہ کرم Simone Wade (01604 838569) پر مشاغلہ ہوں۔

For further information on council services
Telephone: 01604 837837 or visit: www.northampton.gov.uk

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838569**

Introduction



This Plan will incorporate our Best Value Performance Plan so that the Council will have one key plan driving its business

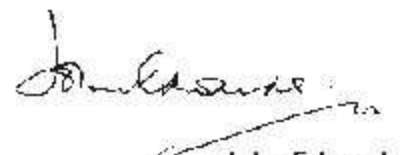


This is Northampton Borough Council's draft Corporate Plan - our promise to deliver services and community leadership for the people of Northampton. It is in reality a re-launched plan. As such it takes account of and builds on our earlier Corporate Plan. We have captured the lessons from our planning process to ensure that subsequent plans are robust and appropriately aligned with our service planning and performance management framework.

This Plan takes account of our Local Area Agreement and recognises that Northampton is no longer an independent organisation providing services to the people of the town. Rather it is an interdependent organisation which in collaboration and cooperation with other local authorities and a range of other bodies will work to create a better town in a better county.

This Plan will incorporate our Best Value Performance Plan so that the Council will have one key plan driving its business. It will also include our Delivery Plan which will incorporate our Improvement Plan. However, since Management Board has not approved these documents they are not included at this stage. We intend to consult separately on those.

We intend to begin work immediately on a new plan with the Council's new administration with a new mandate. I anticipate that this will become a core priority for the new Chief Executive who will be appointed during the summer months.



John Edwards
Interim Chief Executive

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1

The Plan in context



Northampton Borough Council's Corporate Plan is a key driver for the organisation. It will enable us to deliver our part of the Community Vision. This is a programme for which the Local Strategic Partnership (LSP) is responsible. Northampton Borough Council is a fully participating member of the LSP.

The Plan links to existing Corporate Plans, service plans and our performance management framework. It sets out a range of high-level corporate measures which will be reflected in service and team plans.

The Cabinet and Management Board will monitor progress, ensure that targets and milestones are met and that corrective measures are taken where appropriate. Progress will be reported to the Cabinet.

The Council's Corporate Plan brings together the Community Vision, corporate objectives and annual priorities and translates these into a small number of high level measures and targets.

These measures and targets are then delivered through service plans, team plans and individual objectives. Service plans themselves may be supported by improvement plans, action plans and/ or specific project plans. Our performance management framework ensures that all of these are delivered. It means that all of our activity is aligned with the Community Vision and ultimately improving the quality of life for local people.

The Council's Corporate Plan is designed to provide a management focus to improvement activity. Each performance perspective has measures and targets which have been agreed by the Corporate Board. They will monitor progress against the plan and take remedial action where necessary to maintain our direction of travel along our improvement journey.

Staff should ensure that everything they do contributes to at least one of the corporate objectives in this plan and staff appraisals will be focussed on the delivery of corporate objectives and priorities.

The development of this Plan

The Plan has been developed through discussions with local people, communities and partners. The Plan reflects their priorities. It takes account of potential synergies which may be realised through the alignment of the strategic plans of other public services within the town.

Northampton Borough Council is committed to working in partnership with other local authorities across Northamptonshire to implement 'Enhancing Local Government in Northamptonshire' (ELGIN). An emerging vision of this partnership is to develop a Customer Service Academy where a consistent approach to developing Customer Service across Northamptonshire can be agreed and implemented for the benefit of all of our customers.

This Plan incorporates the salient themes emerging from the discussions around the formation of the Community Vision which was led by the Local Strategic Partnership and supported by the Council. Local people's views about their expectations of the Council have produced a number of key themes.

The following are the top 5 things that people said they liked most about Northampton:

- **Parks & the countryside**
- **Its historic buildings**
- **The wider range of shops**
- **The availability of health care**
- **The quality of schools**

1.

The Plan in context

“ We are confident that our plans are ambitious, realistic and achievable ”

People also told us what they thought needed improvement:

- **The way the town looks**
- **Community safety**
- **Public transport choices**
- **Roads and highways**
- **Entertainment**

People said they want the Council and its partners to concentrate on getting the basics right first, whilst putting plans in place to bring about a more ambitious vision of the future Northampton.

The Corporate Plan in a real world context

This Plan reflects our current performance as assessed by a number of independent auditors and inspectors and current commitments. It also reflects the realignment of this year's objectives and priorities to meet with existing financial resources.

Where services have been assessed as weak, there are improvement plans in place. These are covered within a separate strategy to be agreed by Board. These will prepare the Council for an inspection by the Audit Commission.

Delivering promises, providing better services and creating futures

People want, expect and are entitled to a broad range of services delivered by its local Council and that those services give them value for money. Partnership is a key vehicle through which better services will be delivered. This approach allows resources to be aligned, needs to be met by the most appropriate organisation, efficiencies to be gained and confusion to be removed.

The Council is committed to working through strategic partnerships, working and co-operating with partners. The Council also recognises that its work is a subset of a wider strategy; the Community Vision. The body responsible for driving, monitoring and delivering the Community Vision is the Local Strategic Partnership (LSP).

The Local Strategic Partnership is a body of organisations that work together to improve the quality of life for the people of Northampton. NBC is a key partner within the LSP and is currently working along side the other partners to develop a Community Strategy that shows how the new Community Vision for 2031 can deliver year on year, the agreed improvement which will result in better services for local people. Each organisation will have its own strategic internal plans to deliver agreed priorities. This Corporate Plan shows how we will play our part in delivering this new, shared vision of the future of Northampton.

The Council will play its full part by becoming an organisation that provides quality services, as well as being a great place to work. To achieve this we will need to succeed in the priority improvement areas. However we will also have to improve in other areas where there is no additional funding. This will mean realising cashable savings as well as working more efficiently, innovatively and creatively.

We are confident that our plans are ambitious, realistic and achievable. By working with our staff, partners and the community we will make the improvements that are needed to deliver our shared vision for the future.

2.

Key facts about Northampton



Northampton is an historic town with the first known human habitation in Briar Hill in 4000 BC. Over the years it has made its name through being a seat of Parliament in the 1300s, the famous Queen Eleanor Cross, a market place since 1189 and the boot and shoe industry. More widely Northampton is known for its football, rugby, cricket and motor sports. It is also home to major business head quarters such as Carlsberg, Barclaycard, Avon, & Travis Perkins.

Northampton has a diverse population with its ethnic communities forming 12.3 per cent of the population. The Council is ranked 135th out of 354 local authorities in the Indices of Deprivation. No wards are in the worst 10 per cent for deprivation but 33 per cent of Northampton's wards are in 25 per cent of the most deprived wards in England. Unemployment is lower than the national average with lower than average take-up of benefits by working

age people.

Regeneration is therefore a key priority for the town. The Government has identified West Northamptonshire, including Northampton as an area for major growth. This will provide over 141,000 additional jobs and 167,000 new homes by 2031. Northampton Borough Council works with the West Northamptonshire Development Corporation, to ensure that local peoples' views are represented and the best outcomes delivered for the future of the town.

This presents a fantastic opportunity for Northampton to fulfil its vision. The revitalisation and upgrading in quality facilities of Northampton's central area are essential to the regeneration of the town as a whole and to its ability to accommodate any planned growth, for example the planned development of Grosvenor & Greyfriars, St John's area, and Castle Station.

“

Regeneration is therefore a key priority for the town

”



3.

Northampton Borough Council

Local government functions are divided between county and district councils, to the level where they can be practised most efficiently.

Northampton Borough Council is the largest district council in Northamptonshire and covers an area of 81km². The town is part of the Milton Keynes and South Midlands Growth area identified for economic and population growth as part of the Office of the Deputy Prime Minister's (ODPM) Sustainable Communities Plan. Currently the population is about 194,500, living in 85,000 households, and as part of the planned expansion the population is due to reach 300,000 by 2031.

District and Borough Councils are responsible for local planning and building control, council housing, environmental health, markets and fairs,

refuse collection and recycling, cemeteries and crematoria, leisure services, parks, and tourism.

County councils are responsible for running the larger services covering a wider geographical area, such as education, social services, libraries, main roads, public transport, consumer protection, waste disposal and strategic planning.

To exercise its role as a community leader Northampton Borough Council must be at the heart of its communities, listening and reacting to the views of local people. This means recognising the diversity of the communities we serve. It also means ensuring that the delivery and design of services take account of, as far as is possible, communities' needs, wants and aspirations.



4.

The Council's work set in a strategic context

The starting point for this plan is to ensure that the Council is able to deliver its part of the Community Vision for Northampton. In January 2007 the Local Strategic Partnership agreed the Community Vision for Northampton.

The Vision was informed by regional and national priorities, consultation with the public, partner organisations and staff. The Council facilitated the development of the Community Vision. Its role in achieving the vision is supported by five corporate objectives. Each year a small number of improvement priorities are identified under each corporate objective.

In developing the first phase of the Community Vision, by 2011 Northampton will be:

- Safer
- Cleaner
- Healthier
- Recognised for good quality, environmentally friendly housing
- Well served by modern and efficient public services

The Community Vision 2031

"Close your eyes and imagine where you want to be. Imagine the complete journey you need to take in order to get there. Now go pack... Your reservations have been made"

Imagine Northampton in 2031! - A place of PRIDE, RESPECT, EXCITEMENT, VITALITY, FUN, and PASSION.

The spirit, commitment and determination of the people of Northampton will be there for everyone to see. Northampton will build upon its historic market town roots to become a 21st century city with diverse multi-cultural communities.

People who visit Northampton will look upon it as a place where they would want to live, work and bring up a family and those who live here will want to stay. We will celebrate all that is good about Northampton and Northampton will be all these things because:

By 2011 it will....

Be recognised for good quality, environmentally friendly housing:

We will continue to promote good affordable, well-designed housing for all, with attention to the environment and the use of sustainable resources

Be well served by modern and efficient public services:

Local Councils will have defined their role as community leaders, working in

“ We will celebrate all that is good about Northampton ”



4.

The Council's
work set in
a strategic
context

“ We will
celebrate all
that is good
about
Northampton
”

partnership to deliver this vision for Northampton. Their decisions will be easy to understand, transparent and will involve local people.

Be safer:

People will use the city centre and move around all of Northampton at night without fear.

Be cleaner:

All of Northampton will be clean and litter-free. We will work together to build a community culture of no tolerance of those who litter and pollute our streets.

Be healthier:

Our green spaces, the street -scape and urban design will help to make the healthiest environment so that people have good physical and mental health and live longer.

By 2021 it will....

Be a city:

With a population approaching 240,000 over the next 15 years, Northampton will become city sized and as such we will develop an infrastructure that ensures that during this rapid period of growth there are enough schools, health care services, emergency services, roads, affordable quality housing and green space to support the rest of our vision. There will be excellent public services, healthy, skilled and prosperous residents who are proud of where they live and aspire to improve their lifestyle and opportunities.

Be a place made up from caring communities:

Communities will be developed and built upon respect and understanding of people of all ages, status and ethnicity. We will invest in, support and promote the family in all the forms that it takes so that there is the opportunity and desire to stay together, learn from and support each other.



And by 2031 it will...

Be a major regional cultural and economic centre:

Northampton will be a centre for educational excellence our schools will help develop good citizens and produce exceptional results. Our colleges and university will work with local businesses to increase the skills base and develop and retain the jobs and workers of the future, improving the quality of life for all.

Our traditional architecture will be mixed with new urban design. The Cultural Mile will snake through the city, joined together by our integrated transport system. Included within the Cultural Mile will be a heritage trail that celebrates our boot and shoe past. We will take full advantage of all that the River Nene has to offer and develop a water-based experience for all ages. All of this plus a specialist niche shopping experience like no other makes Northampton a tourist destination of choice.

4.

The Council's work set in a strategic context



Northampton will be a place of quality and distinction!



Be defined by its excellent transport system

People will be able to move about the city and all of Northampton easily, hopping on and off an environmentally friendly transport system. They will have more choice of how they travel. This will free us from our dependence upon our cars to move around Northampton. Pollution and congestion will be virtually eliminated.

Northampton will be a place of quality and distinction!

Other strategic drivers

In developing the new Community Vision, the community strategy and the Council's priorities, the Local Area Agreement (LAA) has provided focus and drive and ensures that joint-working delivers agreed outcomes as well as providing another check on the delivery of its services.

The LAA is a three year agreement that sets out priorities for Northamptonshire and a range of targets against which Local Strategic Partnership including councils, must deliver. The LAA guides the Local Strategic Partnership in the development of its Community Strategy and as such impacts upon the Council's priorities.

The LAA priorities are split into four areas:

1. Healthier Communities & Older People
2. Safer & Stronger Communities
3. Children & Young People
4. Economic Development, Enterprise & Growth

The LSP priorities are:

- Building a City
- Better Quality of Life
- Better Prospects and Opportunities

Building a City

We are now in a very important period for the future of Northampton. We stand on the cusp of an exciting growth and expansion of the town; the building of a city.

This brings with it fantastic opportunities for businesses, for education & for communities to be involved in the successful growth of Northampton. We must now invest in the planning and regeneration of Northampton, providing economic development and growth to support the future image, infrastructure and influence of Northampton. The Council will work in partnership with key organisations such as West Northamptonshire Development Corporation, the County Council, East Midlands Development Agency and English Partnerships to lever in public sector investment and ensure delivery of key infrastructure. The Council is also engaging with the private sector to attract investment and delivery of major capital projects. The Council will work collaboratively with adjacent local authorities.

West Northamptonshire Development Corporation (WNDC) has been formed to secure the sustainable regeneration and growth of Northampton, Towcester and Daventry. Supported by English Partnerships and Northampton Borough Council, WNDC is leading in delivering a programme of regeneration such as Northampton Waterside, South West District and Dallington and Kingsheath involving approximately £100m.

The Council's immediate priorities are the regeneration of Grosvenor/Greyfriars bus station and the St John's are around Royal & Derigate Theatre involving the investment of over £400m.

Better Quality of Life

We know that people want a decent quality of life. Research shows that

4.

The Council's work set in a strategic context

people want to live in a place that is safe. They want to feel safe to move around and about at all hours of the day and night. Local people want to live in a place that is clean. This means that it is free from litter, graffiti, gum and abandoned vehicles.

We will work with our statutory partners, including the Police, to reduce all forms of crime and anti-social behaviour and to help local people feel safer.

Better Prospects and Opportunities

Part of improving people's quality of life is to make sure that people have access to good quality health care, education and the services provided by the public sector such as social housing, social services etc. Working with our partners and councils across the county we will make sure that these priorities are a key part of our plans for delivering services now and in the future.



5.

Northampton Borough Council's Corporate Objectives 2007 - 2011



ensure that our
communities
are
safer, greener
and cleaner

The Council's corporate objectives set out what the Council wants to achieve over the next four years. These provide the context for all of our services and activities.

The five objectives are

- To ensure that our communities are safer, greener and cleaner
- To improve housing and health to enhance the wellbeing of our communities
- To deliver quality services to our customers and communities
- To promote economic development and growth in Northampton
- To strengthen our commitment to partnership working and engaging with our communities to deliver better outcomes

Corporate Priorities 2007/ 08

Priorities have been set for each of the corporate objectives, which provide a focus for the Council's improvement work over the next year. These priorities are cross cutting and are contributed to by services across the Council. The following pages give details of the key actions, targets and measures of evaluation together with the priority sponsor responsible for their delivery.

In addition, the Council plans its activities and allocates resources within a business planning framework. This is used to manage competing priorities and achieve value for money. The Council has recently undergone a challenging budget setting process to deliver savings of approximately £5million through reconfiguration of service delivery and efficiency savings. This process has ensured that the Council has a sound financial base from which to plan for future years.

The priorities explored

To ensure that our communities are safer, greener and cleaner

- To improve the quality of the environment in which we live
- To help people feel safer through reducing crime and anti-social behaviour

To improve housing and health to enhance the wellbeing of our communities

- To deliver an excellent housing service and provide affordable housing for those in need
- To promote equality, social inclusion and improve health

To deliver quality services to our customers and communities

- To continue to improve our weakest services
- To ensure clear, decisive political and managerial leadership to drive cultural change
- To continue to strengthen our financial management

To promote economic development and growth in Northampton

- To work with partners to support economic and infrastructure development to promote communities that are sustainable

To strengthen our commitment to partnership working and engaging with our communities to deliver better outcomes

- To improve our interaction with the public to ensure we are providing good quality services
- To improve work with partners to deliver better outcomes and services

6.

Organisational readiness for delivery

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We will work with our 'family' within local government to improve the services that we provide

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The Council has put in place a range of processes and actions to support the development of this Corporate Plan. We will work with our 'family' within local government to improve the services that we provide.

People Management

The Council adopted a 3-year Human Resources (HR) Strategy and Action Plan - "Enabling Success Through People" - in December 2005. The purpose of the strategy is to support the Corporate Plan and improvement of the Council by ensuring that the Council has an HR function that is effective and that it recruits, retains and develops our people to meet the challenges we face. The strategy recognises the urgent need to improve management and leadership capacity, embed performance management, improve job satisfaction and employee engagement in the Council's plans and priorities, and ensure we have a diverse, healthy workforce who are fairly paid for the jobs they do.

The one-year HR Action Plan takes each element of the strategy and specifically commits the Council to actions in each of these areas to drive improvement for the year ahead. Our key activities in the last 12 months have included significantly reducing our level of sickness by approximately 30%, providing nationally accredited leadership and management development programmes to all our managers, undertaking an employee survey and acting on the results, and introducing an Employee Assistance programme to give staff access to independent advice and support any time they require it.

Over 70% of our staff have received a performance appraisal and the Council is well underway to completing the national pay and grading review by April 2008 which

will make single status a reality, regardless of gender.

Culture

The Council is currently revisiting previous work on organisational culture under the auspices of its improvement plan. This is to ensure that behaviours and work processes are aligned to organisational values and delivery.

Value for money

This brings together cost and quality aspects of providing goods and services. The Council will deliver its services within tight resource constraints. The Council will continue its journey of service improvements with a focus on achieving value for money measuring the economy, efficiency and effectiveness of services. The Council will measure the extent to which we achieve value for money by assessing our performance against the following criteria:

- Improving customer satisfaction ratings for services.
- Achieving the Council's priorities and improvement targets.
- Achieving a minimum of 3% efficiency savings per annum as required by government.
- Assessment of service costs in comparison to other local authorities.
- Working within the resource framework, achieving a level of reserves at or above the minimum acceptable level.
- Implement a programme of value for money reviews that lead to service improvements.
- Achieving positive feedback or improved scores from all external inspections and

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Organisational
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reviews, including an endorsement of how the Council has improved the way it manages its resources.

Medium Term Planning (MTP)

The Medium Term Planning process (MTP) is a business planning tool whose main objective is to deliver the Council's priorities and maximise value for money. In anticipation of the changing expectations of our customers and other stakeholders, such as central government, MTP seeks to shape the current and future delivery of services so that we provide value for money services.

In order to do this the Council has to make the best use of scarce resources. Hence MTP also involves delivering services within what the Council is able to afford by working to a medium term financial strategy. It also involves managing risk and procuring goods and services wisely.

The MTP seeks to deliver services in the most effective, economic and efficient manner possible. This invariably involves examining why services are provided at all and the quantity and quality of what is provided. Such examination may lead to ceasing to provide services, or reducing the level at which services are provided, or providing services in more innovative ways or differently.

Use of Resources

In providing value for money the Council must make the best use of its resources. Indeed, the Council is subject to an annual review by the Audit Commission of its use of resources. The Council's medium term financial strategy is an important component of how resources are utilised. It is used to manage both capital and revenue expenditure and to ensure that resources are directly linked to Council priorities. Levels of Council tax, investment plans, risk management and procurement are all key elements of the Council's financial strategy.

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As a planning guideline the
predicted council revenue position
for 2007-08 is as follows:

General Fund Revenue Summary

Funding	Budget
Government Grant	
Revenue Support Grant	-2,644,924
Non-Domestic Rate	-15,760,424
Total Grants	-18,405,348
Council Tax	
Borough related Precept	-12,219,260
Parish related Precept	-825,447
Total Precept	-13,044,707
Total Income	-31,450,055
Expenditure	
Cash Limits	
Customer Services	3,040,380
Performance, IT, & Improvement	2,960,550
Human Resources	2,131,900
Community Safety, Leisure, & Town Centre Ops	-468,010
Development, Building Control,&	
Environmental Health	2,241,300
Finance & Asset Management	622,120
Regeneration, Growth, & Community Development	4,668,960
Street Scene & Property Maintenance	10,886,200
Housing Services	1,767,090
Governance, Resources, & Communications	2,917,980
Chief Executives	766,660
Net Expenditure (Cash Limit)	37,135,130
Recharge to Other Funds	-7,069,000
Net General Fund Cash Limit	30,066,130

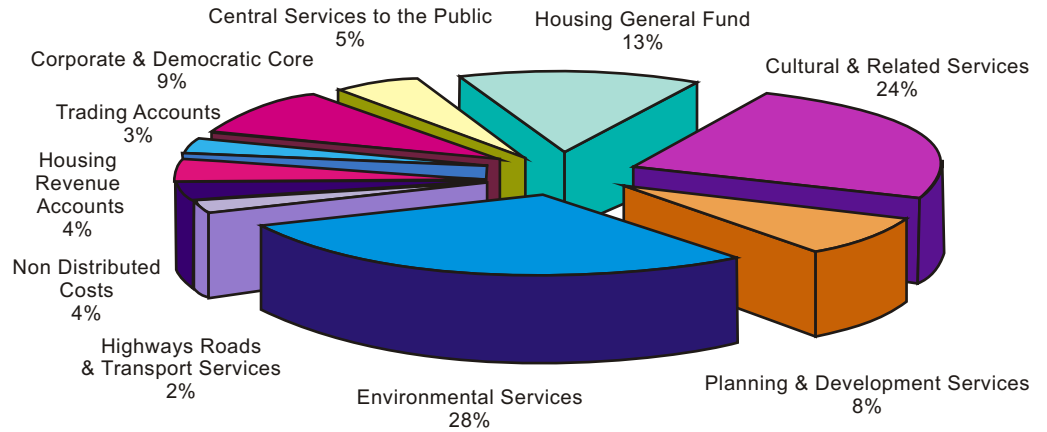
Corporate Items

Debt Charges	237,000
Collection Fund Deficit	19,868
Parish Precepts	825,447
Parish Grants	-59,124
Contingency - Contribution	
To Balance	1,250,000
	2,323,191
Net General Fund Budget Requirement	32,339,321
Contribution To/From (-) Balances	-889,266
	31,450,055
Balances B/F	-3,091,485
Contributions to/from (-) Balances	-360,734
Balance c/f	-3,452,219

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Organisational readiness for delivery

Indicative % Split of Cost Per Service for 2007/08



- Trading Accounts
- Corporate & Democratic Core
- Central Services to the Public
- Housing General Fund
- Cultural & Related Services
- Planning & Development Services
- Environmental Services
- Highways Roads & Transport Services
- Non Distributed Costs
- Housing Revenue Accounts

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Organisational readiness for delivery

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Customer Satisfaction

The Council has now adopted a 3 year Customer Services Strategy incorporating findings from consultation and engagement with our customers. This followed research stating that customers received a poor quality of service.

During 2006 we have focused on improving in these areas and have:

- Purchased new telephony systems, improving our call handling performance,
- Recruited new staff with appropriate skills and experience and relocated staff in a telephone based Customer Contact Centre,
- Actively managed and monitored queues,
- Reviewed our corporate standards where performance is measured,
- Invested in training and development of staff,
- Introduced local performance indicators,
- Reviewed our complaints procedure and introduced a 'customer feedback' procedure

The Council also joined the Institute of Customer Services. An established Customer Services Board, responsible to Corporate Board, will monitor the implementation of the strategy by conducting an annual review of progress.

Council Tax

The Council has a strong commitment to keep levels of Council Tax as low as financially prudent. Due to difficult financial circumstances, the Council Tax increase has been set at 4.95%. In order to deliver services within the

overall financial envelope the Council will exercise strong control over performance, efficiency and value for money.

Investment

The Council is looking at how best to allocate the income it receives from the disposal of its assets, for example from the sale of land.

Levels of Reserves

These reserves allow the Council to deal with unexpected financial costs in a planned way, ensuring that the risk of service failure is minimised. It is planned to build up the level of reserves to a minimum level over time from the next medium term strategy. This level will be determined by an annual robust risk assessment covering all services.

Risk Management

The Council will continue to develop its approach to risk management, with a clear framework for identifying and managing risks across all services. This will include assessing significant risks of any options before taking key decisions. Risk management contributes to the delivery of the Council's priorities and plays a key role in delivering effective services.

Procurement

The Council is working in partnership with other districts in Northamptonshire to create a shared procurement service, delivering efficiencies and economies of scale.

Efficiency

In addition to procurement the Council will continue to develop a programme of efficiency projects helping us to find savings across the organisation by improving our business processes, using new technology and smarter purchasing.

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Other strategic delivery partnerships

Northampton Borough Council delivers its priorities in collaboration with organisations across Northamptonshire. The services and level of quality and efficiency expected by local people can only be achieved through partnership working.

The development of the new Community Strategy by the Local Strategic Partnership and its revitalised way of working is an exemplar of how the various agencies join together at a strategic level to bring about growth and regeneration on a scale in line with the Community Vision, making sure that we have enough schools, hospitals, transport systems and good public services to support a new city.

Northampton Borough Council plays a key role in the Northampton Safer and Stronger Community Partnership, which has benefited from a review by a Home Office specialist team in February 2007. Alongside partners, who include Northamptonshire Police, Northamptonshire County Council, the Probation Services and the Voluntary Sector, the Council is active in tackling burglary, town centre violence, anti-social behaviour and domestic abuse among other things.

In order to deliver a more efficient and cost effective waste service for the local community, the Northamptonshire Waste Partnership is investigating future waste disposal options and the opportunity for sharing the service between the neighbouring authorities.

Northampton Borough Council, together with Northamptonshire County Council, Northamptonshire Police Authority, Northamptonshire Fire and Safety Service and the seven Districts and Boroughs, work

in partnership to remove abandoned vehicles under an umbrella called ELVIS. The partners work closely together to ensure abandoned vehicles are removed as quickly as possible.

In 2007 the Council will be looking to extend its existing partnership with Stonham Housing Association, enabling vulnerable people to access supported housing that would not otherwise be available to them.

Northampton Borough Council is playing a key part in developing a county-wide Customer Service Network where key individuals come together to learn, share and exchange knowledge across authorities. This successful joint working and networking has resulted in 5 other local authorities across Northamptonshire joining the Institute of Customer Service in a partnership model. Staff from four local authorities in Northamptonshire are already working together to develop Coaches and Practitioners to achieve an ICS Professional Award.

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Reviewing previous performance

This section reviews a range of previous priorities and outlines successes. A full analysis of all our performance indicators for 2006/07 will be produced on 30 June 2007 in line with all other Councils. This document will be an appendix to this Corporate Plan and will be called the Best Value Performance Plan.

Crime and Community Safety - Summary of performance 2006 - 2007

In February 2007 the Council took part in a review by the Home Office's Partnership Support Programme of the Northampton Community Safety Partnership. The Partnership will agree actions on the resulting recommendations early in the new financial year. The CPA direction of travel assessments made no recommendations in respect of community safety.

Crime generally has been declining in Northampton in 2006-7, although it remains higher than we would expect. The partnership was set some very demanding targets for crime reduction, which it has come close to meeting in respect of violent crime. Vehicle crime has seen the largest percentage reduction, although not enough to reach the target, but unfortunately burglary remains significantly higher than the required figure. The number of robberies has slightly risen since last year.

The Council has taken part in developing and re-launching the community safety partnership. An Anti-Social Behaviour Strategy has been approved and is now being delivered. Training of key staff in their statutory responsibilities to consider crime and disorder has been delivered. The Council has improved its service to actual and potential victims of domestic abuse, with the

launch of the Sanctuary Scheme and improved co-ordination through the Sunflower Centre. This is supported by the Community Safety Partnership. The relationship between the Council's CCTV system and the police is much stronger with improved sharing of information, and has scored some notable successes. Information sharing on crime generally, and assigning of tasks between the Council, police and other agencies, has been formalised and is now frequent and beginning to bear fruit.

Planning - Summary of performance 2006 - 2007

Performance improvement in Planning is being driven by means of a structured and timetabled 12-month Improvement Programme, which is monitored continually. The Improvement Programme addresses the weaknesses identified in the Service Inspection Report and focuses on four main interlinked areas: performance, organisation and resources, Committee procedures/Member development, and process improvement. It also includes actions, which are specific to the various services within Planning: development control, building control, policy and conservation.

Performance against established indicators shows a sustained and significant improvement over the last two quarters of 2006-07, although weaker performance in the first 6 months has reduced the level of overall performance for the year. This recovery is fragile, and the Improvement Programme sets out actions to ensure that resources are available to sustain these improvement gains over the long term. These actions are being implemented. Planning Committee arrangements have been improved and a comprehensive training programme is



Crime generally has been declining in Northampton in 2006-7



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Reviewing
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performance

underway for members of the Planning Committee. The principles of a revised Scheme of Delegation have been agreed and this will also contribute to sustaining improved performance.

Development Control procedures have been reviewed and a range of improvements have been put in place to improve customer care and stakeholder involvement. These include the expansion of the reception area at Cliftonville House, conducting an ongoing customer satisfaction survey and the establishment of Development Control and Building Control Users Forums.

Customer Service Summary of performance 2006 - 2007

Improvements to the One Stop Shop have been achieved in 2006-07 in line with the Council's improvement priorities to increase customer satisfaction and improve partnership working. Specifically the One Stop Shop has reduced customer waiting times and provides a faster response to a broader spectrum of services. Additionally a continuous improvement plan is now in place. An improved Corporate Complaints Procedure is now in place and is improving services as a result. Customer standards have been produced and work is underway for partner organisations to adopt the same standards.

Housing Services Summary of performance 2006 - 2007

Progress has been made in voids management. All long term voids have been re-let and the number of voids reduced by half in 12 months.

In meeting the Decent Homes standard, an Asset Management Strategy has been commissioned

and an Housing Revenue Account Business Plan developed.

Temporary accommodation numbers have reduced by half.

Improvement plans are in place for Benefits and Housing and progress is monitored by the Government Monitoring Board (GMB) Sub Groups. How the Government monitors the Council's improvement can be found in **Section 9**.

Benefits Services Summary of performance 2006- 2007

Benefits Services achieved all its primary targets in line with the agreed performance framework.

Consistent improvements are planned for 2007/08 in line with the performance framework indicating how standard or higher figures will be achieved.

Department for Work and Pensions are looking at disengagement from Benefits Services from Sept 2007, provided existing direction of travel is maintained.

The development of sustainability will continue with the appointment of a Benefits Manager in the autumn.

Regeneration & Growth - Summary of performance 2006 - 2007

Working with South Northamptonshire Council and Daventry District Council, a revised Local Development Scheme was submitted to GOEM and approved on the 16th March 2007. Joint working has also been with the support of GOEM, NCC and WNDC through a series of Project Board and Steering Panel meetings. These have been chaired by NBC over the past year and involved the Leaders and Portfolio holders of all three Local Authorities, senior managers and a joint Planning team. In order to

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Reviewing
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performance

progress this important work further resources have been made available, such as joint accommodation. The Chair of both Project Board and Steering Panel has been successfully passed to South Northamptonshire Council from the 1st April 2007 for a period of 12 months underlining the true partnership spirit and commitment.

Additionally, the approved Local Development Scheme will allow the formal consultation of the Local Delivery Framework over the next year.

The Council has led regeneration partnership working by bringing forward a Central Area Framework with its partners West Northamptonshire Development Corporation, the County Council and English Partnerships. The Council has also secured East Midlands Development Agency (EMDA) support for its regeneration plans and investments. The study was widely circulated and presentations made to Councillors of NBC, NCC and WNDC, together with the Town Centre Commission, the Town Centre Partnership and the Local Strategic Partnership Board.

Whilst the Community Vision for Northampton has been developed, the joint Local Authority Group is waiting to bring forward a joint vision for West Northamptonshire by August 2007 through engagement with the West Northamptonshire communities.

The appointment of an interim Regeneration manager in 2006 and recent permanent appointment of an Economic Intelligence Manager, has led to increased joint working with key partners, in particular:

- Confirmation of key regeneration principles by Cabinet and adoption of key priority regeneration projects has come forward in December 2006
- Rejuvenation of the Grosvenor/Greyfriars project is a high priority regeneration project. It has involved partners and a collaboration agreement has been drawn up with the private sector. The Council is working together with Legal and General and Stagecoach and is targeting a signed development agreement by June 2007.
- The Council has worked in partnership with WNDC and contributed to its Growth Delivery Plan Steering Panel and supported each of its 5 sub groups.
- The Council has brought forward through a cross-service Project Board and a cross-partner Council Steering Panel a Housing Strategy that has been approved as 'fit for purpose' by GOEM on 24th March 2007.



9

Targets for 2007-08 and how we will ensure they are delivered

This section of the plan sets out the general direction of what the Council is seeking to achieve. Additionally, we have identified key actions that are detailed within the Best Value Performance Plan (BVPP) which will be appended to this plan and published at the end of June 2007. Included within the appendix will be specific measurable targets. These targets will be set against statutory Best Value Performance Indicators (BVPIs) and national targets, together with locally defined indicators, specific to each service area. In addition to monitoring our performance against these targets we also monitor progress against other priority areas such as our Strategic Improvement Plan.

The Council will also be monitored by external bodies through audit mechanisms and also by the Government Monitoring Board in

respect of the progress we are making to improve.

We have a range of internal mechanisms that we use to monitor performance and hold people to account. This is achieved through our performance management framework that includes:

- Team meetings at least once a month in service areas,
- 1:1 meetings with line managers at least once a month,
- Corporate appraisal scheme whereby performance and behaviours are measured and reviewed twice a year.
- Bi-monthly performance reviews
- Weekly and monthly monitoring of service data.

Council Priority 1	To improve the quality of the environment in which we live
Policy Sponsor	David Taylor

Key Actions

These will be our targets to measure performance against the Key Actions

1a To help local people feel safer by tackling anti social behaviour and by working with the police to reduce crime

Working with the Safer, Stronger Communities Partnership to deliver the recommendations as laid out in the Home Office Partnership Support Programme Report.

To reduce anti-social behaviour and crime by March 2008

Council Priority 2	To deliver an excellent housing service and provide affordable housing for those in need
Policy Sponsor	David Taylor

2a To improve the effectiveness of our Housing Services by reducing homelessness, improving the quality of homes and reducing delays in service provision

To improve the quality of all our housing stock within agreed criteria, in line with Government criteria for decent homes.

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Targets for
2007-08 and
how we will
ensure they
are delivered

Council Priority 3 To promote equality, social inclusion and improve health

Policy Sponsor John Edwards, Chief Executive

Key Actions

These will be our targets to measure performance against the Key Actions

- | | | |
|-----------|--|--|
| 3a | Achieve the Equality Standard for Local Government, Level 2: Assessment & consultation/participation | <p>Developed systems for self-assessment, scrutiny and audits as the basis for continuous improvement</p> <p>Engaged in equality impact assessment</p> <p>Undertaken self-assessment across the authority</p> <p>Involved designated community, staff and stake holder groups in service planning</p> <p>Engaged in the development of information and monitoring systems</p> <p>Engaged in an equality action planning process for employment, pay and service delivery</p> |
|-----------|--|--|

Council Priority 4 To continue to improve our weakest services

Policy Sponsor Corporate Directors

- | | | |
|-----------|---|--|
| 4a | To continue to make improvements in service delivery, with short term focus on our three weakest services | <p>Housing services improving</p> <p>Planning services improving</p> <p>Benefits PIs show consistent improvement trend as evidenced by 06/07 outturn data plus part-year data at time of Benefit Fraud Inspectorate (BFI) assessment</p> |
| 4b | To strengthen arrangements to secure the continuous improvement of all services | <p>Clear approach evident by 2008</p> <p>Value for Money (VFM) arrangements improving</p> <p>Clear performance framework, including reporting to members</p> <p>Robust Financial management evidenced by an improvement in the Use of Resources Score to level 2 by March 2008</p> |

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Targets for
2007-08 and
how we will
ensure they
are delivered

Key Actions

These will be our targets to measure performance against the Key Actions

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| 4c | To increase the effectiveness of our revenues and benefits services | <p>Increase customer satisfaction by a minimum of 10% each year</p> <p>Achieve an overall satisfaction rate of 80% in the benefits service by March 2008</p> <p>Ensure new claimants receive benefit payments within 25 days by March 2009</p> |
| 4d | To improve the effectiveness of our Planning Service | <p>Reduce the time taken to process 'minor' planning applications to 86% within 8 weeks by March 2009</p> <p>Recruit and train staff to deliver an integrated planning service over three years with 75% customer satisfaction</p> <p>Improve working with strategic partners to deliver the sustainable communities and growth agendas by achieving and approved Local Development Framework by August 2011.</p> |

Council Priority 5	To ensure clear, decisive political and managerial leadership to drive cultural change
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Policy Sponsor	John Edwards, Chief Executive
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- | | | |
|-----------|--|---|
| 5a | Demonstrate stronger joint political leadership across all parties | <p>A clear joint agreement, post elections, for political co-operation to deliver improvement and agreed arrangements in place</p> <p>Co-operation is sustained and effective</p> <p>A balanced budget for 2007/08 is set</p> <p>A detailed, agreed, robust, project plan in place for the delivery of the identified budget reductions and efficiency savings with clear (financial) targets, timelines and accountabilities. Implementation will be underway.</p> <p>Clear arrangements in place for officer and member accountabilities for the delivery of the budget reductions and efficiency savings</p> <p>Arrangements in place - and being actioned - to monitor the 2007/08 budget to ensure that appropriate action is being taken to deliver the Budget. This will include clear reporting arrangements. There will be evidence already, if necessary, of timely and effective corrective action</p> |
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Targets for
2007-08 and
how we will
ensure they
are delivered

Key Actions

These will be our targets to measure performance against the Key Actions

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|------------------|---|---|
| <p>5b</p> | <p>Demonstrate effective managerial leadership to deliver improvement and drive cultural change</p> | <p>A clear plan, which the Council has started to implement, for how it is going to ensure its most senior managers have the necessary leadership capacity, skills and expertise including:-</p> <p>a) A clear, timed plan for the recruitment of the Chief Executive's post, including how the Council will seek to ensure that it makes a sound appointment.</p> <p>b) The Acting Chief Executive to assess the capacity and skills of the paid service and identify gaps and agree plans to address them.</p> <p>Evidence that actions agreed at top management team are actioned, reported back and have impact.</p> <p>Robust, SMART Corporate Plan and service plans for 2007/08 in place and in use.</p> <p>Organisational culture where responsibility and accountability is clear and staff and Councillors are clear on their roles</p> |
| <p>5c</p> | <p>To develop clear protocols and agreements between Councillors to ensure that pre-election periods do not adversely impact on services or our improvement programme</p> | <p>To develop a framework and agreed standards for all Councillors to operate within which are transparent and understandable to all</p> <p>To allow for vigorous, focussed political debate without risk to agreed improvement activities</p> <p>Councillors to be actively and appropriately engaged in progressing the work of the Council through effective participation in Council, committee and scrutiny meetings and through development opportunities</p> |

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Targets for
2007-08 and
how we will
ensure they
are delivered

Key Actions

These will be our targets to measure performance against the Key Actions

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|-----------|---|---|
| 5d | To publish a new Council Constitution and improve the way in which Council meetings operate | <p>To have clear standards for our governance, through which we will monitor compliance</p> <p>To have clarity about the Council's aims together with clear, unambiguous decisions</p> <p>To improve the quality of debate and application of recognised standards</p> <p>To make Council meetings more relevant to local people</p> |
| 5e | To produce a vision for the town, based on consultation with local people, which sets out for the short, medium and longer-term the type of place we want Northampton to be | <p>To set priorities, informed by consultation and the needs of the area, to provide a clear framework for decision making</p> |
| 5f | To refocus our improvement strategy to ensure achievement of better outcomes | <p>To target our efforts more effectively on specific priorities for improvement</p> <p>To identify potential barriers at an early stage and take steps to address them</p> |
| 5g | To strengthen our management capacity by joint working on leadership development, providing management development opportunities and recruiting to vacant posts | <p>Management capacity will be measured and all our managers and team leaders will benefit from leadership training and accredited management development appropriate to their needs</p> <p>To increase the percentage of staff satisfied with the Council as their employer to 80% by March 2009</p> <p>To reduce sickness absence to an average of 9 days by March 2009</p> <p>To strengthen capacity of services by achieving a recruitment cycle time of 27 days by March 2008, to process vacancies and through increasing the percentage of posts filled after first advert, following measurement of these activities in November 2006</p> <p>To achieve Investor in People Status by March 2008</p> <p>To use our programme delivery office to embed programme and project management disciplines across the Council and to increase our capacity for systematic organisational learning.</p> |

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Targets for
2007-08 and
how we will
ensure they
are delivered

Key Actions

These will be our targets to measure performance against the Key Actions

- 5h** To embed a performance management culture throughout the organisation to ensure continuous, sustainable improvement
- To achieve performance improvement in all priority areas and have no services in the bottom quartile by March 2008
- To maintain performance levels in non-priority areas to prevent service failure and deterioration
- Portfolio Holders, Scrutiny and all staff actively using performance management tools to monitor service performance and achieve improvement

Council Priority 6	To continue to strengthen our financial management
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Policy Sponsor	Isabell Procter
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- 6a** To address weaknesses in the management and capacity in the finance function
- A clear recruitment and retention plan which is being actioned urgently, plus robust contingency and short-term plans to ensure the 2007/08 budget and financial management processes are not compromised
- 6b** To achieve a robust, balanced budget by February 2007
- To enable the movement of resources to priority areas from February 2008
- To ensure that our priority services are adequately resourced to achieve identified levels of improvement by February 2008
- 6c** To deliver a robust, updated Medium Term Financial Strategy based on a realistic assessment of available resources and service pressures and priorities
- To develop a framework for aligning resources to priorities by February 2008
- To link together revenue budget and capital investment in accordance with prudential guidelines by February 2008
- 6d** To deliver a robust Housing Revenue Account budget strategy, explicitly linked to the achievement of the Decent Homes Standard
- To allow resources to be moved to deliver priorities
- To improve the quality of all our housing stock within agreed criteria in line with Government standards for decent homes



Targets for 2007-08 and how we will ensure they are delivered

Key Actions

These will be our targets to measure performance against the Key Actions

- 6e** To develop an Asset Management Plan, linked to the Medium Term Financial Strategy, which will ensure that we manage our investments in line with our priorities

To begin the process of changing our property use to reflect our priorities by March 2008
- 6f** To achieve Level 2 in key areas of the Use of Resources for the assessment year ending March 2008

To enable ownership of devolved budgets by managers

To improve financial and performance management

To deliver improved value for money by using our resources more efficiently, evidenced through improved Use of Resources assessments

To enable Councillors to have clear and regular reports which set out our financial situation and any corrective actions to be taken

To facilitate and efficient annual audit of final accounts

Council Priority 7	To work with partners to support economic infrastructure development to promote communities that are sustainable
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Policy Sponsor	Clive Thomas
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- 7a** To deliver sustainable growth that meets the aspirations of current and future generations

To help to develop, with local people and other stakeholders, an agreed shared direction for the growth of the area of West Northamptonshire in order to underpin future planning

To increase investor confidence for the successful economic regeneration of the Borough

9.

Targets for
2007-08 and
how we will
ensure they
are delivered

Council Priority 8

To improve our interaction with the public to ensure we are providing good quality services

Policy Sponsor

David Taylor

Key Actions

These will be our targets to measure performance against the Key Actions

- 8a** To improve our understanding of customers needs in order to ensure we are providing relevant good quality services
- Customers from ethnic minority groups will have improved access to services, which will meet their highest priority needs by 2009
- Increase opportunities to shape and influence service delivery through focus groups, systematic surveys and other sampling by March 2008, to ensure services meet the needs of customers
- 8b** To increase customer satisfaction with Council services overall by setting stretch targets following the three yearly customer satisfaction survey in October 2006
- Provide a more efficient and accessible response to customers by completing phases 2 and 3 of the customer contact centre
- Embed new corporate complaints procedure in order to bring about improved customer service
- Provide a range of choices for customers to access services and achieve 100% interactions enabled by electronic delivery by March 2008

Council Priority 9

To improve work with partners to deliver better outcomes and services

Policy Sponsor

David Taylor

- 9a** To strengthen commitment to engagement in strategic partnership working and co-operation with partners
- Evidence of increased engagement and the reputation of the Council amongst its partners will have improved.
- Evidence of active collaboration and participation with partners to deliver some services jointly
- Clarity on consultation and engagement processes
- Community Vision completed but needs to be given profile
- Increase profile of LSP and LAA
- Clear Corporate Planning cycle for medium/long term



Targets for
2007-08 and
how we will
ensure they
are delivered

Key Actions

9b To improve our work with partner organisations to provide services which meet the needs of customers and which helps to build capacity with communities

These will be our targets to measure performance against the Key Actions

Deliver more 'joined up' and seamless service provision through co-ordinated delivery of Local Area Agreement outcomes by 2008

To ensure that customers are empowered to take part in local decision making on matters that affect them by 2008

To use a high profile to more effectively secure high quality outcomes and improvements for our communities

This Corporate Plan will incorporate the Best Value Performance Plan, and as such we will publish in June 2007, as an appendix to this document specific and measurable targets against the Statutory Best Value Performance Indicators (BVPIs) and our local performance indicators, specific to service areas. In addition, we will publish the Council's performance in 2006/07 against the BVPIs and local performance indicators.



Item No.

Name of Committee	Council
Date	28th June 2007
Report Title	Corporate Plan 2007 – 2011
Key Decision	Yes

1. Recommendations

Full Council adopts the Corporate Plan for 2007-2011, attached to this report.

2. Purpose and Summary of the report

The Council's corporate plan was published in draft on 30th April 2007 and brings together the Council's vision, corporate objectives and annual priorities and translates these into a small number of high level measures and targets.

The Corporate Plan (appendix 1) was considered by Cabinet at it's meeting on 11th June 2007. Cabinet resolved to recommend the Corporate Plan to Council.

The plan reflects our current performance as assessed by a number of independent auditors, inspectors and current commitments. It also reflects the realignment of this year's objectives and priorities to meet with existing financial resources. It was necessary to delay the production of the Corporate Plan as a result of delays to the publication of the CPA progress assessment and the financial position that the Council faced in 2007/ 08 and future years to ensure that objectives and priorities could be aligned with improvement priorities and financial resources.

The plan links to our existing improvement plans, service plans and our performance management framework. It sets out a range of high level corporate measures which will be reflected in service and team plans. Progress against targets and milestones will be monitored by the Cabinet and Management Board to ensure that they are met and that corrective action is taken where required.

The plan has been developed through discussions with local people, communities and partners. The plan reflects their priorities and takes account of the community vision for the town recognising that this will need to be realised through the alignment of other public services within the town.

It is intended that, following the change of administration in the Council, the plan will be revised in line with the development of the Council's medium term planning and financial processes to ensure alignment of priorities and resources for future years.

3. Options Available

Option Summary	
a	The Council is required to have a corporate plan in order to demonstrate its priorities and objectives for service delivery. The Corporate Plan is a key priority in the Improvement Plan. It is recommended that this plan is adopted by the Council for 2007 – 2011, subject to revision and realignment with the medium term planning and financial processes.

4. Relevant Background

The plan has been developed in line with the community vision, consultation responses and the council's improvement and financial resource commitments.

5. Evaluation of Alternative Options

Option	Evaluation Summary
a	This is the only option if the council is to demonstrate the requirement to adopt a corporate plan as part of the improvement plan.

6. Consultees (Internal and External)

Internal	Councillors, Overview & Scrutiny, Directors, Corporate Managers, staff
External	LSP partners, Community Forums, Area Partnerships, and the public

7. Compliance Issues

Links to Relevant Council Priorities

Recovery Plan

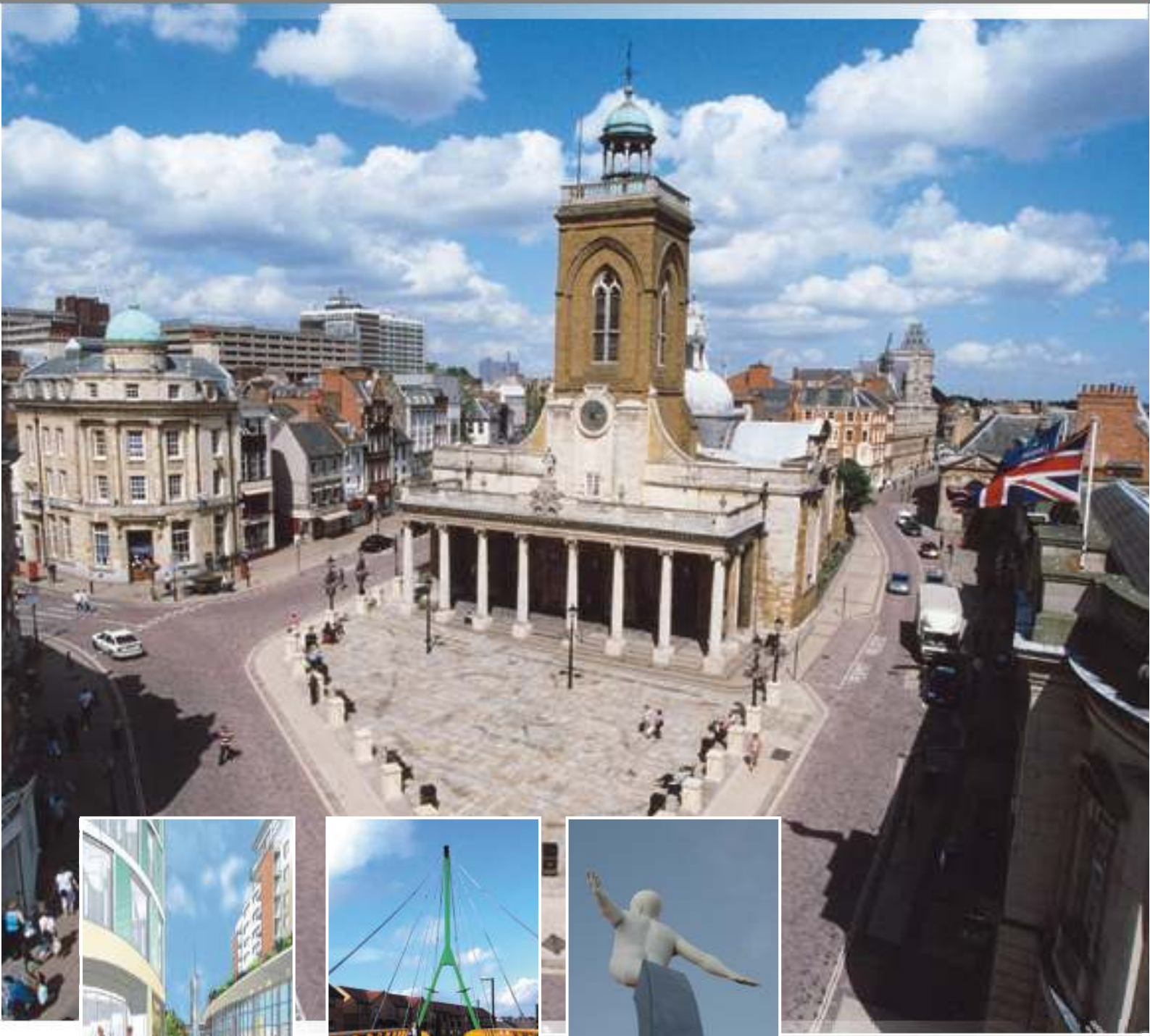
The production of a community vision and a longer term Corporate Plan is a key objective in the Council's Improvement Plan. This work addresses the criticisms about lack of long-term strategic planning made in the original CPA report and the issues raised in the subsequent CPA progress assessment report published in March 2006.
Corporate Plan
Not applicable
Other Strategies
Provides direction for policy and strategy development.
Financial Implications
There are currently no direct financial implications, however the associated delivery plans will have costs attached which will require further consultation and decision making.
Legal Implications
This meets the requirements of the Council's Governance arrangements.
Crime & Disorder Issues
The community vision contains elements relating to the reducing the fear of crime
Children Act Issues
There are no direct implications within this proposal related to the Children Act although the Corporate Plan will obviously impact on the children and young people in our community.
Risk Management Issues
Failure to develop an appropriate Corporate Plan within the timescales will impact on the effective production of service and team plans for the delivery of services. It will also impact on the Council's ability to demonstrate improvement to the community and our partners and stakeholders. Such failure would also have a negative impact on our CPA score now and in the future.
Equalities Compliance Issues
The Corporate Plan includes how the Council will provide accessible and equitable services

8. Background Papers

Title	Description	Source
None		

Name	Signature	Date	Ext.
Author	Nicci Marzec, Governance & Communications	6 June 2007	Ext 7413,
Corporate Manager	Nicci Marzec, Governance & Communications	6 June 2007	Ext 7431
Monitoring Officer	Francis Fernandes Solicitor to the Council	6 June 2007	Ext 7334
Section 151 Officer	Isabell Procter Director – Finance and Asset Management	6 June 2007	Ext 8718

NB: In relation to Key Decisions both the Monitoring Officer and the Section 151 Officer (or their deputies) will need to sign the report before it can be accepted by meeting services



corporate plan

2007- 2011



NORTHAMPTON
BOROUGH COUNCIL

Delivering promises, providing better services and creating futures

This document is Northampton Borough Council's Corporate Plan 2007/2011, and explains the Council's ambitions and priorities. If English is not your first language and you need help in translating this document, contact **Simone Wade** on **01604 838569**

এটি হলো নর্থাম্পটন বোরো কাউন্সিলের 2007/2011 সালের কর্পোরেট প্ল্যান, যা কাউন্সিলের লক্ষ্য ও অগ্রাধিকারগুলো বর্ণনা করে। ইংরেজী যদি আপনার মাতৃভাষা না হয় এবং এ কাগজপত্রের অনুবাদের পয়োজন হয় তবে পান সিলাভান কে 01604 838569 এ নম্বরে যোগাযোগ করুন।

这份文件是北ampton市議會提出的 2007/2011 年度綜合規劃，內容說明市議會的願景和優先推展項目。如果英語不是你使用的主要語言而需要翻譯這份文件的幫助，請致電與 Simone Wade 聯絡，電話 01604 838569

Văn kiện này là Bản Kế Hoạch Tổng Hợp Năm Khóa 2007/2011 của Hội Đồng Thành Phố Northampton, nội dung giải thích các hoài bão và việc ưu tiên của Hội Đồng. Nếu tiếng Anh không phải là ngôn ngữ chính của quý vị và quý vị cần giúp đỡ phiên dịch văn kiện này, hãy gọi điện thoại số 01604 838569 liên lạc với Simone Wade

આ દસ્તાવેજ નોર્થમપ્ટન બોરો કાઉન્સિલનો 2007/2011નારો કોર્પોરેટ પ્લાન છે. અને તે કાઉન્સિલની મહત્વાહુતાઓ અને અગ્રતાઓ સમજાવે છે. જો અંગ્રેજી તમારી મૂળભૂ ભાષા ન હોય અને તમને આ દસ્તાવેજના આધારમાં મદદ જોઈતી હોય, તો શીલ સિલ્વરનો 01604 838569 ઉપર સંપર્ક કરો.

ਸਿਹ ਦਸਤਾਵੇਜ਼ ਨੋਰਥੈਮਪਟਨ ਬਰੋ ਕੌਂਸਲ ਦੀ ਸੰਗੋਲੀਤ ਯੋਜਨਾ 2007/2011 ਮੈਂਬਰੀ ਹੈ ਅਤੇ ਇਸ ਵਿੱਚ ਕੌਂਸਲ ਦੇ ਉਦੇਸ਼ਾਂ ਅਤੇ ਉਚੀਤ ਖਰਚੇ ਦੱਸਿਆ ਗਿਆ ਹੈ। ਜੇ ਅੰਗਰੇਜ਼ੀ ਤੁਹਾਡੀ ਮੁਢਲੀ ਭਾਸ਼ਾ ਨਹੀਂ ਹੈ ਅਤੇ ਤੁਹਾਨੂੰ ਇਸ ਦਾ ਅਰਥਾਂ ਕਰਨ ਲਈ ਸਹਾਇਤਾ ਦੀ ਲੋੜ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਸੇਲ ਸਿਲਵਰ ਨਾਲ 01604 838569 ਤੇ ਸੰਪਰਕ ਕਰੋ।

Acest document din planul colectiv al Consiliului Northampton pe anul 2007/2011 explică ambițiile și prioritățile Consiliului. Dacă engleza nu o limba dvs. principală și aveți nevoie de ajutor pentru traducerea acestui document, contactați-l pe Simone Wade la numărul 01604 838569.

Dokumentigen ah Northampton Borough Council's Corporate Plan 2007/2011 wuxuuna sharxayaa Kooralka halyiga iyo mudnaantooda. Haddii uu Ingiriisiga laqadaada kuwead ansyn oo aadno caawimaad uga baahahan tahay in dokumentigan lagu tuujumo, waxoo kiri Simone Wade 01604 838569

Kanuni hii ni ya Northampton Mpango wa Borough Council's Corporate ya kipindi cha 2007/2011 na Inaelezea mipanyo ya maendeleo na kipaumbele. Kama English sizo Lugha yako ya kwanza na unahitaji tafsiri ya kanuni hii,waailiana na Simone Wade simu namba 01604 838569

یہ ڈاکیومنٹ نارتھمپٹن بورو کونسل کے کارپوریٹ پلان 2007/2011 میں شامل ہے اور یہ کونسل کی اہمیتوں اور ترجیحات کی وضاحت کرتا ہے۔ اگر انگریزی آپ کی پہلی زبان نہیں ہے اور آپ کو اس ڈاکیومنٹ کے ترجمے میں مدد کار چاہو تو براہ کرم Simone Wade (01604 838569) پر مشاغلے کریں۔

For further information on council services
Telephone: 01604 837837 or visit: www.northampton.gov.uk

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838569**

Introduction



This Plan will incorporate our Best Value Performance Plan so that the Council will have one key plan driving its business

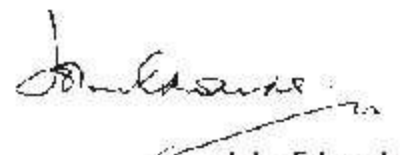


This is Northampton Borough Council's draft Corporate Plan - our promise to deliver services and community leadership for the people of Northampton. It is in reality a re-launched plan. As such it takes account of and builds on our earlier Corporate Plan. We have captured the lessons from our planning process to ensure that subsequent plans are robust and appropriately aligned with our service planning and performance management framework.

This Plan takes account of our Local Area Agreement and recognises that Northampton is no longer an independent organisation providing services to the people of the town. Rather it is an interdependent organisation which in collaboration and cooperation with other local authorities and a range of other bodies will work to create a better town in a better county.

This Plan will incorporate our Best Value Performance Plan so that the Council will have one key plan driving its business. It will also include our Delivery Plan which will incorporate our Improvement Plan. However, since Management Board has not approved these documents they are not included at this stage. We intend to consult separately on those.

We intend to begin work immediately on a new plan with the Council's new administration with a new mandate. I anticipate that this will become a core priority for the new Chief Executive who will be appointed during the summer months.



John Edwards
Interim Chief Executive

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1

The Plan in context



Northampton Borough Council's Corporate Plan is a key driver for the organisation. It will enable us to deliver our part of the Community Vision. This is a programme for which the Local Strategic Partnership (LSP) is responsible. Northampton Borough Council is a fully participating member of the LSP.

The Plan links to existing Corporate Plans, service plans and our performance management framework. It sets out a range of high-level corporate measures which will be reflected in service and team plans.

The Cabinet and Management Board will monitor progress, ensure that targets and milestones are met and that corrective measures are taken where appropriate. Progress will be reported to the Cabinet.

The Council's Corporate Plan brings together the Community Vision, corporate objectives and annual priorities and translates these into a small number of high level measures and targets.

These measures and targets are then delivered through service plans, team plans and individual objectives. Service plans themselves may be supported by improvement plans, action plans and/ or specific project plans. Our performance management framework ensures that all of these are delivered. It means that all of our activity is aligned with the Community Vision and ultimately improving the quality of life for local people.

The Council's Corporate Plan is designed to provide a management focus to improvement activity. Each performance perspective has measures and targets which have been agreed by the Corporate Board. They will monitor progress against the plan and take remedial action where necessary to maintain our direction of travel along our improvement journey.

Staff should ensure that everything they do contributes to at least one of the corporate objectives in this plan and staff appraisals will be focussed on the delivery of corporate objectives and priorities.

The development of this Plan

The Plan has been developed through discussions with local people, communities and partners. The Plan reflects their priorities. It takes account of potential synergies which may be realised through the alignment of the strategic plans of other public services within the town.

Northampton Borough Council is committed to working in partnership with other local authorities across Northamptonshire to implement 'Enhancing Local Government in Northamptonshire' (ELGIN). An emerging vision of this partnership is to develop a Customer Service Academy where a consistent approach to developing Customer Service across Northamptonshire can be agreed and implemented for the benefit of all of our customers.

This Plan incorporates the salient themes emerging from the discussions around the formation of the Community Vision which was led by the Local Strategic Partnership and supported by the Council. Local people's views about their expectations of the Council have produced a number of key themes.

The following are the top 5 things that people said they liked most about Northampton:

- **Parks & the countryside**
- **Its historic buildings**
- **The wider range of shops**
- **The availability of health care**
- **The quality of schools**

1.

The Plan in context

“ We are confident that our plans are ambitious, realistic and achievable ”

People also told us what they thought needed improvement:

- **The way the town looks**
- **Community safety**
- **Public transport choices**
- **Roads and highways**
- **Entertainment**

People said they want the Council and its partners to concentrate on getting the basics right first, whilst putting plans in place to bring about a more ambitious vision of the future Northampton.

The Corporate Plan in a real world context

This Plan reflects our current performance as assessed by a number of independent auditors and inspectors and current commitments. It also reflects the realignment of this year's objectives and priorities to meet with existing financial resources.

Where services have been assessed as weak, there are improvement plans in place. These are covered within a separate strategy to be agreed by Board. These will prepare the Council for an inspection by the Audit Commission.

Delivering promises, providing better services and creating futures

People want, expect and are entitled to a broad range of services delivered by its local Council and that those services give them value for money. Partnership is a key vehicle through which better services will be delivered. This approach allows resources to be aligned, needs to be met by the most appropriate organisation, efficiencies to be gained and confusion to be removed.

The Council is committed to working through strategic partnerships, working and co-operating with partners. The Council also recognises that its work is a subset of a wider strategy; the Community Vision. The body responsible for driving, monitoring and delivering the Community Vision is the Local Strategic Partnership (LSP).

The Local Strategic Partnership is a body of organisations that work together to improve the quality of life for the people of Northampton. NBC is a key partner within the LSP and is currently working along side the other partners to develop a Community Strategy that shows how the new Community Vision for 2031 can deliver year on year, the agreed improvement which will result in better services for local people. Each organisation will have its own strategic internal plans to deliver agreed priorities. This Corporate Plan shows how we will play our part in delivering this new, shared vision of the future of Northampton.

The Council will play its full part by becoming an organisation that provides quality services, as well as being a great place to work. To achieve this we will need to succeed in the priority improvement areas. However we will also have to improve in other areas where there is no additional funding. This will mean realising cashable savings as well as working more efficiently, innovatively and creatively.

We are confident that our plans are ambitious, realistic and achievable. By working with our staff, partners and the community we will make the improvements that are needed to deliver our shared vision for the future.

2.

Key facts about Northampton



Northampton is an historic town with the first known human habitation in Briar Hill in 4000 BC. Over the years it has made its name through being a seat of Parliament in the 1300s, the famous Queen Eleanor Cross, a market place since 1189 and the boot and shoe industry. More widely Northampton is known for its football, rugby, cricket and motor sports. It is also home to major business head quarters such as Carlsberg, Barclaycard, Avon, & Travis Perkins.

Northampton has a diverse population with its ethnic communities forming 12.3 per cent of the population. The Council is ranked 135th out of 354 local authorities in the Indices of Deprivation. No wards are in the worst 10 per cent for deprivation but 33 per cent of Northampton's wards are in 25 per cent of the most deprived wards in England. Unemployment is lower than the national average with lower than average take-up of benefits by working

age people.

Regeneration is therefore a key priority for the town. The Government has identified West Northamptonshire, including Northampton as an area for major growth. This will provide over 141,000 additional jobs and 167,000 new homes by 2031. Northampton Borough Council works with the West Northamptonshire Development Corporation, to ensure that local peoples' views are represented and the best outcomes delivered for the future of the town.

This presents a fantastic opportunity for Northampton to fulfil its vision. The revitalisation and upgrading in quality facilities of Northampton's central area are essential to the regeneration of the town as a whole and to its ability to accommodate any planned growth, for example the planned development of Grosvenor & Greyfriars, St John's area, and Castle Station.



Regeneration is therefore a key priority for the town



3.

Northampton Borough Council

Local government functions are divided between county and district councils, to the level where they can be practised most efficiently.

Northampton Borough Council is the largest district council in Northamptonshire and covers an area of 81km². The town is part of the Milton Keynes and South Midlands Growth area identified for economic and population growth as part of the Office of the Deputy Prime Minister's (ODPM) Sustainable Communities Plan. Currently the population is about 194,500, living in 85,000 households, and as part of the planned expansion the population is due to reach 300,000 by 2031.

District and Borough Councils are responsible for local planning and building control, council housing, environmental health, markets and fairs,

refuse collection and recycling, cemeteries and crematoria, leisure services, parks, and tourism.

County councils are responsible for running the larger services covering a wider geographical area, such as education, social services, libraries, main roads, public transport, consumer protection, waste disposal and strategic planning.

To exercise its role as a community leader Northampton Borough Council must be at the heart of its communities, listening and reacting to the views of local people. This means recognising the diversity of the communities we serve. It also means ensuring that the delivery and design of services take account of, as far as is possible, communities' needs, wants and aspirations.



4.

The Council's work set in a strategic context

The starting point for this plan is to ensure that the Council is able to deliver its part of the Community Vision for Northampton. In January 2007 the Local Strategic Partnership agreed the Community Vision for Northampton.

The Vision was informed by regional and national priorities, consultation with the public, partner organisations and staff. The Council facilitated the development of the Community Vision. Its role in achieving the vision is supported by five corporate objectives. Each year a small number of improvement priorities are identified under each corporate objective.

In developing the first phase of the Community Vision, by 2011 Northampton will be:

- Safer
- Cleaner
- Healthier
- Recognised for good quality, environmentally friendly housing
- Well served by modern and efficient public services

The Community Vision 2031

"Close your eyes and imagine where you want to be. Imagine the complete journey you need to take in order to get there. Now go pack... Your reservations have been made"

Imagine Northampton in 2031! - A place of PRIDE, RESPECT, EXCITEMENT, VITALITY, FUN, and PASSION.

The spirit, commitment and determination of the people of Northampton will be there for everyone to see. Northampton will build upon its historic market town roots to become a 21st century city with diverse multi-cultural communities.

People who visit Northampton will look upon it as a place where they would want to live, work and bring up a family and those who live here will want to stay. We will celebrate all that is good about Northampton and Northampton will be all these things because:

By 2011 it will....

Be recognised for good quality, environmentally friendly housing:

We will continue to promote good affordable, well-designed housing for all, with attention to the environment and the use of sustainable resources

Be well served by modern and efficient public services:

Local Councils will have defined their role as community leaders, working in

“ We will celebrate all that is good about Northampton ”



4.

The Council's
work set in
a strategic
context

“ We will
celebrate all
that is good
about
Northampton
”

partnership to deliver this vision for Northampton. Their decisions will be easy to understand, transparent and will involve local people.

Be safer:

People will use the city centre and move around all of Northampton at night without fear.

Be cleaner:

All of Northampton will be clean and litter-free. We will work together to build a community culture of no tolerance of those who litter and pollute our streets.

Be healthier:

Our green spaces, the street -scape and urban design will help to make the healthiest environment so that people have good physical and mental health and live longer.

By 2021 it will....

Be a city:

With a population approaching 240,000 over the next 15 years, Northampton will become city sized and as such we will develop an infrastructure that ensures that during this rapid period of growth there are enough schools, health care services, emergency services, roads, affordable quality housing and green space to support the rest of our vision. There will be excellent public services, healthy, skilled and prosperous residents who are proud of where they live and aspire to improve their lifestyle and opportunities.

Be a place made up from caring communities:

Communities will be developed and built upon respect and understanding of people of all ages, status and ethnicity. We will invest in, support and promote the family in all the forms that it takes so that there is the opportunity and desire to stay together, learn from and support each other.



And by 2031 it will...

Be a major regional cultural and economic centre:

Northampton will be a centre for educational excellence our schools will help develop good citizens and produce exceptional results. Our colleges and university will work with local businesses to increase the skills base and develop and retain the jobs and workers of the future, improving the quality of life for all.

Our traditional architecture will be mixed with new urban design. The Cultural Mile will snake through the city, joined together by our integrated transport system. Included within the Cultural Mile will be a heritage trail that celebrates our boot and shoe past. We will take full advantage of all that the River Nene has to offer and develop a water-based experience for all ages. All of this plus a specialist niche shopping experience like no other makes Northampton a tourist destination of choice.

4.

The Council's work set in a strategic context



Northampton will be a place of quality and distinction!



Be defined by its excellent transport system

People will be able to move about the city and all of Northampton easily, hopping on and off an environmentally friendly transport system. They will have more choice of how they travel. This will free us from our dependence upon our cars to move around Northampton. Pollution and congestion will be virtually eliminated.

Northampton will be a place of quality and distinction!

Other strategic drivers

In developing the new Community Vision, the community strategy and the Council's priorities, the Local Area Agreement (LAA) has provided focus and drive and ensures that joint-working delivers agreed outcomes as well as providing another check on the delivery of its services.

The LAA is a three year agreement that sets out priorities for Northamptonshire and a range of targets against which Local Strategic Partnership including councils, must deliver. The LAA guides the Local Strategic Partnership in the development of its Community Strategy and as such impacts upon the Council's priorities.

The LAA priorities are split into four areas:

1. Healthier Communities & Older People
2. Safer & Stronger Communities
3. Children & Young People
4. Economic Development, Enterprise & Growth

The LSP priorities are:

- Building a City
- Better Quality of Life
- Better Prospects and Opportunities

Building a City

We are now in a very important period for the future of Northampton. We stand on the cusp of an exciting growth and expansion of the town; the building of a city.

This brings with it fantastic opportunities for businesses, for education & for communities to be involved in the successful growth of Northampton. We must now invest in the planning and regeneration of Northampton, providing economic development and growth to support the future image, infrastructure and influence of Northampton. The Council will work in partnership with key organisations such as West Northamptonshire Development Corporation, the County Council, East Midlands Development Agency and English Partnerships to lever in public sector investment and ensure delivery of key infrastructure. The Council is also engaging with the private sector to attract investment and delivery of major capital projects. The Council will work collaboratively with adjacent local authorities.

West Northamptonshire Development Corporation (WNDC) has been formed to secure the sustainable regeneration and growth of Northampton, Towcester and Daventry. Supported by English Partnerships and Northampton Borough Council, WNDC is leading in delivering a programme of regeneration such as Northampton Waterside, South West District and Dallington and Kingsheath involving approximately £100m.

The Council's immediate priorities are the regeneration of Grosvenor/Greyfriars bus station and the St John's are around Royal & Derigate Theatre involving the investment of over £400m.

Better Quality of Life

We know that people want a decent quality of life. Research shows that

4.

The Council's work set in a strategic context

people want to live in a place that is safe. They want to feel safe to move around and about at all hours of the day and night. Local people want to live in a place that is clean. This means that it is free from litter, graffiti, gum and abandoned vehicles.

We will work with our statutory partners, including the Police, to reduce all forms of crime and anti-social behaviour and to help local people feel safer.

Better Prospects and Opportunities

Part of improving people's quality of life is to make sure that people have access to good quality health care, education and the services provided by the public sector such as social housing, social services etc. Working with our partners and councils across the county we will make sure that these priorities are a key part of our plans for delivering services now and in the future.



5.

Northampton Borough Council's Corporate Objectives 2007 - 2011



ensure that our
communities
are
safer, greener
and cleaner

The Council's corporate objectives set out what the Council wants to achieve over the next four years. These provide the context for all of our services and activities.

The five objectives are

- To ensure that our communities are safer, greener and cleaner
- To improve housing and health to enhance the wellbeing of our communities
- To deliver quality services to our customers and communities
- To promote economic development and growth in Northampton
- To strengthen our commitment to partnership working and engaging with our communities to deliver better outcomes

Corporate Priorities 2007/ 08

Priorities have been set for each of the corporate objectives, which provide a focus for the Council's improvement work over the next year. These priorities are cross cutting and are contributed to by services across the Council. The following pages give details of the key actions, targets and measures of evaluation together with the priority sponsor responsible for their delivery.

In addition, the Council plans its activities and allocates resources within a business planning framework. This is used to manage competing priorities and achieve value for money. The Council has recently undergone a challenging budget setting process to deliver savings of approximately £5million through reconfiguration of service delivery and efficiency savings. This process has ensured that the Council has a sound financial base from which to plan for future years.

The priorities explored

To ensure that our communities are safer, greener and cleaner

- To improve the quality of the environment in which we live
- To help people feel safer through reducing crime and anti-social behaviour

To improve housing and health to enhance the wellbeing of our communities

- To deliver an excellent housing service and provide affordable housing for those in need
- To promote equality, social inclusion and improve health

To deliver quality services to our customers and communities

- To continue to improve our weakest services
- To ensure clear, decisive political and managerial leadership to drive cultural change
- To continue to strengthen our financial management

To promote economic development and growth in Northampton

- To work with partners to support economic and infrastructure development to promote communities that are sustainable

To strengthen our commitment to partnership working and engaging with our communities to deliver better outcomes

- To improve our interaction with the public to ensure we are providing good quality services
- To improve work with partners to deliver better outcomes and services

6.

Organisational readiness for delivery

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We will work with our 'family' within local government to improve the services that we provide

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The Council has put in place a range of processes and actions to support the development of this Corporate Plan. We will work with our 'family' within local government to improve the services that we provide.

People Management

The Council adopted a 3-year Human Resources (HR) Strategy and Action Plan - "Enabling Success Through People" - in December 2005. The purpose of the strategy is to support the Corporate Plan and improvement of the Council by ensuring that the Council has an HR function that is effective and that it recruits, retains and develops our people to meet the challenges we face. The strategy recognises the urgent need to improve management and leadership capacity, embed performance management, improve job satisfaction and employee engagement in the Council's plans and priorities, and ensure we have a diverse, healthy workforce who are fairly paid for the jobs they do.

The one-year HR Action Plan takes each element of the strategy and specifically commits the Council to actions in each of these areas to drive improvement for the year ahead. Our key activities in the last 12 months have included significantly reducing our level of sickness by approximately 30%, providing nationally accredited leadership and management development programmes to all our managers, undertaking an employee survey and acting on the results, and introducing an Employee Assistance programme to give staff access to independent advice and support any time they require it.

Over 70% of our staff have received a performance appraisal and the Council is well underway to completing the national pay and grading review by April 2008 which

will make single status a reality, regardless of gender.

Culture

The Council is currently revisiting previous work on organisational culture under the auspices of its improvement plan. This is to ensure that behaviours and work processes are aligned to organisational values and delivery.

Value for money

This brings together cost and quality aspects of providing goods and services. The Council will deliver its services within tight resource constraints. The Council will continue its journey of service improvements with a focus on achieving value for money measuring the economy, efficiency and effectiveness of services. The Council will measure the extent to which we achieve value for money by assessing our performance against the following criteria:

- Improving customer satisfaction ratings for services.
- Achieving the Council's priorities and improvement targets.
- Achieving a minimum of 3% efficiency savings per annum as required by government.
- Assessment of service costs in comparison to other local authorities.
- Working within the resource framework, achieving a level of reserves at or above the minimum acceptable level.
- Implement a programme of value for money reviews that lead to service improvements.
- Achieving positive feedback or improved scores from all external inspections and

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Organisational
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reviews, including an endorsement of how the Council has improved the way it manages its resources.

Medium Term Planning (MTP)

The Medium Term Planning process (MTP) is a business planning tool whose main objective is to deliver the Council's priorities and maximise value for money. In anticipation of the changing expectations of our customers and other stakeholders, such as central government, MTP seeks to shape the current and future delivery of services so that we provide value for money services.

In order to do this the Council has to make the best use of scarce resources. Hence MTP also involves delivering services within what the Council is able to afford by working to a medium term financial strategy. It also involves managing risk and procuring goods and services wisely.

The MTP seeks to deliver services in the most effective, economic and efficient manner possible. This invariably involves examining why services are provided at all and the quantity and quality of what is provided. Such examination may lead to ceasing to provide services, or reducing the level at which services are provided, or providing services in more innovative ways or differently.

Use of Resources

In providing value for money the Council must make the best use of its resources. Indeed, the Council is subject to an annual review by the Audit Commission of its use of resources. The Council's medium term financial strategy is an important component of how resources are utilised. It is used to manage both capital and revenue expenditure and to ensure that resources are directly linked to Council priorities. Levels of Council tax, investment plans, risk management and procurement are all key elements of the Council's financial strategy.

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As a planning guideline the
predicted council revenue position
for 2007-08 is as follows:

General Fund Revenue Summary

Funding	Budget
Government Grant	
Revenue Support Grant	-2,644,924
Non-Domestic Rate	-15,760,424
Total Grants	-18,405,348
Council Tax	
Borough related Precept	-12,219,260
Parish related Precept	-825,447
Total Precept	-13,044,707
Total Income	-31,450,055
Expenditure	
Cash Limits	
Customer Services	3,040,380
Performance, IT, & Improvement	2,960,550
Human Resources	2,131,900
Community Safety, Leisure, & Town Centre Ops	-468,010
Development, Building Control,&	
Environmental Health	2,241,300
Finance & Asset Management	622,120
Regeneration, Growth, & Community Development	4,668,960
Street Scene & Property Maintenance	10,886,200
Housing Services	1,767,090
Governance, Resources, & Communications	2,917,980
Chief Executives	766,660
Net Expenditure (Cash Limit)	37,135,130
Recharge to Other Funds	-7,069,000
Net General Fund Cash Limit	30,066,130

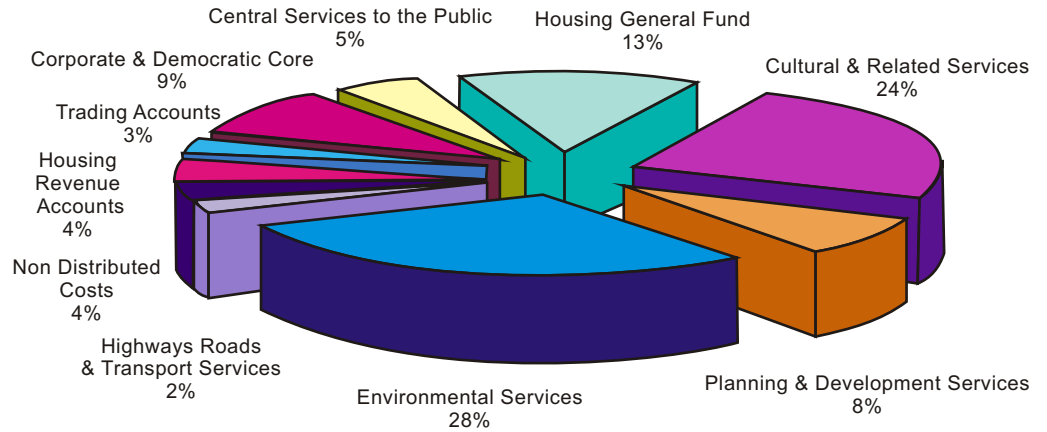
Corporate Items

Debt Charges	237,000
Collection Fund Deficit	19,868
Parish Precepts	825,447
Parish Grants	-59,124
Contingency - Contribution	
To Balance	1,250,000
	2,323,191
Net General Fund Budget Requirement	32,339,321
Contribution To/From (-) Balances	-889,266
	31,450,055
Balances B/F	-3,091,485
Contributions to/from (-) Balances	-360,734
Balance c/f	-3,452,219

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Organisational readiness for delivery

Indicative % Split of Cost Per Service for 2007/08



- Trading Accounts
- Corporate & Democratic Core
- Central Services to the Public
- Housing General Fund
- Cultural & Related Services
- Planning & Development Services
- Environmental Services
- Highways Roads & Transport Services
- Non Distributed Costs
- Housing Revenue Accounts

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Customer Satisfaction

The Council has now adopted a 3 year Customer Services Strategy incorporating findings from consultation and engagement with our customers. This followed research stating that customers received a poor quality of service.

During 2006 we have focused on improving in these areas and have:

- Purchased new telephony systems, improving our call handling performance,
- Recruited new staff with appropriate skills and experience and relocated staff in a telephone based Customer Contact Centre,
- Actively managed and monitored queues,
- Reviewed our corporate standards where performance is measured,
- Invested in training and development of staff,
- Introduced local performance indicators,
- Reviewed our complaints procedure and introduced a 'customer feedback' procedure

The Council also joined the Institute of Customer Services. An established Customer Services Board, responsible to Corporate Board, will monitor the implementation of the strategy by conducting an annual review of progress.

Council Tax

The Council has a strong commitment to keep levels of Council Tax as low as financially prudent. Due to difficult financial circumstances, the Council Tax increase has been set at 4.95%. In order to deliver services within the

overall financial envelope the Council will exercise strong control over performance, efficiency and value for money.

Investment

The Council is looking at how best to allocate the income it receives from the disposal of its assets, for example from the sale of land.

Levels of Reserves

These reserves allow the Council to deal with unexpected financial costs in a planned way, ensuring that the risk of service failure is minimised. It is planned to build up the level of reserves to a minimum level over time from the next medium term strategy. This level will be determined by an annual robust risk assessment covering all services.

Risk Management

The Council will continue to develop its approach to risk management, with a clear framework for identifying and managing risks across all services. This will include assessing significant risks of any options before taking key decisions. Risk management contributes to the delivery of the Council's priorities and plays a key role in delivering effective services.

Procurement

The Council is working in partnership with other districts in Northamptonshire to create a shared procurement service, delivering efficiencies and economies of scale.

Efficiency

In addition to procurement the Council will continue to develop a programme of efficiency projects helping us to find savings across the organisation by improving our business processes, using new technology and smarter purchasing.

7

Other strategic delivery partnerships

Northampton Borough Council delivers its priorities in collaboration with organisations across Northamptonshire. The services and level of quality and efficiency expected by local people can only be achieved through partnership working.

The development of the new Community Strategy by the Local Strategic Partnership and its revitalised way of working is an exemplar of how the various agencies join together at a strategic level to bring about growth and regeneration on a scale in line with the Community Vision, making sure that we have enough schools, hospitals, transport systems and good public services to support a new city.

Northampton Borough Council plays a key role in the Northampton Safer and Stronger Community Partnership, which has benefited from a review by a Home Office specialist team in February 2007. Alongside partners, who include Northamptonshire Police, Northamptonshire County Council, the Probation Services and the Voluntary Sector, the Council is active in tackling burglary, town centre violence, anti-social behaviour and domestic abuse among other things.

In order to deliver a more efficient and cost effective waste service for the local community, the Northamptonshire Waste Partnership is investigating future waste disposal options and the opportunity for sharing the service between the neighbouring authorities.

Northampton Borough Council, together with Northamptonshire County Council, Northamptonshire Police Authority, Northamptonshire Fire and Safety Service and the seven Districts and Boroughs, work

in partnership to remove abandoned vehicles under an umbrella called ELVIS. The partners work closely together to ensure abandoned vehicles are removed as quickly as possible.

In 2007 the Council will be looking to extend its existing partnership with Stonham Housing Association, enabling vulnerable people to access supported housing that would not otherwise be available to them.

Northampton Borough Council is playing a key part in developing a county-wide Customer Service Network where key individuals come together to learn, share and exchange knowledge across authorities. This successful joint working and networking has resulted in 5 other local authorities across Northamptonshire joining the Institute of Customer Service in a partnership model. Staff from four local authorities in Northamptonshire are already working together to develop Coaches and Practitioners to achieve an ICS Professional Award.

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Reviewing previous performance

This section reviews a range of previous priorities and outlines successes. A full analysis of all our performance indicators for 2006/07 will be produced on 30 June 2007 in line with all other Councils. This document will be an appendix to this Corporate Plan and will be called the Best Value Performance Plan.

Crime and Community Safety - Summary of performance 2006 - 2007

In February 2007 the Council took part in a review by the Home Office's Partnership Support Programme of the Northampton Community Safety Partnership. The Partnership will agree actions on the resulting recommendations early in the new financial year. The CPA direction of travel assessments made no recommendations in respect of community safety.

Crime generally has been declining in Northampton in 2006-7, although it remains higher than we would expect. The partnership was set some very demanding targets for crime reduction, which it has come close to meeting in respect of violent crime. Vehicle crime has seen the largest percentage reduction, although not enough to reach the target, but unfortunately burglary remains significantly higher than the required figure. The number of robberies has slightly risen since last year.

The Council has taken part in developing and re-launching the community safety partnership. An Anti-Social Behaviour Strategy has been approved and is now being delivered. Training of key staff in their statutory responsibilities to consider crime and disorder has been delivered. The Council has improved its service to actual and potential victims of domestic abuse, with the

launch of the Sanctuary Scheme and improved co-ordination through the Sunflower Centre. This is supported by the Community Safety Partnership. The relationship between the Council's CCTV system and the police is much stronger with improved sharing of information, and has scored some notable successes. Information sharing on crime generally, and assigning of tasks between the Council, police and other agencies, has been formalised and is now frequent and beginning to bear fruit.

Planning - Summary of performance 2006 - 2007

Performance improvement in Planning is being driven by means of a structured and timetabled 12-month Improvement Programme, which is monitored continually. The Improvement Programme addresses the weaknesses identified in the Service Inspection Report and focuses on four main interlinked areas: performance, organisation and resources, Committee procedures/Member development, and process improvement. It also includes actions, which are specific to the various services within Planning: development control, building control, policy and conservation.

Performance against established indicators shows a sustained and significant improvement over the last two quarters of 2006-07, although weaker performance in the first 6 months has reduced the level of overall performance for the year. This recovery is fragile, and the Improvement Programme sets out actions to ensure that resources are available to sustain these improvement gains over the long term. These actions are being implemented. Planning Committee arrangements have been improved and a comprehensive training programme is



Crime generally has been declining in Northampton in 2006-7



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Reviewing
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performance

underway for members of the Planning Committee. The principles of a revised Scheme of Delegation have been agreed and this will also contribute to sustaining improved performance.

Development Control procedures have been reviewed and a range of improvements have been put in place to improve customer care and stakeholder involvement. These include the expansion of the reception area at Cliftonville House, conducting an ongoing customer satisfaction survey and the establishment of Development Control and Building Control Users Forums.

Customer Service Summary of performance 2006 - 2007

Improvements to the One Stop Shop have been achieved in 2006-07 in line with the Council's improvement priorities to increase customer satisfaction and improve partnership working. Specifically the One Stop Shop has reduced customer waiting times and provides a faster response to a broader spectrum of services. Additionally a continuous improvement plan is now in place. An improved Corporate Complaints Procedure is now in place and is improving services as a result. Customer standards have been produced and work is underway for partner organisations to adopt the same standards.

Housing Services Summary of performance 2006 - 2007

Progress has been made in voids management. All long term voids have been re-let and the number of voids reduced by half in 12 months.

In meeting the Decent Homes standard, an Asset Management Strategy has been commissioned

and an Housing Revenue Account Business Plan developed.

Temporary accommodation numbers have reduced by half.

Improvement plans are in place for Benefits and Housing and progress is monitored by the Government Monitoring Board (GMB) Sub Groups. How the Government monitors the Council's improvement can be found in **Section 9**.

Benefits Services Summary of performance 2006- 2007

Benefits Services achieved all its primary targets in line with the agreed performance framework.

Consistent improvements are planned for 2007/08 in line with the performance framework indicating how standard or higher figures will be achieved.

Department for Work and Pensions are looking at disengagement from Benefits Services from Sept 2007, provided existing direction of travel is maintained.

The development of sustainability will continue with the appointment of a Benefits Manager in the autumn.

Regeneration & Growth - Summary of performance 2006 - 2007

Working with South Northamptonshire Council and Daventry District Council, a revised Local Development Scheme was submitted to GOEM and approved on the 16th March 2007. Joint working has also been with the support of GOEM, NCC and WNDC through a series of Project Board and Steering Panel meetings. These have been chaired by NBC over the past year and involved the Leaders and Portfolio holders of all three Local Authorities, senior managers and a joint Planning team. In order to

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Reviewing
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performance

progress this important work further resources have been made available, such as joint accommodation. The Chair of both Project Board and Steering Panel has been successfully passed to South Northamptonshire Council from the 1st April 2007 for a period of 12 months underlining the true partnership spirit and commitment.

Additionally, the approved Local Development Scheme will allow the formal consultation of the Local Delivery Framework over the next year.

The Council has led regeneration partnership working by bringing forward a Central Area Framework with its partners West Northamptonshire Development Corporation, the County Council and English Partnerships. The Council has also secured East Midlands Development Agency (EMDA) support for its regeneration plans and investments. The study was widely circulated and presentations made to Councillors of NBC, NCC and WNDC, together with the Town Centre Commission, the Town Centre Partnership and the Local Strategic Partnership Board.

Whilst the Community Vision for Northampton has been developed, the joint Local Authority Group is waiting to bring forward a joint vision for West Northamptonshire by August 2007 through engagement with the West Northamptonshire communities.

The appointment of an interim Regeneration manager in 2006 and recent permanent appointment of an Economic Intelligence Manager, has led to increased joint working with key partners, in particular:

- Confirmation of key regeneration principles by Cabinet and adoption of key priority regeneration projects has come forward in December 2006
- Rejuvenation of the Grosvenor/Greyfriars project is a high priority regeneration project. It has involved partners and a collaboration agreement has been drawn up with the private sector. The Council is working together with Legal and General and Stagecoach and is targeting a signed development agreement by June 2007.
- The Council has worked in partnership with WNDC and contributed to its Growth Delivery Plan Steering Panel and supported each of its 5 sub groups.
- The Council has brought forward through a cross-service Project Board and a cross-partner Council Steering Panel a Housing Strategy that has been approved as 'fit for purpose' by GOEM on 24th March 2007.



9

Targets for 2007-08 and how we will ensure they are delivered

This section of the plan sets out the general direction of what the Council is seeking to achieve. Additionally, we have identified key actions that are detailed within the Best Value Performance Plan (BVPP) which will be appended to this plan and published at the end of June 2007. Included within the appendix will be specific measurable targets. These targets will be set against statutory Best Value Performance Indicators (BVPIs) and national targets, together with locally defined indicators, specific to each service area. In addition to monitoring our performance against these targets we also monitor progress against other priority areas such as our Strategic Improvement Plan.

The Council will also be monitored by external bodies through audit mechanisms and also by the Government Monitoring Board in

respect of the progress we are making to improve.

We have a range of internal mechanisms that we use to monitor performance and hold people to account. This is achieved through our performance management framework that includes:

- Team meetings at least once a month in service areas,
- 1:1 meetings with line managers at least once a month,
- Corporate appraisal scheme whereby performance and behaviours are measured and reviewed twice a year.
- Bi-monthly performance reviews
- Weekly and monthly monitoring of service data.

Council Priority 1	To improve the quality of the environment in which we live
Policy Sponsor	David Taylor

Key Actions

These will be our targets to measure performance against the Key Actions

1a To help local people feel safer by tackling anti social behaviour and by working with the police to reduce crime

Working with the Safer, Stronger Communities Partnership to deliver the recommendations as laid out in the Home Office Partnership Support Programme Report.

To reduce anti-social behaviour and crime by March 2008

Council Priority 2	To deliver an excellent housing service and provide affordable housing for those in need
Policy Sponsor	David Taylor

2a To improve the effectiveness of our Housing Services by reducing homelessness, improving the quality of homes and reducing delays in service provision

To improve the quality of all our housing stock within agreed criteria, in line with Government criteria for decent homes.

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Targets for
2007-08 and
how we will
ensure they
are delivered

Council Priority 3 To promote equality, social inclusion and improve health

Policy Sponsor John Edwards, Chief Executive

Key Actions

These will be our targets to measure performance against the Key Actions

- | | | |
|-----------|--|--|
| 3a | Achieve the Equality Standard for Local Government, Level 2: Assessment & consultation/participation | <p>Developed systems for self-assessment, scrutiny and audits as the basis for continuous improvement</p> <p>Engaged in equality impact assessment</p> <p>Undertaken self-assessment across the authority</p> <p>Involved designated community, staff and stake holder groups in service planning</p> <p>Engaged in the development of information and monitoring systems</p> <p>Engaged in an equality action planning process for employment, pay and service delivery</p> |
|-----------|--|--|

Council Priority 4 To continue to improve our weakest services

Policy Sponsor Corporate Directors

- | | | |
|-----------|---|--|
| 4a | To continue to make improvements in service delivery, with short term focus on our three weakest services | <p>Housing services improving</p> <p>Planning services improving</p> <p>Benefits PIs show consistent improvement trend as evidenced by 06/07 outturn data plus part-year data at time of Benefit Fraud Inspectorate (BFI) assessment</p> |
| 4b | To strengthen arrangements to secure the continuous improvement of all services | <p>Clear approach evident by 2008</p> <p>Value for Money (VFM) arrangements improving</p> <p>Clear performance framework, including reporting to members</p> <p>Robust Financial management evidenced by an improvement in the Use of Resources Score to level 2 by March 2008</p> |

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Targets for
2007-08 and
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ensure they
are delivered

Key Actions

These will be our targets to measure performance against the Key Actions

- | | | |
|-----------|---|---|
| 4c | To increase the effectiveness of our revenues and benefits services | <p>Increase customer satisfaction by a minimum of 10% each year</p> <p>Achieve an overall satisfaction rate of 80% in the benefits service by March 2008</p> <p>Ensure new claimants receive benefit payments within 25 days by March 2009</p> |
| 4d | To improve the effectiveness of our Planning Service | <p>Reduce the time taken to process 'minor' planning applications to 86% within 8 weeks by March 2009</p> <p>Recruit and train staff to deliver an integrated planning service over three years with 75% customer satisfaction</p> <p>Improve working with strategic partners to deliver the sustainable communities and growth agendas by achieving and approved Local Development Framework by August 2011.</p> |

Council Priority 5	To ensure clear, decisive political and managerial leadership to drive cultural change
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Policy Sponsor	John Edwards, Chief Executive
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- | | | |
|-----------|--|---|
| 5a | Demonstrate stronger joint political leadership across all parties | <p>A clear joint agreement, post elections, for political co-operation to deliver improvement and agreed arrangements in place</p> <p>Co-operation is sustained and effective</p> <p>A balanced budget for 2007/08 is set</p> <p>A detailed, agreed, robust, project plan in place for the delivery of the identified budget reductions and efficiency savings with clear (financial) targets, timelines and accountabilities. Implementation will be underway.</p> <p>Clear arrangements in place for officer and member accountabilities for the delivery of the budget reductions and efficiency savings</p> <p>Arrangements in place - and being actioned - to monitor the 2007/08 budget to ensure that appropriate action is being taken to deliver the Budget. This will include clear reporting arrangements. There will be evidence already, if necessary, of timely and effective corrective action</p> |
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Targets for
2007-08 and
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ensure they
are delivered

Key Actions

These will be our targets to measure performance against the Key Actions

5b

Demonstrate effective managerial leadership to deliver improvement and drive cultural change

A clear plan, which the Council has started to implement, for how it is going to ensure its most senior managers have the necessary leadership capacity, skills and expertise including:-

a) A clear, timed plan for the recruitment of the Chief Executive's post, including how the Council will seek to ensure that it makes a sound appointment.

b) The Acting Chief Executive to assess the capacity and skills of the paid service and identify gaps and agree plans to address them.

Evidence that actions agreed at top management team are actioned, reported back and have impact.

Robust, SMART Corporate Plan and service plans for 2007/08 in place and in use.

Organisational culture where responsibility and accountability is clear and staff and Councillors are clear on their roles

5c

To develop clear protocols and agreements between Councillors to ensure that pre-election periods do not adversely impact on services or our improvement programme

To develop a framework and agreed standards for all Councillors to operate within which are transparent and understandable to all

To allow for vigorous, focussed political debate without risk to agreed improvement activities

Councillors to be actively and appropriately engaged in progressing the work of the Council through effective participation in Council, committee and scrutiny meetings and through development opportunities

9.

Targets for
2007-08 and
how we will
ensure they
are delivered

Key Actions

These will be our targets to measure performance against the Key Actions

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|-----------|---|---|
| 5d | To publish a new Council Constitution and improve the way in which Council meetings operate | <p>To have clear standards for our governance, through which we will monitor compliance</p> <p>To have clarity about the Council's aims together with clear, unambiguous decisions</p> <p>To improve the quality of debate and application of recognised standards</p> <p>To make Council meetings more relevant to local people</p> |
| 5e | To produce a vision for the town, based on consultation with local people, which sets out for the short, medium and longer-term the type of place we want Northampton to be | <p>To set priorities, informed by consultation and the needs of the area, to provide a clear framework for decision making</p> |
| 5f | To refocus our improvement strategy to ensure achievement of better outcomes | <p>To target our efforts more effectively on specific priorities for improvement</p> <p>To identify potential barriers at an early stage and take steps to address them</p> |
| 5g | To strengthen our management capacity by joint working on leadership development, providing management development opportunities and recruiting to vacant posts | <p>Management capacity will be measured and all our managers and team leaders will benefit from leadership training and accredited management development appropriate to their needs</p> <p>To increase the percentage of staff satisfied with the Council as their employer to 80% by March 2009</p> <p>To reduce sickness absence to an average of 9 days by March 2009</p> <p>To strengthen capacity of services by achieving a recruitment cycle time of 27 days by March 2008, to process vacancies and through increasing the percentage of posts filled after first advert, following measurement of these activities in November 2006</p> <p>To achieve Investor in People Status by March 2008</p> <p>To use our programme delivery office to embed programme and project management disciplines across the Council and to increase our capacity for systematic organisational learning.</p> |

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Targets for
2007-08 and
how we will
ensure they
are delivered

Key Actions

These will be our targets to measure performance against the Key Actions

- 5h** To embed a performance management culture throughout the organisation to ensure continuous, sustainable improvement
- To achieve performance improvement in all priority areas and have no services in the bottom quartile by March 2008
- To maintain performance levels in non-priority areas to prevent service failure and deterioration
- Portfolio Holders, Scrutiny and all staff actively using performance management tools to monitor service performance and achieve improvement

Council Priority 6	To continue to strengthen our financial management
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Policy Sponsor	Isabell Procter
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- 6a** To address weaknesses in the management and capacity in the finance function
- A clear recruitment and retention plan which is being actioned urgently, plus robust contingency and short-term plans to ensure the 2007/08 budget and financial management processes are not compromised
- 6b** To achieve a robust, balanced budget by February 2007
- To enable the movement of resources to priority areas from February 2008
- To ensure that our priority services are adequately resourced to achieve identified levels of improvement by February 2008
- 6c** To deliver a robust, updated Medium Term Financial Strategy based on a realistic assessment of available resources and service pressures and priorities
- To develop a framework for aligning resources to priorities by February 2008
- To link together revenue budget and capital investment in accordance with prudential guidelines by February 2008
- 6d** To deliver a robust Housing Revenue Account budget strategy, explicitly linked to the achievement of the Decent Homes Standard
- To allow resources to be moved to deliver priorities
- To improve the quality of all our housing stock within agreed criteria in line with Government standards for decent homes



Targets for 2007-08 and how we will ensure they are delivered

Key Actions

These will be our targets to measure performance against the Key Actions

- 6e** To develop an Asset Management Plan, linked to the Medium Term Financial Strategy, which will ensure that we manage our investments in line with our priorities

To begin the process of changing our property use to reflect our priorities by March 2008
- 6f** To achieve Level 2 in key areas of the Use of Resources for the assessment year ending March 2008

To enable ownership of devolved budgets by managers

To improve financial and performance management

To deliver improved value for money by using our resources more efficiently, evidenced through improved Use of Resources assessments

To enable Councillors to have clear and regular reports which set out our financial situation and any corrective actions to be taken

To facilitate and efficient annual audit of final accounts

Council Priority 7	To work with partners to support economic infrastructure development to promote communities that are sustainable
Policy Sponsor	Clive Thomas

- 7a** To deliver sustainable growth that meets the aspirations of current and future generations

To help to develop, with local people and other stakeholders, an agreed shared direction for the growth of the area of West Northamptonshire in order to underpin future planning

To increase investor confidence for the successful economic regeneration of the Borough

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Targets for
2007-08 and
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are delivered

Council Priority 8

To improve our interaction with the public to ensure we are providing good quality services

Policy Sponsor

David Taylor

Key Actions

These will be our targets to measure performance against the Key Actions

- 8a** To improve our understanding of customers needs in order to ensure we are providing relevant good quality services
- Customers from ethnic minority groups will have improved access to services, which will meet their highest priority needs by 2009
- Increase opportunities to shape and influence service delivery through focus groups, systematic surveys and other sampling by March 2008, to ensure services meet the needs of customers
- 8b** To increase customer satisfaction with Council services overall by setting stretch targets following the three yearly customer satisfaction survey in October 2006
- Provide a more efficient and accessible response to customers by completing phases 2 and 3 of the customer contact centre
- Embed new corporate complaints procedure in order to bring about improved customer service
- Provide a range of choices for customers to access services and achieve 100% interactions enabled by electronic delivery by March 2008

Council Priority 9

To improve work with partners to deliver better outcomes and services

Policy Sponsor

David Taylor

- 9a** To strengthen commitment to engagement in strategic partnership working and co-operation with partners
- Evidence of increased engagement and the reputation of the Council amongst its partners will have improved.
- Evidence of active collaboration and participation with partners to deliver some services jointly
- Clarity on consultation and engagement processes
- Community Vision completed but needs to be given profile
- Increase profile of LSP and LAA
- Clear Corporate Planning cycle for medium/long term

9.

Targets for
2007-08 and
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ensure they
are delivered

Key Actions

9b To improve our work with partner organisations to provide services which meet the needs of customers and which helps to build capacity with communities

These will be our targets to measure performance against the Key Actions

Deliver more 'joined up' and seamless service provision through co-ordinated delivery of Local Area Agreement outcomes by 2008

To ensure that customers are empowered to take part in local decision making on matters that affect them by 2008

To use a high profile to more effectively secure high quality outcomes and improvements for our communities

This Corporate Plan will incorporate the Best Value Performance Plan, and as such we will publish in June 2007, as an appendix to this document specific and measurable targets against the Statutory Best Value Performance Indicators (BVPIs) and our local performance indicators, specific to service areas. In addition, we will publish the Council's performance in 2006/07 against the BVPIs and local performance indicators.



NORTHAMPTON
BOROUGH COUNCIL

Name of Group:	FULL COUNCIL
Meeting Date:	28th June 2007
Directorate:	Governance, Resources and Improvement
Corporate Manager:	Dale Phillipson
Agenda Status:	Public

Report Title	Best Value Performance Plan 2007/08
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Key Decision	Yes
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1. Recommendations

That Full Council approve the Best Value Performance Plan 2007/08.

2. Summary

Production and publication of an annual Best Value Performance Plan (BVPP) by 30th June is a statutory requirement for all local authorities. This year the BVPP forms an appendix to our Corporate Plan, providing a single strategic plan for the Council.

Targets and data within the Draft BVPP have been subject to consultation and challenge with Service areas and Partners. This process has not yet been completed and may result in minor amendments being tabled at Full Council.

3. Report Background

Last year the Council succeeded in achieving an unqualified BVPP.

This year, the integration of the BVPP into the Corporate Plan provides a more coherent approach to setting out the Council's priorities.

There have been other changes this year impacting on the production process for the BVPP for all councils, notably changes to data quality arrangements. We have been required to undertake validation of Best Value Performance Indicators (BVPIs) including the checking of all background papers for each indicator. This is to ensure the reliability of the outturn data presented in the BVPP.

An Overview and Scrutiny Task and Finish group was established in May 2006 to explore the production process of the BVPP. This group made a number of recommendations regarding the BVPP, the majority of which have now been addressed. These include the incorporation of BVPP introduction into Councillor induction programmes, the bringing forward of clearly defined timelines for the BVPP process and consultation with trade unions. A further recommendation – that a more accessible version of the BVPP is produced by the Communications Team – is in preparation and will be ready for publication at the end of June, once the BVPP has received final approval.

4. Options and Evaluation of Options

None

5. Resource Implications (including Financial Implications)

None

6. Risk and Opportunity Issues

Risk of external auditors qualifying the BVPP if it fails to meet the specific requirements of the Local Government Act 1999

7. Consultees (Internal and External)

Internal	Trade Union consultation scheduled for 27th June 2007- Draft document circulated in advance of agenda- 18th June 2007
External	None

8. Compliance Issues

A: How Proposals Deliver Priority Outcomes

Improvement Plan
Sets out targets for improvement
Corporate Plan
Identifies targets for all services specifically on Best Value Performance Indicators

B: Other Implications

Other Strategies
None

Finance Comments
None

Legal Comments
None

Crime and Disorder Issues
None

Equality Impact Assessments

Assessment highlights that use of colouring without symbols may prevent certain groups of people accessing the information provided. An action to address this has been incorporated within the Service Plan for the Performance Team to ensure that future BVPP's address this issue.

9. Background Papers

Title	Description	Source
None		

[Report Author, title and extension]

Name	Signature	Date	Ext.
Author	Dale Phillipson	4 June 07	8273
Director	John Edwards – Interim Chief Executive	4 June 07	
Monitoring Officer or Deputy (Key decision only)	Francis Fernandes-	4 June 07	
Section 151 Officer or Deputy (Key decision only)	Isabell Procter- Director of Finance	4 June 07	

Appendix One

Best Value Performance Plan 2007/08

Foreword:

Welcome to Northampton Borough Council's Best Value Performance Plan for 2006/07. The production of a Best Value Performance Plan (BVPP) is a statutory requirement for all best value authorities. The Plan must address specific criteria:

- The Council's priorities;
- Arrangements for addressing the improvement priorities;
- Outturn data on all BVPIs for 2006/07 and performance targets for the next three years; and
- A statement on contracts.

This year, the BVPP is integrated with our Corporate Plan* 2007/11, providing a single strategic plan to drive our business. The Corporate Plan details our vision (page 10), corporate objectives and priorities (page 14), our partnerships (page 20), medium term planning (page 15) and our progress in key service areas during 2006/07 (page 21).

Our five Corporate Objectives, and the links with partnership objectives, are illustrated on page 12 of this document.

1. Comprehensive Performance Assessment

The Comprehensive Performance Assessment* (CPA) undertaken by the Audit Commission in 2004 assessed the Council as 'poor'. Subsequent progress assessments have reported that the Council has made little progress. This sets the context for our revised approach to improvement set out below.

2. Strategic Improvement Plan

In September 2006 the Council approved a three-year Strategic Improvement Plan; this set out six key areas where significant improvement was required, including: Improving Our Weakest Services; Improving Our Interaction with the Public; Improving Our Partnerships to Deliver Better Outcomes; Ensure Clear, Decisive Political Leadership; Strengthening Our Financial Management; Building Management Capacity to Drive Cultural Change.

In March 2007 we reviewed our progress and revised our Improvement Plan to better reflect the latest Audit Commission Progress Assessment published in February 2007. The framework for our Improvement Plan is set out in the table detailed on page 2.

Detailed service-specific improvement plans have been developed for addressing weakness identified through inspection within the Housing, Benefits and Planning Services*. All services now have Service Plans in place detailing how they will address improvement priorities.

*Copies of the Corporate Plan, CPA Inspection Reports and Service Specific Improvement Plans can be obtained from the Corporate Performance Manager on 01604 837837 or email performance@northampton.gov.uk

Strategic Improvement Plan – Phase Two (May to November 2007)

Aim: To achieve business resilience, continuous improvement and enable NBC to become a well-managed organisation

Theme One: Managerial and Political Leadership	Theme Two: Financial Systems	Theme Three: Partnership Working	Theme Four: Improving services	Theme Five: People	Theme Six: Business Resilience
<i>Vision and Corporate Planning</i>	<i>Medium Term Financial Plan</i>	<i>Partnerships and ELGIN</i>	<i>Understanding Customer Needs</i>	<i>Making It Matter</i>	<i>Performance Management</i>
<i>Political Management Arrangements</i>	<i>Budget 2008/2011</i>	<i>Community Engagement</i>	<i>Planning</i>	<i>Training and Development</i>	<i>Continuous Improvement</i>
<i>Constitution and Governance</i>	<i>Asset Management</i>	<i>Community Safety</i>	<i>Revenues and Benefits</i>	<i>Performance Review and PDPs</i>	<i>Horizon Scanning</i>
<i>Councillor Support and Development</i>	<i>Value for Money</i>	<i>Consultation</i>	<i>Housing</i>	<i>Human Resources Planning</i>	<i>Service Planning</i>

3. Monitoring Our Improvement

To ensure we deliver the actions needed to achieve improvement, our progress is monitored closely at both Cabinet and senior manager level. Lead officers – at Director and Corporate Manager level – are allocated responsibility for specific actions. Progress is reported weekly to the Management Board through the Chair of the Coordinating Group – a small group of senior managers overseeing the improvement project. The improvement plan is also monitored through our normal performance management arrangements which are set out below.

4. Monitoring Our Performance

We monitor our performance against statutory Best Value Performance Indicators (BVPIs) and national targets, together with locally defined indicators specific to each service. From April 2007 we are increasing the number of these local indicators to inform the public and managers more about the quality of the services we provide. Some of these are already in place and are presented in the list of service targets in this report, while others are still under development.

Our performance monitoring is not just limited to indicators and targets. We regularly monitor our progress against priority areas – including our Improvement Plan actions.

Our performance management framework has the following elements:

a) Team Meetings in Each Service Area

These are operational team meetings and are held to ensure service activities are planned for the week, resources and project responsibilities allocated and progress monitored. These are held either weekly or fortnightly depending on the service area requirements.

b) Monthly Reporting by Service Areas on Relevant Targets, Projects and Actions

Each Operational Manager provides a monthly (level one) report to a Corporate Manager outlining key service activity against corporate priorities, improvement plan projects and service priorities. Progress against relevant service performance indicators is also provided. These reports form the basis of a level two report provided by each Corporate Manager, bringing together an evaluation of progress for the whole service area. The level two reports are presented to each Director and used to provide an overall directorate performance report to the Chief Executive.

c) Monthly Performance Data

Our monthly performance reports set out progress we make against our monthly targets for all services. Indicators that are collected either quarterly or annually are reported at the appropriate time and therefore are not included on monthly reports. We evaluate our performance against the results of the previous month, the same period twelve months before and in relation to the performance of other councils. We use traffic light coding to clearly identify whether our progress is on track to meet our targets. This information is circulated widely across the Council, with printed graphs placed on specific 'performance notice boards' in key locations around our council buildings. We also publish our monthly performance data on our internet for access by the public. This is supplemented by the publication of a range of other performance-related information, including Audit Commission published inspection reports and our improvement plans.

d) Analysis of Performance by Councillors

In 2006 we implemented a new Development, Performance and Improvement Panel (DPIP), comprising senior Councillors, officers and two independent panel members. This panel reviewed and evaluated performance and progress against actions and made recommendations for improvement. Following the elections in May this year, DPIP has been ceased in order to focus improvement and performance within the normal governance arrangements of the Council.

The Leader of the Council has lead responsibility for improvement, working closely with the Portfolio Holder for Performance. Cabinet will regularly review and monitor our performance; Overview and Scrutiny Committees will also receive regular performance information.

e) Quarterly Performance Reviews

Quarterly Performance Reviews commenced in April 2006. These panels, chaired by the Chief Executive and comprising senior councillors from Cabinet and Directors, provide high-level evaluation of performance in each service area every three months. The Chief Executive sets out specific actions to be delivered as a result of each review, allocating responsibility for this along with clear timescales for delivery. A balanced scorecard is used for each service area, setting out relevant national and local targets, financial performance, corporate and improvement priorities and organisational health factors (such as absence monitoring). In 2007 we have increased the frequency of these reviews to bi-monthly; as a result they will be named 'performance reviews'.

f) Corporate Appraisal Scheme

In 2006 we implemented a corporate appraisal scheme. This sets out clear objectives and targets for each member of staff, linked to corporate priorities. The objectives are reviewed during the course of the year to ensure progress is made. The scheme is designed around a competency framework that sets out the skills, behaviours, attitudes and knowledge required to deliver our services in accordance with our values.

g) Service Planning

Our service plans set out strategic objectives and priorities, and illustrate how services contribute to their achievement. Financial information is also set out, including cost and performance analysis where this information is available.

h) Bi-monthly assessment by Government Monitoring Board (GMB)

As a Council rated as 'poor' in 2004, we are subject to close monitoring by Government, and specifically by the office for Communities and Local Government (formerly the Office of the Deputy Prime Minister). A Lead Official appointed by a Minister is responsible for continuous evaluation of our progress together with a range of other external monitors, including the Audit Commission, Government Office East Midlands, Department for Work and Pensions and external auditors.

In February 2007 the structure of this engagement was revised to include eight service-specific sub-groups, each chaired by an external person appointed by the Lead Official.

4 What We Will Deliver This Year

4.1 Targets and Outcomes

In this section we set out the specific targets for each service area. These targets indicate the level of achievement we aim for within each service. These targets reflect our corporate priorities and our Improvement Plan priorities and are structured by service area.

Streetscene and Property Maintenance

Performance Indicator	Description	2007/8	2008/9	2009/10
82a (i)	% tonnage of household waste arisings sent for recycling	21%	22%	23%
82a (ii)	Total tonnage household waste arisings sent for recycling	17,028 tonnes	18,196 tonnes	19,404 tonnes
82b (i)	% tonnage household waste arisings sent for composting	16%	16%	16%
82b (ii)	Total tonnage household waste sent for composting	12,974 tonnes	13,233 tonnes	13,498 tonnes
84a	Kilograms of household waste collected per head population	410kg	414kg	418kg
84b	% change from the previous year in kilograms of waste collected per head population	+0.49	+3	+3
86	Cost of waste collection per household	£45.00	£42.00	£39.00
91a	% of households resident in the authority's area served by kerbside collection of recyclables	100%	100%	100%
91b	% of households resident in the authority's area served by kerbside collection of at least two recyclables	100%	100%	100%
199a	The proportion of relevant land and highways that is assessed as having combined deposits of litter and detritus that fall below an acceptable level	8%	7%	6%
199b	The proportion of relevant land and highways from which unacceptable levels of graffiti are visible	15%	14%	13%
199c	The proportion of relevant land and highways from which unacceptable levels of fly posting are visible	1	1	1
199d	Flytips/Enforcement Action	Level 2	Level 3	Level 4
218a	% of new reports of abandoned vehicles investigated within 24hrs of notification	95%	96%	97%
218b	% of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle	85%	85%	85%
BV89	% of people satisfied with cleanliness standard~	N/A	N/A	75%
BV90a	% of people satisfied with household waste collection~	N/A	N/A	80%
BV90b	% of people satisfied with waste recycling~	N/A	N/A	85%
BV119e	% of people satisfied with parks and open spaces~	N/A	N/A	85%

Performance Indicator	Description	2007/8	2008/9	2009/10
ELPI 5	% of flytips removed within two working days	70%	80%	90%
ELPI 6	Number of missed refuse collections per month	12,000	10,000	8,000
ELPI 10	Number of missed collections put right within 24 hours	95%	97%	99%
HLPI 9	Night time repairs to housing completed on target	99%	99%	99%
BV 184a	Proportion of local authority homes which were non-decent on 1 st April	24%	20%	13%
BV 184b	% change in proportion of non-decent homes between 1 st April and 31 March	11.67%	16.7%	35%
BV 212	Average time taken to re-let local authority homes	28 days	25 days	22 days
BV 63	Energy Efficiency: Average SAP rating of council properties	70	72	76

Housing Services

Performance Indicator	Description	2007/8	2008/9	2009/10
BV9	% of council tax received in the year	98%	98.5%	98.5%
BV10	% of non domestic rates due for the year which were received by the authority	99.3%	99.5%	99.5%
BV66a	Local authority rent collection and arrears – proportion of rent collected	97.2%	98%	99%
BV66b	The number of local authority tenants with more than seven weeks of (gross) rent arrears as a % of the total number of council tenants	8.25%	6%	5%
BV66c	% of local authority tenants who have had notices seeking possession served	25%	20%	15%
BV66d	The % of local authority tenants evicted as a result of rent arrears	0.30%	0.25%	0.20%
BV74a	Satisfaction of tenants of council housing with overall service provided by landlord	69%	74%	79%
BV74b	Satisfaction of tenants of council housing with overall service provided by landlord broken down by ethnic minority tenants	62%	67%	72%
BV74c	Satisfaction of tenants of council housing with overall service provided by landlord broken down by non-ethnic minority tenants	70%	75%	80%
BV75a	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord	60%	70%	80%
BV75b	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord: broken down by ethnic minority tenants	60%	70%	80%
BV75c	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord: broken down by non-ethnic minority tenants	60%	70%	80%
BV76b	Housing Benefit Security: the number of fraud investigators employed per 1,000 caseload	0.30	0.30	0.30

Performance Indicator	Description	2007/8	2008/9	2009/10
BV76c	Housing Benefit Security: the number of fraud investigations per 1,000 caseload	65	60	60
BV76d	Housing Benefit Security: the number of prosecutions and sanctions per 1,000 caseload.	4.3	4.3	4.3
BV78a	Speed of Processing: Average time for processing new claims	30 days	27 days	25 days
BV78b	Speed of Processing: Average time for processing notifications of change in circumstances	11 days	8 days	8 days
BV79a	Accuracy of processing (a) % of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the decision for a sample of cases checked post-decision	97%	99.5%	99.5%
BV79bi	The amount of housing benefit overpayments recovered during the period being reported on as a % of housing benefit deemed recoverable overpayments during that period	70%	80%	85%
BV79bii	Housing benefit overpayments recovered during the period as a % of the total amount of housing benefit overpayment debt outstanding at the start of the period plus amount of housing benefit overpayments identified during the period	50%	60%	65%
BV79biii	Housing benefit overpayments written off during the period as a % of the total amount of housing benefit overpayment debt outstanding at the start of the period plus amount of housing benefit overpayments identified during the period	8%	7%	6%
BV80a	Overall satisfaction with benefits service: facilities to get in touch with the benefit office	N/a	N/a	85%
BV80b	Overall satisfaction with benefits service: satisfied with the service in the actual office	N/a	N/a	88%
BV80c	Overall satisfaction with benefits service: satisfied with the telephone service	N/a	N/a	82%
BV80d	Overall satisfaction with benefits service: satisfied with the staff in the benefits office	N/a	N/a	87%
BV80e	Overall satisfaction with benefits service: satisfied with the clarity and understandability of forms, letters and leaflets	N/a	N/a	67%
BV80f	Overall satisfaction with benefits service: satisfied with the amount of time it took to say whether claim was successful	N/a	N/a	77%
BV80g	Overall satisfaction with benefits service: Overall satisfaction	N/a	N/a	70%
LHPI164	Does the authority follow the Commission for Racial Equality's code of practice in rented housing and follow the Good Practice Standards for social landlords on tackling harassment included in Tackling Racial Harassment Code of Practice in Social Landlords	Yes	Yes	Yes
LHPI183a	The average length of stay in bed and breakfast accommodation of households that are unintentionally homeless and in priority need	1 week	1 week	1 week

Performance Indicator	Description	2007/8	2008/9	2009/10
BV183b *	The average length of stay in hostel accommodation of households that are unintentionally homeless and in priority need	N/A	N/A	N/A
BV202	The number of people sleeping rough on a single night within the area of the local authority	2	1	0
LHPI203	The % change in the number of families which include dependent children or pregnant women, placed in temporary accommodation under the homelessness legislation compared with the average in the previous year	-34%	-10%	-5%
BV213	Number of household who considered themselves homeless who approached the local authority housing advice service and for whom advice casework intervention solved their situation	7	8	9
LHPI214	Proportion of households accepted as statutorily homeless by the same authority within the last 2 years	0.50%	0.40%	0.30%
BV226c	Total amount spent on advice and guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public	£117,697	£118,874	£120,063
BENLP11	Percentage of cases from complete to determined within 14 days	88%	91%	94%

*NBC does not provide hostel accommodation

Development – Building Control & Environmental Health

Performance Indicator	Description	2007/8	2008/9	2009/10
216a	Number of sites of potential concern within the local authority area with respect to land contamination	700	625	550
216b	Number of sites for which detailed information is available to decide whether remediation of the land is necessary, as a % of all 'sites of potential concern'	12	13	14
217	% of pollution control improvements to existing installations completed on time	97	98	100
166a	Score against a checklist of enforcement best practice for environmental health	100	100	100
BV 109 (a)	% of planning applications determined : 60% of major applications in 13 weeks	70%	75%	80%
BV 109 (b)	% of planning applications determined in line with the government's new development control targets to determine: 65% of minor applications in 8 weeks	81%	86%	90%
BV 109 (c)	% of planning applications determined: 80% of other applications in 8 weeks	92%	94%	95%
PLI 188	The number of decisions delegated to officers as a % of all decisions	95%	95%	95%
BV 204	% of appeals allowed against the authority's decision to refuse planning applications	25%	25%	25%

Performance Indicator	Description	2007/8	2008/9	2009/10
BV 205*	Quality of Service checklist for Planning	80%	90%	100%
BV 64	Number of private sector vacant dwellings that are returned into occupation or demolished during the year as a direct result of action by the local authority	50	50	50
BV111	% of applicants satisfied with the service received from Planning~	65%	75%	84%

*BVPI 205 is a joint BVPI, with responsibility shared with Planning Policy and Conservation and WNDC.

Community Safety, Leisure & Town Centre Operations

Performance Indicator	Description	2007/8	2008/9	2009/10
BV 126	Domestic burglaries per year - 1,000 households	14.0	13.9	13.8
BV 127a	Violent crime per year - 1000 population	24.7	23.6	22.2
BV 127b	Robberies per year - 1000 population	2.83	2.8	2.8
BV 128	Vehicle crimes per year - 1,000 population	15.4	15.3	13.9
BV 225	Domestic violence checklist- The % of questions answered 'yes'; (to answer 'yes' the local authority must have fully achieved the goal described; it is not enough that the authority is working towards the goal)	100%	100%	100%
BV 170a	The number of visits to/usage's of local authority funded or part funded museums per 1,000 population	880	880	880
BV 170b	The number of those visits to local authority funded or part funded museums that were in person per 1,000 population	850	850	850
BV 170c	The number of pupils visiting museums and galleries in organised school groups	10,500	10,500	10,500
BV119a	% of residents satisfied with sports and leisure services~	N/A	N/A	63%
BV119c	% of residents satisfied with museums~	N/A	N/A	60%
BV119d	% of residents satisfied with arts activities and venues~	N/A	N/A	67%
ELPI 7	Number of swims and other visits per 1000 population	4,430	4,563	4,700

Regeneration, Growth & Community Development

Performance Indicator	Description	2007/8	2008/9	2009/10
BV2a	The level of the Equality Standard for local government to which the authority conforms in respect of gender, race and disability	Level 2	Level 3	Level 4
BV2b	The quality of an authority's Race Equality Scheme and the improvements resulting from its application	48%	53%	66%

Performance Indicator	Description	2007/8	2008/9	2009/10
BVPI106	% of new homes built on previously developed land	65%	65%	65%
BV174	The number of recorded racial incidents per 100,000 population	16	16	16
BV175	Of these, the % resulting in further action	100%	100%	100%
BVPI 200a	Did the local planning authority submit the Local Development Scheme by 28th March 2005 and thereafter maintain a 3-year rolling programme?	Yes	Yes	Yes
BVPI 200b	Has the local Planning authority met the milestones which the current local Development scheme set out?	Yes	Yes	Yes
LRGCD 200c	Did the local Planning authority publish an annual monitoring report by December of the last year?	Yes	Yes	Yes
LRGCD 219a	The total number of conservation areas in the local authority area	19	20	20
BVPI 219b	% of conservation areas in the local authority area with an up to date character appraisal	40% (8)	70% (14)	100% (20)
LRGCD 219c	% of conservation areas with published management proposals	40% (8)	70% (14)	100% (20)
BV226a	Total amount spent by the Local Authority on advice and guidance services provided by external organisations	£295K	£295K	£295K
BV226b	% Monies spent on advice and guidance services provision which was given to organisations holding the CLS Quality Mark at general Help level and above	100%	100%	100%

Human Resources

Performance Indicator	Description	2007/8	2008/9	2009/10
BV11a	The % of top 5% of earners that are women	34%	34%	34%
BV11b	The % of top 5% of earners who are from an ethnic minority	7%	7%	7.5%
BV11c	The % of top 5% of earners who have a disability	5.3%	5.4%	5.9%
BV12	The number of working days/shifts lost due to sickness absence	9.5 days	9 days	8.1 days
BV14	The % of employees retiring early (excluding ill-health retirements) as a % of the total workforce	0.8%	0.5%	0.4%
BV15	The % of employees retiring on grounds of ill health as a % of the total workforce	0.3%	0.25%	0.25%
BV16a	The % of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition	5.5%	6%	6.5%
BV17a	The % of local authority employees from minority ethnic communities	5.5%	6%	6%
BV16b	% of economically active disabled people in the authority area	12.25%	12.25%	12.25%

Performance, IT and Improvement

Performance Indicator	Description	2007/8	2008/9	2009/10
LPPI 157	The number of types of interactions that are enabled for electronic delivery as a % of the types of interactions that are legally permissible for electronic delivery	97%	100%	100%

Customer Services

Performance Indicator	Description	2007/8	2008/9	2009/10
BV3	% of citizens satisfied with the overall service provided by the local authority~	N/A	N/A	53%
BV4	% of citizens satisfied with the handling of their complaint~	N/A	N/A	33%

Finance & Asset Management

Performance Indicator	Description	2007/8	2008/9	2009/10
BV8	The % of invoices for commercial goods and services paid by the authority within 30 days of being received	94%	95%	95%
BV 156	The % of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	95%	95%	95%

4.11 Partnership Working and Linking Strategies

In addition to those areas of performance for which we are directly accountable, we have a wide range of areas on which we will work with partners to deliver. These areas comprise priorities set out in our Corporate Plan, in the Community Strategy 2002 – 2012¹ and the Local Area Agreement. The table below shows the links between the range of priorities.

Northampton Borough Council Corporate Plan 2007/11	Ensure that our communities are safer, greener and cleaner	Improve housing and health to enhance the wellbeing of our communities	To deliver quality services to our customers and communities	To promote economic development and growth in Northampton	Strengthen our commitment to partnership working and engaging with our communities to deliver better outcomes
Community Strategy 2002/12	Promoting Community Safety and Improving the Environment	Promoting Good Health, Housing and Well-being, and Promoting Leisure and Cultural Opportunities	Promoting Good Health, Housing and Well-being	Strengthening the Economic Base	
Local Area Agreement	Safer and Stronger Communities	Healthier Communities and Older People	Children and Young People	Economic Development, Enterprise and Growth	

1. The Community Strategy 2002-2012 is available from Legal and Democratic Services, Northampton Borough Council

5 Summary of Performance During 2005/06

We are required to collect data and report our progress against a number of statutory and local indicators. This year we collected performance data on 119 indicators spread across ten of our service areas. Streetscene and Housing have the highest proportion of these targets. We measure progress over a twelve-month period (April to March), and the results are used by Government to evaluate the performance of all councils. The resulting data is divided into four categories (quartiles). The top quartile identifies the highest performing 25% of councils, with the lowest performing 25% being in the bottom quartile.

The table below shows a summary of our performance indicators (BVPIs) and the resulting quartile position for 2005/06 and prospective position for 2006/07, based on un-audited data. We have displayed the results for all services based on this comparison. Please note that while we have used our results this year to compare with our quartile position last year, the quartiles will certainly change as the performance of all councils changes annually. The Audit Commission publishes Quartile Tables each year using outturn data from councils produced in May that year. Quartiles for 2006/07 performance will be released in November/December 2007 although some quartile data has already been released for a selection of User Satisfaction Survey performance indicators.

The results show that of the 88 comparable indicators, we have 38 (43%) indicators in the first (top) and second (median Upper) quartile, and 50 (57%) in the lower two quartiles (median lower and bottom). When compared to our position last year, we see some evidence of improvement; 20 of our indicators have improved quartile position, with 56 remaining the same. 12 have deteriorated. We are not content with this position, and the targets for services set out in this plan are based on our aim to improve our overall performance.

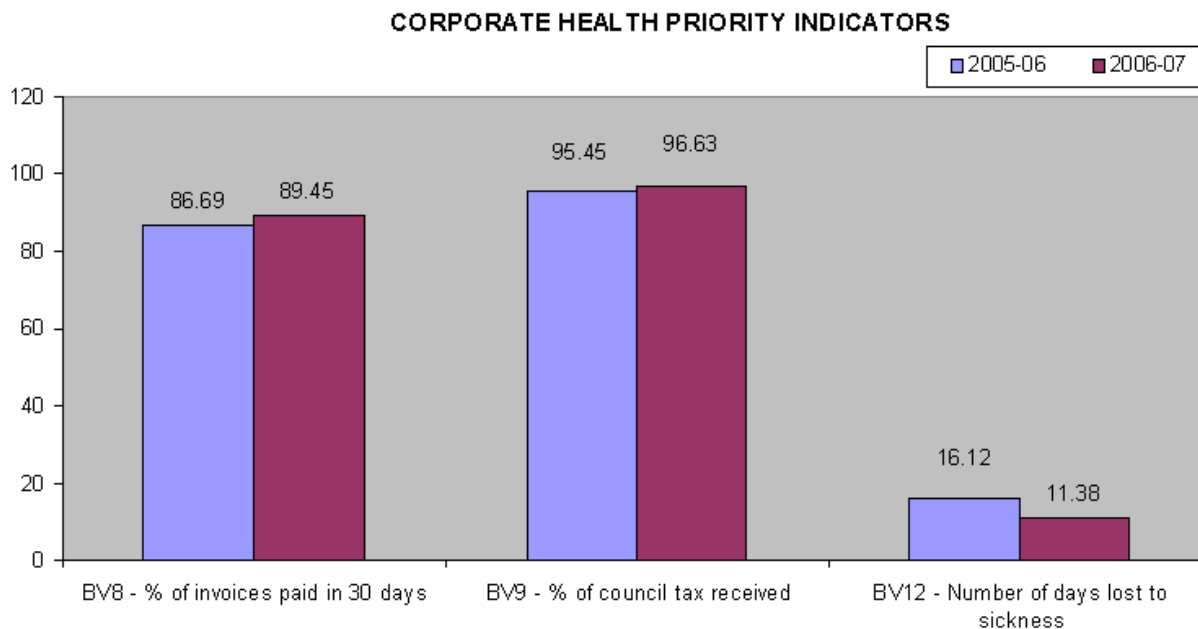
Quartile Category (Where data available)	Northampton Borough Council Total	Streetscene and Property Maintenance	Housing Services	Building Control and Environmental Health	Human Resource:	Community Safety, Leisure and Town Centre Operations	Finance and Asset Management	Regeneration, Growth and Community	Performance, IT and Improvement	Governance and Communications	Customer Services
Total No. of Indicators	119	26	39	12	10	15	2	11	1	1	2
No Quartile Data	31	7	9	2	2	4	1	6	0	0	0
Top	25	7	3	3	3	5	0	3	0	1	0
Median (U)	13	4	3	2	2	1	0	1	0	0	0
Median (L)	15	5	6	1	1	1	1	0	0	0	0
Bottom	35	3	18	4	2	4	0	1	1	0	2
Improved	20	4	9	3	1	0	1	2	0	0	0
Same	55	15	15	3	7	9	0	3	1	1	2
Worse	12	0	6	4	0	2	0	0	0	0	0

The indicators detailed below were those where we had the lowest levels of performance when compared with other councils at the end of 2005/06. As a result of their quartile performance status we decided to select them as priority indicators, subject to higher levels of scrutiny and focus. The table also details the prospective quartile position for these indicators, using the 05/06 quartile tables and our un-audited 2006/07 figures, showing that four of the twelve have now moved out of the bottom quartile.

Bottom Quartile Indicators	2005/06 Quartile Position	2006/07 Prospective Quartile Position
Percentage council tax collected in the year	Bottom	Lower Median
Housing benefit – the number of claimants visited per 1,000 caseload	Bottom	No Quartile position as indicator now deleted
Housing benefit – average time for processing new claims	Bottom	Lower Median
Housing benefit – average time for processing changes in notification	Bottom	Bottom
Housing benefit – accuracy of processing	Bottom	Bottom
Housing – rent collection and arrears – the proportion of rent collected	Bottom	Bottom
Number of working days lost to sickness absence	Bottom	Bottom – figure tbc
Percentage of employees retiring early	Bottom	Bottom
Percentage of invoices for commercial goods paid within 30 days of receipt	Bottom	Lower Median
Number of vehicle crimes per 1,000 population	Bottom	Bottom
Number of domestic burglaries per 1,000 households	Bottom	Bottom
Cost of waste collection	Bottom	Lower Median– figure tbc

5.1 Summary of Performance- Priority Indicators

The following section details what has been done over the past year to improve performance in the weakest performing areas above and what will be done over the next twelve months to support performance improvement.



There have been improvements in performance over all three corporate indicators, notably with management of sickness absence.

BV12- Average number of days lost due to Sickness Absence

The average number of days lost has reduced by just under a third (29.4%). This was achieved by delivering improvements to the way sickness absence was managed. The target of keeping below 11.5 days was achieved however the indicator remains in the bottom quartile. An updated Attendance Management action plan will support the drive to further reduce sickness absence and this years target of 9.5 days, if achieved, should move the council up to median quartile performance.

BV8- % of Invoices paid within 30 days

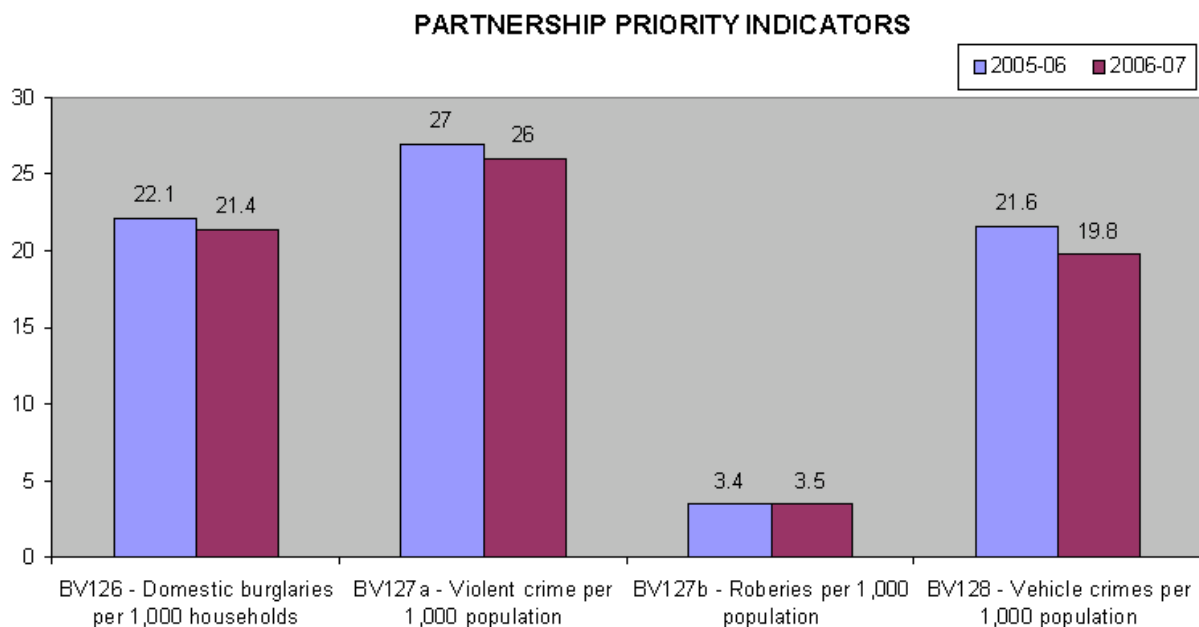
Performance against last year has increased by just under 3% however the target of 93% was not achieved. Based on current quartile data this indicator has moved out of the bottom quartile however, due to the fact that it remains just outside of the bottom range, the release of the new quartile tables later this year may see it fall again, as performance nationally tends to improve and the thresholds are increased.

BV9- % of council tax received in the year

Council Tax collection rates have improved by nearly 1.2% against last year. However, the final figure of 96.63% did not achieve the target set of 97% but this improvement has lifted the indicator out of the bottom quartile. Once again, as it is just outside of the bottom quartile range this may fall back into the bottom quartile when revised quartile tables are released later in the year.

Service improvement initiatives intended to improve ongoing collection rates, introduced over the last few months include;

- Delivery of an extensive training program
- Recruitment campaign undertaken to replace agency staff with a permanent in-house team
- Introduced bankruptcy proceedings for our more persistent non-payers
- We are performance monitoring the bailiff companies and awarding work based on performance

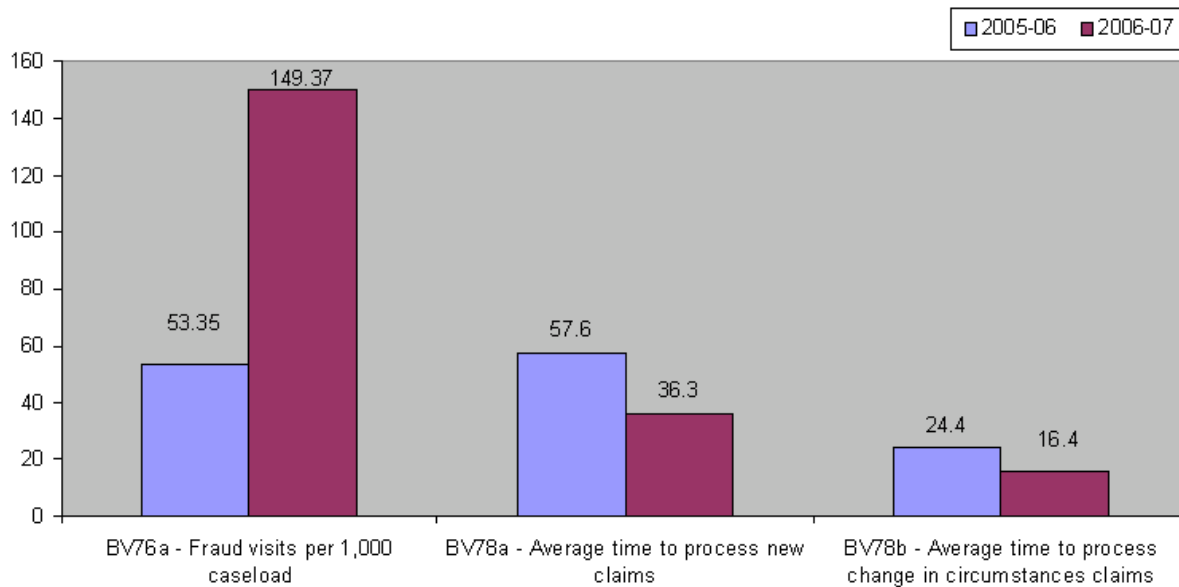


Overall, levels of crime have fallen in all categories except Robberies. However, the performance levels are not sufficient to move out of the bottom quartile for all district councils.

Recognising that this comparison inevitably disadvantages highly urbanised areas like Northampton, the Home Office uses a different set of comparators in its regular analysis of performance. Based on comparison with their 'most similar CDRP areas', Northampton compares more favourably, with the most recent figures showing this Council as mid-table for burglary and 4th worst out of 15 for vehicle crime.

In 2007-8 the new CDRP partnership, now called Northampton Safer and Stronger Communities Partnership, has a new, stronger focus on tackling connected issues within neighbourhoods. Due to this change it is expected that performance will improve significantly, but the targets are exceedingly challenging, based on meeting a three-year position demanded by the government regional office.

HOUSING BENEFIT PRIORITY INDICATORS



There have been significant improvements to all areas of performance within the Benefits Service in 2006/07.

BV76a- Number of fraud visits per thousand caseload

Additional resources and a review of the way fraud visits categorised and counted have contributed to the substantial increase in performance in this area and the annual target of 80 visits exceeded.

BV78a- Average time taken to process new benefit claims

BV78b- Average time taken to process notification of changes in circumstances

The time taken to process new benefit claims and notification of changes in circumstances has reduced by 37% and over 32% respectively, over the last twelve months. The targets set for both indicators were achieved and this improvement has moved both indicators out of the bottom quartile.

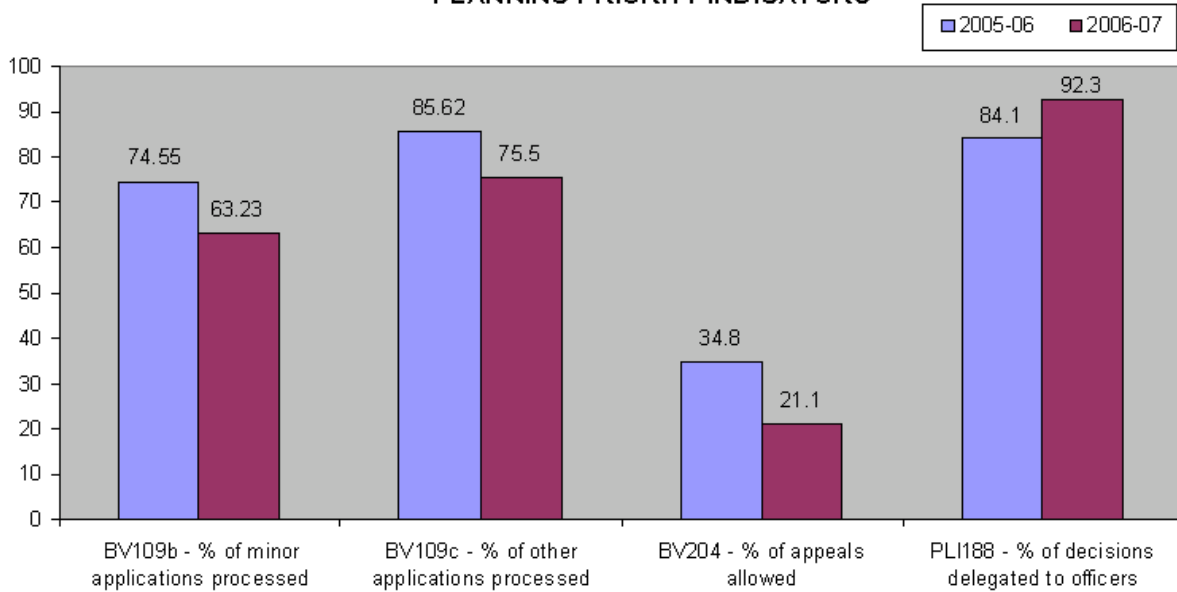
Improvements in training, reductions in agency staff, workflow management and the introduction of a 24hour guarantee for new claims and changes in circumstances, have all contributed to the performance improvement.

BV79a – Accuracy of processing benefit claims

Although not shown in the graph above, accuracy rates have improved from 78.6% in 2005/06 to 94.2% this year. The target of 85% was achieved but this indicator remains within the bottom quartile.

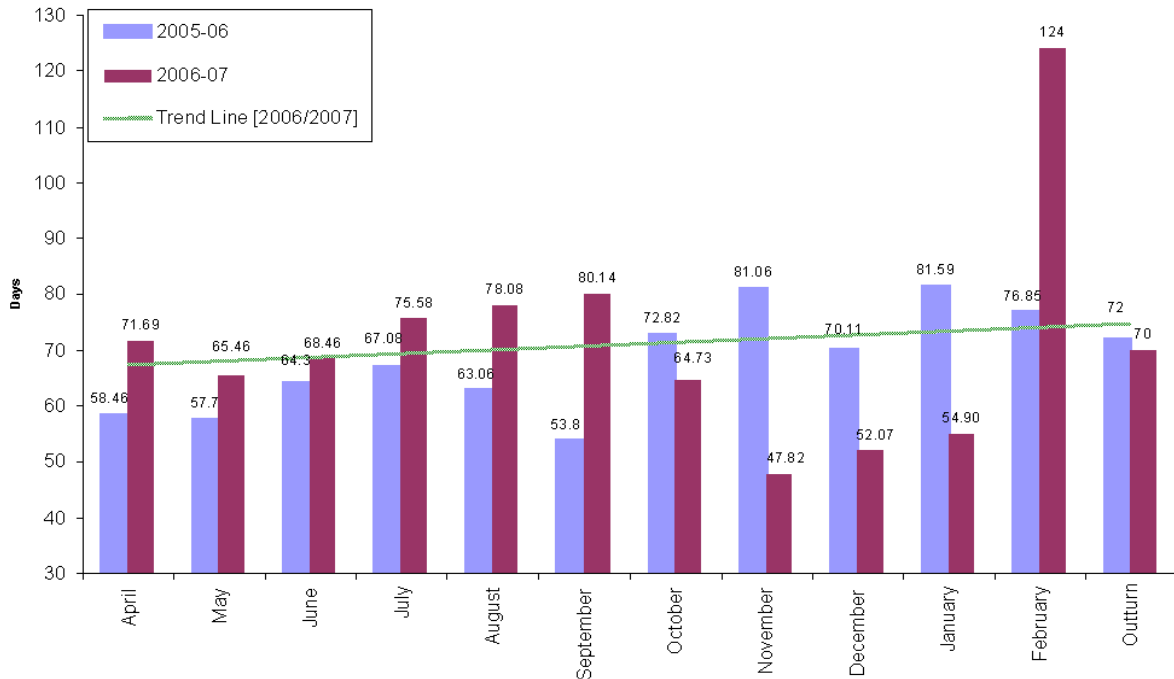
The council has entered into a three-year partnership with Kendric Ash to deliver sustained improvements to the Revenues and Benefits Service and the Benefits Strategic Improvement Plan details how the service will deliver these improvements.

PLANNING PRIORITY INDICATORS



Performance within the Planning service has declined in 2006/07 compared to performance levels in 2005/06, except in the area of % of delegated decisions. A Service Improvement Plan has been developed to address the recommendations made following the Audit Commission Inspection of the service in 2006.

PRIORITY INDICATOR – AVERAGE DAYS TAKEN TO RE LET COUNCIL PROPERTIES



BV212-Average time taken to re-let local authority homes

The end of year performance of this indicator above does not reflect the improvement work carried out by a dedicated working party over the last year. A policy decision to target hard to let council properties to remove them from the empty property list resulted in a large increase in the average re-let days. Current performance, if sustained will move this indicator out of the bottom quartile at the end of the year.

After analysing this years results, those statutory indicators where we provisionally have the lowest levels of performance when compared with other councils based on 2006/07 un-audited figures, are set out below: There are 34 in total.

Corporate Indicators- 5 (14.7%) of Bottom Quartile Indicators

- % of citizens satisfied with the overall level of service
- % of citizens satisfied with complaint handling
- Number of working days lost to sickness absence
- % of employees retiring on the grounds of ill-health
- The quality of the authorities Race Equality Scheme and improvements resulting from it

Partnership Indicators- 4 (11.8%) of Bottom Quartile Indicators

- Number of vehicle crimes per 1,000 population
- Number of domestic burglaries per 1,000 households
- Number of Violent crimes per year per 1,000 population
- Number of Robberies per year per 1,000 population

Planning Service- 4 (11.8%) of Bottom Quartile Indicators

- % of applicants satisfied with the quality of service- Planning
- Quality of service checklist for Planning
- % of Planning applications determined within government target- Minor applications
- % of Planning applications determined within government target- Other applications

Street-scene and Environment- 3 (8.8%) of Bottom Quartile Indicators

- The proportion of land/highways with unacceptable levels of graffiti visible
- % of people satisfied with the cleanliness standard in their area
- % of people satisfied with household waste collection

Housing – 18 (52.9%) of Bottom Quartile Indicators

- Average number of Days taken to re-let local authority homes Levels of arrears-Local authority rent collection
- % of Local authority tenants with more than seven weeks rent arrears
- Housing benefit – accuracy of processing
- Housing benefit- % of overpayments recovered deemed recoverable
- % of council tenants satisfied with the overall service
- % of council tenants satisfied with the overall service- broken down by ethnicity
- % of council tenants satisfied with the overall service- broken down by non-ethnicity
- % of council tenants satisfied with opportunities for participation in management/decision making
- % of council tenants satisfied with opportunities for participation in management/decision making- broken down by ethnicity
- % of council tenants satisfied with opportunities for participation in management/decision making- broken down by non-ethnicity
- % of overall satisfaction with the benefits service-
- % of satisfaction with the benefits service- all 7 subsets

As detailed above, the council is not content with this position and the council's Improvement Plan and individual service improvement plans detail how the council will continue to address the issues and underperformance in the above areas and will be monitored using the performance management framework.

Statement on Contracts

The Council can confirm that all contractual arrangements during 2006/2007 which involved a transfer of staff, complied where applicable with the Transfer of Undertakings (Protection of Employment) Regulations 2006, the Code of Practice on Workforce Matters in Public Sector Service Contracts and the Cabinet Office Statement of Practice on Staff Transfers in the Public Sector together with the Annex A Fair Deal for Staff Pensions.

5.2 Detailed Report on Performance

The tables below represent our outturn (results) for 2006/07 by service area and performance indicator

KEY TO BOX STATUS COLOURING	
GREEN:	Achieved Target
AMBER:	No Target Set
RED:	Missed Target

KEY TO QUARTILE STATUS		Top & Upper Median Quartile	Lower Median Quartile	Bottom Quartile	No Quartile Data
1	NEW INDICATOR [quartile data unavailable]	4	NOT REPORTED for 05/06 [new 06/07]		
2	LOCAL INDICATOR [quartile data unavailable]	*	INDICATOR RESERVED [NBC data - not robust]		
3	NO QUARTILE DATA [issued by Audit Commission]	[]	SOURCE CPA PROFILE DATA		

GOOD TO BE HIGH/LOW	BVPI / LPI REFERENCE	DESCRIPTION OF INDICATOR	SERVICE AREA	RESULTS 06/07	TARGET	RESULTS 05/06	COMMENTS	NBC 06/07 PROSPECTIVE QUARTILE POSITION	05/06 TOP QUARTILE	05/06 MEDIAN QUARTILE	05/06 BOTTOM QUARTILE	NBC 05/06 RESULT & QUARTILE POSITION
Corporate Priority Indicators												
↑	BV8	The percentage of invoices for commercial goods and services paid by the authority within 30 days of being received	Corporate Health	89.45%	93%	86.89%		Lower Median	96.71%	93.43%	89.24%	86.89% Bottom
↑	BV9	Percentage of council tax received in the year	Corporate Health	96.63%	97%	95.45%		Lower Median	98.4%	97.61%	96.39%	95.45% Bottom
↓	BV12	The number of working days/shifts lost due to sickness absence	Corporate Health	11.38 Days	11.5 Days	16.12 Days		Bottom	8.34 Days	9.52 Days	10.94 Days	16.12 Days Bottom
↑	BV66a	Local authority rent collection and arrears – proportion of rent collected	Housing Services	95.93%	97.5%	96.03%		Bottom	98.84%	98.2%	97.41%	96.03% Bottom
↔	BV76a	Housing Benefit Security: the number of claimants visited per 1,000 caseload	Housing Benefit and Council Tax Benefit Services	149.37	81.59	53.35			3	3	3	53.35
↓	BV78a	Speed of Processing: Average time for processing new claims	Housing Benefit and Council Tax Benefit Services	36.5 Days	40 Days	57.6 Days		Lower Median	25.5 Days	31 Days	37.8 Days	57.6 Days Bottom
↓	BV78b	Speed of Processing: Average time for processing notifications of change in circumstances	Housing Benefit and Council Tax Benefit Services	16.4 Days	17 Days	24.4 Days		Lower Median	8.5 Days	11.9 Days	16.7 Days	24.4 Days Bottom
↑	BV79a	Accuracy of processing (a) percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the decision for a sample of cases checked post-decision	Housing Benefit and Council Tax Benefit Services	94.20%	85%	78.60%		Bottom	99%	98.2%	96.8%	78.60% Bottom

GOOD TO BE HIGH/ LOW	BVPI / LPI REFERENCE	DESCRIPTION OF INDICATOR	SERVICE AREA	RESULTS 06/07	TARGET	RESULTS 05/06	COMMENTS	NBC 06/07 PROSPECTIVE QUARTILE POSITION	05/06 TOP QUARTILE	05/06 MEDIAN QUARTILE	05/06 BOTTOM QUARTILE	NBC 05/06 RESULT & QUARTILE POSITION
↑	BV109b	Percentage of planning applications determined in line with the government's new development control targets to determine: 65% of minor applications in 8 weeks	Culture Planning	63.23%	76 %	74.55% ↓		Bottom	80.39%	74.01%	68.6%	74.55% Upper Median
↑	BV109c	Percentage of planning applications determined: 80% of other applications in 8 weeks	Culture Planning	75.50%	86 %	85.62% ↓		Bottom	91.61%	88.23%	83.85%	85.62 % Lower Median
↓	BV204	Percentage of appeals allowed against the authority's decision to refuse planning applications	Culture Planning	21.10%	30 %	34.8% ↑		Top	25%	30%	36.1%	34.8% Lower Median
↓	BV212	Average time taken to re-let local authority homes	Housing Services	70 Days	50 Days	72 Days ↑		Bottom	29 Days	37 Days	51 Days	72 Days Bottom
↑	PL1188	The number of decisions delegated to officers as a percentage of all decisions	Culture Planning	92.3%	90%	84.1% ↑		92.3%	2	2	2	84.1%
Partnership Priority Indicators												
↓	BV126	Domestic burglaries per year per 1,000 households in local authority area	Community Safety	21.4	17.47	22.1 ↑		Bottom	6.4	8.9	13.7	22.1 Bottom
↓	BV127a	Violent crime per year, 1000 population	Community Safety	26	25.69	27 ↑		Bottom	12.5	17	22.9	27 Bottom
↓	BV127b	Robberies per year, 1000 population	Community Safety	3.5	3.05	3.4 ↓		Bottom	0.3	0.5	1.3	3.4 Bottom
↓	BV128	The number of vehicle crimes per year, per 1,000 population in the local authority area	Community Safety	19.8	18.12	21.6 ↑		Bottom	7.3	9.7	14.6	21.6 Bottom
Streetscene and Property Maintenance												
↑	BV82ai	Percentage tonnage of household waste arisings which have been sent by the authority for recycling	Environmental Services	20.24%	19.20%	19.82% ↑		Upper Median	21.72%	18.15%	14.79%	19.82% Upper Median
↑	BV82aii	Total of tonnage of household waste arisings which have been sent by the authority for recycling	Environmental Services	16,155.45 Tonnes	15,484.26 Tonnes	15,509.95 Tonnes ↑		Top	9,082.98 Tonnes	6,839.79 Tonnes	5,279.84 Tonnes	15,509.95 Top

GOOD TO BE HIGH/ LOW	BVPI / LPI REFERENCE	DESCRIPTION OF INDICATOR	SERVICE AREA	RESULTS 06/07	TARGET	RESULTS 05/06	COMMENTS	NBC 06/07 PROSPECTIVE QUARTILE POSITION	05/06 TOP QUARTILE	05/06 MEDIAN QUARTILE	05/06 BOTTOM QUARTILE	NBC 05/06 RESULT & QUARTILE POSITION
↑	BV82bi	Percentage of the total tonnage of household waste sent for composting or treatment by anaerobic digestion	Environmental Services	15.92%	16.80%	16.3% ↓		Top	14.67%	8.29%	2.68%	16.30% Top
↑	BV82bii	Total tonnage of household waste sent for composting or treatment by anaerobic digestion	Environmental Services	12,680.3 Tonnes	13,548.73 Tonnes	12,752 Tonnes ↓		Top	6,048.83 Tonnes	3,157.91 Tones	933.96 Tonnes	12,752 Top
↓	BV84a	Number of kilograms of household waste collected per head	Environmental Services	408.4Kg	414 kg	401.7 kg ↓		Upper Median	381 kg	409.6 kg	442.7 kg	401.7 Upper Median
↓	BV84b	Percentage change from the previous financial year in the number of Kg of household waste collected per head of population	Environmental Services	+1.69%	+3.00 %	+5.96 ↑		Lower Median	-3.29	-0.5	+2.43	+5.96% Bottom
↑	BV91a	Percentage of households resident in the authority's area served by kerbside collection of recyclables	Environmental Services	100%	100 %	100% ↔		Top	100%	98.9%	93.5%	100% Top
↑	BV91b	Percentage of households resident in the authority's area served by kerbside collection of at least two recyclables	Environmental Services	100%	100 %	100% ↔		Top	100%	97.6%	90.1%	100% Top
↑	BV218a	Percentage of new reports of abandoned vehicles investigated within 24hrs of notification	Environmental Health	87.25%	95%	0% ↑		Lower Median	96.64%	88.54%	73%	0% Bottom
↑	BV218b	Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle	Environmental Health	79.16%	95%	0% ↑		Lower Median	95%	81.9%	61.11%	0% Bottom
↑	ELPI5	Percentage of flytips removed within two working days	Environment Services	99.60%	97 %	99.37% ↑			2	2	2	99.37%
↓	ELPI6	Number of collections missed per month	Environment Services	11,302	18,000	Not reported			2	2	2	487
↑	ELPI10	The percentage of missed collections put right within 24 hours	Environment Services	92.99%	95%	Not reported			2	2	2	Not reported
↓	HLP19	Night time repairs completed on target	Housing Repairs	99%	99 %	98% ↑			2	2	2	98%

GOOD TO BE HIGH/ LOW	BVPI / LPI REFERENCE	DESCRIPTION OF INDICATOR	SERVICE AREA	RESULTS 06/07	TARGET	RESULTS 05/06	COMMENTS	NBC 06/07 PROSPECTIVE QUARTILE POSITION	05/06 TOP QUARTILE	05/06 MEDIAN QUARTILE	05/06 BOTTOM QUARTILE	NBC 05/06 RESULT & QUARTILE POSITION
↓	BV199a	The proportion of relevant land and highways that is assessed as having combined deposits of litter and detritus that fall below an acceptable level	Environmental Services	4.30%	5%	3% ↓		Top	8%	12%	19%	3.0 % Top
↓	BV199b	The proportion of relevant land and highways from which unacceptable levels of graffiti are visible	Environmental Services	14%	9%	10% ↓		Bottom	1%	2%	6%	10 % Bottom
↓	BV199c	The proportion of relevant land and highways from which unacceptable levels of fly posting are visible	Environmental Services	1%	2%	1% ↔		Upper Median	0%	1%	2%	1 % Upper Median
↓	BV199d	The year on year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with fly tipping	Environmental Services	4	No Target Set	0	Provisional mid-year figure Final figure to be supplied direct to AC by DEFRA		4	4	4	No data available
↑	BV63	Energy efficiency - the average SAP (standard assessment procedure) rating of local authority owned dwellings	Housing Services	68.2%	68%	67%		Upper Median	69%	67%	64%	67% Upper Median
↓	BV184a	The proportion of local authority homes which were non-decent at 1st April	Property Maintenance	27%	15%	25%			12%	24%	39%	25% Lower Median
↑	BV184b	The percentage change in proportion of non-decent local authority homes between 31st March and 1st April	Property Maintenance	Data not yet received	5%	15.7%			28.9%	14.5%	1.6%	15.7% Upper Median
↓	BV86	Cost of waste collection per household	Environmental Services	£51.26	£52	£51.72 ↑		Lower Median	£40.28	£46.25	£52.88	£51.72 Lower Median
↑	BV89	The percentage of people satisfied with the cleanliness standard in their area	Environmental Services	53%	65%	44% ↑	Figure & quartiles based on last survey 2003/04	Bottom	73%	68%	62%	44% Bottom
↑	BV90a	The percentage of people satisfied with household waste collection	Environmental Services	69%	90%	76% ↓	06/07 quartile data	Bottom	85%	80%	74%	76% Bottom
↑	BV90b	The percentage of people satisfied with waste recycling	Environmental Services	70%	76%	55% ↑	"	Lower Median	75%	70%	66%	55% Bottom

GOOD TO BE HIGH/ LOW	BVPI / LPI REFERENCE	DESCRIPTION OF INDICATOR	SERVICE AREA	RESULTS 06/07	TARGET	RESULTS 05/06	COMMENTS	NBC 06/07 PROSPECTIVE QUARTILE POSITION	05/06 TOP QUARTILE	05/06 MEDIAN QUARTILE	05/06 BOTTOM QUARTILE	NBC 05/06 RESULT & QUARTILE POSITION
↑	BV119e	Percentage of residents satisfied with the Local Authority Cultural Services: Parks and Open Spaces	Cultural and Related Services	79%	79%	79% ↔	06/07 quartile data	Top	78%	74%	68%	79% Top
Regeneration, Growth & Community Development												
↔	BV174	The number of racial incidents recorded by the authority per 100,000 populations.	Community Safety	8.2	23	18.48 ↓		8.2	3	3	3	18.48
↑	BV175	The percentage of racial incidents that resulted in further action	Community Safety	100%	100%	100% ↔		Top	100%	100%	100%	100% Top
↑	BV2a	The level of the Equality Standard for local government to which the authority conforms in respect of gender, race and disability	Corporate Health	Level 1	Level 1	Level 1 ↔		Level 1	3	3	3	Level 1
↑	BV2b	The quality of an authority's Race Equality Scheme and the improvements resulting from it's application	Corporate Health	16%	48%	39% ↓		Bottom	79%	63%	53%	39% Bottom
↑	BV106	Percentage of new homes built on previously developed land	Culture Planning	87.08%	65 %	84% ↑		Upper Median	96.74%	81.5%	62.52%	84% Upper Median
↔	BV200a	Did the local planning authority submit the Local Development Scheme by 28th March 2005 and thereafter maintain a 3 year rolling programme?	Culture Planning	Yes	Yes	Yes ↔		Yes	3	3	3	Yes
↔	BV200b	Has the local Planning authority met the milestones which the current local Development scheme set out?	Culture Planning	Yes	Yes	No ↔		Yes	3	3	3	No
↔	BV200c	Did the local Planning authority publish an annual monitoring report by December of the last year?	Culture Planning	Yes	Yes	Yes ↔		Yes	3	3	3	Yes
↔	BV219a	The total number of conservation areas in the local authority area	Culture Planning	18	19	18 ↔		18	3	3	3	18

GOOD TO BE HIGH/ LOW	BVPI / LPI REFERENCE	DESCRIPTION OF INDICATOR	SERVICE AREA	RESULTS 06/07	TARGET	RESULTS 05/06	COMMENTS	NBC 06/07 PROSPECTIVE QUARTILE POSITION	05/06 TOP QUARTILE	05/06 MEDIAN QUARTILE	05/06 BOTTOM QUARTILE	NBC 05/06 RESULT & QUARTILE POSITION
↔	BV219b	Percentage of conservation areas in the local authority area with an up to date character appraisal	Culture Planning	33.33%	26% (5)	16.68% ↑		Top	31.81%	10%	0%	16.67% Upper Median
↔	BV219c	Percentage of conservation areas with published management proposals	Culture Planning	33.33%	17% (3)	0% ↑		Top	7.7%	0%	0%	0 % Upper Median
Development – Building Control and Environmental Health												
↑	BV109a	Percentage of planning applications determined: 60% of major applications in 13 weeks	Culture Planning	66.67%	66 %	64.18% ↑		Lower Median	74.75%	66.67%	58.05%	64.18 % Lower Median
↑	BV64	Number of private sector vacant dwellings that are returned into occupation or demolished during the year as a direct result of action by the local authority	Culture Planning	161	118	59 ↑		Top	76.5	27	7	59 Upper Median
↑	BV166a	Score against a checklist of enforcement best practice for environmental health	Culture Planning	96.70%	100%	100% ↓		Upper Median	98.7%	90%	80%	100% Top
↑	BV205	Quality of Service checklist for Planning	Culture Planning	77.70%	78%	77.7% ↔		Bottom	94.4%	94%	83.3%	77.7% Bottom
↔	BV216a	Number of sites of potential concern within the local authority area with respect to land contamination	Culture Planning	966	775	975		966	3	3	3	975
↑	BV216b	Number of sites for which detailed information is available to decide whether remediation of the land is necessary, as a percentage of all "sites of potential concern"	Culture Planning	8	10.7	6 ↑		Upper Median	9	3	1	6 Upper Median
↑	BV217	Percentage of pollution control improvements to existing installations completed on time	Culture Planning	100%	95	97% ↑		Top	100%	94%	83%	97% Upper Median
↑	BV111	The percentage of applicants satisfied with the service received	Culture Planning	57%	84%	84% ↓	Figure & quartiles based on last survey 2003/04	Bottom	81%	74%	68.25%	84% Top

GOOD TO BE HIGH/ LOW	BVPI / LPI REFERENCE	DESCRIPTION OF INDICATOR	SERVICE AREA	RESULTS 06/07	TARGET	RESULTS 05/06	COMMENTS	NBC 06/07 PROSPECTIVE QUARTILE POSITION	05/06 TOP QUARTILE	05/06 MEDIAN QUARTILE	05/06 BOTTOM QUARTILE	NBC 05/06 RESULT & QUARTILE POSITION
Performance, I.T. and Improvement												
↑	LPP1157	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery	Corporate Health	93.80%	95%	90.06% ↑		Bottom	100%	99.55%	96.99%	90.06% Bottom
Governance and Communications												
↑	GLI179	The percentage of standard searches carried out in 10 working days	Culture Planning	100%	100 %	100% ↔		Top	100%	99.96%	98%	100% Top
Housing Services												
↑	BV10	% of non domestic rates due for the year which were received by the authority	Housing Benefit and Council Tax Benefit Services	99.72%	99.12 %	99.23% ↑		Top	99.3%	99%	98.4%	99.23% Upper Median
↔	BV76b	Housing Benefit Security: the number of fraud investigators employed per 1,000 caseload	Housing Benefit and Council Tax Benefit Services	0.24	0.25	0.28 ↓		0.24	3	3	3	0.28
↔	BV76c	Housing Benefit Security: the number of fraud investigations per 1,000 caseload	Housing Benefit and Council Tax Benefit Services	61.32	60	51.08 ↑		61.32	3	3	3	51.08
↔	BV76d	Housing Benefit Security: the number of prosecutions and sanctions per 1,000 caseload	Housing Benefit and Council Tax Benefit Services	3.91	4.3	4.64 ↓		3.91	3	3	3	4.64
↑	BENLPI1	Percentage of cases from complete to determined within 14 days	Housing Revenues and benefits	85.51%	69%	Not collected		85.51%	2	2	2	Not reported
↓	BV66b	The number of local authority tenants with more than seven weeks of (gross) rent arrears as a percentage of the total number of council tenants	Housing Services	11.92%	11.81%	12.43% ↑		Bottom	4.12%	5.96%	8.53%	12.43% Bottom
↓	BV66c	The % of local authority tenants in arrears who have had Notice Seeking Possession served	Housing Services	26.66%	42.35%	44.58% ↑		Upper Median	17.06%	27.09%	35.18%	44.58% Bottom
↓	BV66d	The percentage of local authority tenants evicted as a result of rent arrears	Housing Services	0.46%	0.79%	0.83% ↑		Lower Median	0.21%	0.38%	0.58%	0.83% Bottom

GOOD TO BE HIGH/ LOW	BVPI / LPI REFERENCE	DESCRIPTION OF INDICATOR	SERVICE AREA	RESULTS 06/07	TARGET	RESULTS 05/06	COMMENTS	NBC 06/07 PROSPECTIVE QUARTILE POSITION	05/06 TOP QUARTILE	05/06 MEDIAN QUARTILE	05/06 BOTTOM QUARTILE	NBC 05/06 RESULT & QUARTILE POSITION
↑	BV79bi	The amount of housing benefit overpayments recovered during the period being reported on as a percentage of hb deemed recoverable overpayments during that period	Housing Benefit and Council Tax Benefit Services	58.35%	85%	106.20% ↓		Bottom	79.46%	70.35%	59.3%	106.20% Top
↑	BV79bii	Housing benefit overpayments recovered during the period as a percentage of the total amount of housing benefit overpayment debt outstanding at the start of the period plus amount of hb overpayments identified during the period	Housing Benefit and Council Tax Benefit Services	31.60%	55%	62.51% ↓		Lower Median	41.22%	34.11%	28.35%	62.51% Top
↓	BV79biii	Housing benefit overpayments written off during the period as a percentage of the total amount of hb overpayment debt outstanding at the start of the period plus amount of hb overpayments identified during the period	Housing Benefit and Council Tax Benefit Services	4.35%	9%	12.14% ↑		4.35%	3	3	3	12.14%
↓	BV183a	The average length of stay in bed and breakfast accommodation of households that are unintentionally homeless and in priority need	Housing Services	2 weeks	6 weeks	3.25 weeks ↑		Upper Median	1.12 weeks	2.98 weeks	4.93 weeks	3.25 weeks Lower Median
↑	BV213	Number of household who considered themselves homeless who approached the local authority housing advice service and for whom advice casework intervention solved their situation	Housing Services	7	1.03	5 ↑		Top	5	2	1	5 Top
↓	BV164	Does the authority follow the Commission for Racial Equality's code of practice in rented housing and follow the Good Practice Standards for social landlords on tackling harassment included in Tackling Racial Harassment Code of Practice in Social Landlords?	Housing Services	Yes	Yes	Yes ↔		Yes	3	3	3	Yes
↑	BV183b	The average length of stay in hostel accommodation of households that are unintentionally homeless and in priority need	Housing Services	0	N/A	0 ↔	0 *		0	6.84	18.48	0*

* NBC does not provide hostel accommodation

GOOD TO BE HIGH/ LOW	BVPI / LPI REFERENCE	DESCRIPTION OF INDICATOR	SERVICE AREA	RESULTS 06/07	TARGET	RESULTS 05/06	COMMENTS	NBC 06/07 PROSPECTIVE QUARTILE POSITION	05/06 TOP QUARTILE	05/06 MEDIAN QUARTILE	05/06 BOTTOM QUARTILE	NBC 05/06 RESULT & QUARTILE POSITION
↓	BV202	The number of people sleeping rough on a single night within the area of the local authority	Housing Services	4	4	8 ↑		Lower Median	0	2	5	8 Bottom
↓	BV203	The percentage change in the number of families which include dependent children or pregnant women, placed in temporary accommodation under the homelessness legislation compared with the average in the previous year	Housing Services	-27.73%	-20%	-9.86% ↑		Top	-16%	0%	19.09%	-9.86% Upper Median
↓	BV214	Proportion of households accepted as statutorily homeless by the same authority within the last 2 years	Housing Services	1.41%	5%	0.54% ↓		Upper Median	0.37%	1.9%	4.23%	0.54 % Upper Median
↓	BV226c	Total amount spent on advice and guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public	Housing Services	£116, 532	No Target Set	Not reported		£116,532	3	3	3	Not reported
↑	BV74a	Satisfaction of tenants of council housing with the overall service provided by their landlord	Housing Benefit and Council Tax Benefit Services	64%	81%	73% ↓	Figure & quartiles based on last survey 2003/04	Bottom	83%	78%	73%	73% Bottom
↑	BV74b	Satisfaction of tenants of council housing with the overall service provided by their landlord with results further broken down by ethnic minority tenants	Housing Benefit and Council Tax Benefit Services	57%	76%	69% ↓	"	Bottom	80%	70%	60.25%	69% Lower Median
↑	BV74c	Satisfaction of tenants of council housing with the overall service provided by their landlord with results further broken down by non ethnic minority tenants	Housing Benefit and Council Tax Benefit Services	65%	81%	74% ↓	Figure & quartiles based on last survey 2003/04	Bottom	84%	78%	73.75%	74% Lower Median
↑	BV75a	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord	Housing Benefit and Council Tax Benefit Services	49%	70%	59% ↓	"	Bottom	69%	64%	59%	59% Bottom

GOOD TO BE HIGH/ LOW	BVPI / LPI REFERENCE	DESCRIPTION OF INDICATOR	SERVICE AREA	RESULTS 06/07	TARGET	RESULTS 05/06	COMMENTS	NBC 06/07 PROSPECTIVE QUARTILE POSITION	05/06 TOP QUARTILE	05/06 MEDIAN QUARTILE	05/06 BOTTOM QUARTILE	NBC 05/06 RESULT & QUARTILE POSITION
↑	BV75b	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord; with results further broken down by ethnic minority tenants	Housing Benefit and Council Tax Benefit Services	45%	60%	58% ↓	"	Bottom	73%	59%	50%	58% Lower Median
↑	BV75c	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord; with results further broken down by non ethnic minority tenants	Housing Benefit and Council Tax Benefit Services	48%	70%	60% ↓	"	Bottom	69.50%	64%	58.50%	60% Lower Median
↑	BV80a	Overall satisfaction with the benefits service: Overall I am satisfied with the facilities to get in touch with the benefits office	Housing Benefit and Council Tax Benefit Services	66%	85%	70% ↓	"	Bottom	83%	79%	73%	70% Bottom
↑	BV80b	Overall satisfaction with the benefits service: Overall I am satisfied with the service in the actual office	Housing Benefit and Council Tax Benefit Services	59%	88%	72% ↓	"	Bottom	85%	80%	74%	72% Bottom
↑	BV80c	Overall satisfaction with the benefits service: Overall I am satisfied with the telephone service	Housing Benefit and Council Tax Benefit Services	46%	82%	55% ↓	"	Bottom	77%	70.50%	60%	55% Bottom
↑	BV80d	Overall satisfaction with the benefits service: Overall I am satisfied with the staff in the benefit office	Housing Benefit and Council Tax Benefit Services	65%	87%	75% ↓	"	Bottom	85%	82%	77%	75% Bottom
↑	BV80e	Overall satisfaction with the benefits service: Overall I am satisfied with the clarity and understandability of the forms, letters and leaflets	Housing Benefit and Council Tax Benefit Services	52%	67%	57% ↓	"	Bottom	67%	63%	60%	57% Bottom
↑	BV80f	Overall satisfaction with the benefits service: Overall I am satisfied with the amount of time it took for them to tell me whether my claim was successful	Housing Benefit and Council Tax Benefit Services	53%	77%	57% ↓	"	Bottom	76%	71%	64%	57% Bottom
↑	BV80g	Overall satisfaction with the benefits service	Housing Benefit and Council Tax Benefit Services	63%	70%	70% ↓	"	Bottom	83%	79%	74%	70% Bottom

GOOD TO BE HIGH/ LOW	BVPI / LPI REFERENCE	DESCRIPTION OF INDICATOR	SERVICE AREA	RESULTS 06/07	TARGET	RESULTS 05/06	COMMENTS	NBC 06/07 PROSPECTIVE QUARTILE POSITION	05/06 TOP QUARTILE	05/06 MEDIAN QUARTILE	05/06 BOTTOM QUARTILE	NBC 05/06 RESULT & QUARTILE POSITION
Human Resources												
↑	BV11a	The percentage of top 5% of earners that are women	Corporate Health	32.43%	30%	32.83% ↓		Upper Median	42.45%	32%	22.22%	32.83% Upper Median
↑	BV11b	The percentage of top 5% of earners who are from an ethnic minority	Corporate Health	7.07%	6.5%	8.89% ↓		Top	4.33%	1.5%	0%	8.89% Top
↑	BV11c	The percentage of top 5% of earners who have a disability	Corporate Health	3.80%	5.25%	4.38% ↓		Upper Median	4.83%	2.28%	0%	4.38% Upper Median
↓	BV14	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total workforce	Corporate Health	0.70%	0.8%	2.64% ↑		Lower Median	0.17%	0.43%	0.78%	2.64% Bottom
↓	BV15	The percentage of employees retiring on grounds of ill health as a percentage of the total workforce	Corporate Health	0.61%	0.4%	0.41% ↓		Bottom	0.1%	0.23%	0.37%	0.41% Bottom
↑	BV16a	The percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition	Corporate Health	4.97%	5%	5.55% ↓		Top	3.89%	2.73%	1.86%	5.55% Top
↑	BV17a	The percentage of local authority employees from minority ethnic communities	Corporate Health	5.60%	5.25 %	4.9% ↓		Top	4.8%	1.8%	0.9%	4.9% Top
↓	BV16b	The percentage of economically active minority ethnic community in the authority area	Corporate Health	12.25%	12.25% from census	12.55% ↔		12.25%	3	3	3	12.25%
↔	BV17b	The percentage of the economically active minority ethnic community population in the authority area	Corporate Health	8.13%	8.13% from census	8.13% ↔		8.13%	3	3	3	8.13%
Customer Services												
↑	BV3	The percentage of citizens satisfied with the overall service provided by the council	Corporate Health	34%	50%	38% ↓	06/07 quartile data	Bottom	58%	53%	48%	34% Bottom
↑	BV4	The percentage of citizens satisfied with the handling of their complaint	Corporate Health	29%	35%	30% ↓	"	Bottom	37%	33%	30%	29% Bottom

GOOD TO BE HIGH/ LOW	BVPI / LPI REFERENCE	DESCRIPTION OF INDICATOR	SERVICE AREA	RESULTS 06/07	TARGET	RESULTS 05/06	COMMENTS	NBC 06/07 PROSPECTIVE QUARTILE POSITION	05/06 TOP QUARTILE	05/06 MEDIAN QUARTILE	05/06 BOTTOM QUARTILE	NBC 05/06 RESULT & QUARTILE POSITION
Finance and Asset Management												
↑	BV156	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	Corporate Health	92.54%	95%	90.14% ↑		92.54%	3	3	3	90.14%
Community Safety, Leisure & Town Centre Operations												
↑	BV170a	The number of visits to/usage's of local authority funded or part funded museums per 1,000 population	Cultural and Related Services	863	1,319	1,287 ↓		Upper Median	958	382	133	1,287 Top
↑	BV170b	The number of those visits to local authority funded or part funded museums that were in person per 1,000 population	Cultural and Related Services	845	801	800 ↑		Top	523	247	87	800 Top
↑	BV170c	The number of pupils visiting museums and galleries in organised school groups	Cultural and Related Services	10,016	12,375	14,067 ↓		Top	8,156	2,603	641	14,067 Top
↑	ELPI7	Number of swims and other visits per 1000 population	Leisure	4,427.62	3,832	4,821 ↓		4,427.62	2	2	2	4,821
↑	BV225	Domestic violence checklist- The percentage of questions answered 'yes'	Community Safety	72.73%	85%	63.6% ↑		72.73%	3	3	3	63.6%
↔	BV226a	Total amount spent by the Local Authority on Advice and Guidance services provided by external organisations	Community Legal Services	£368,860	£368,860	£368,860 ↔		£368,860	3	3	3	£368,860
↑	BV226b	Percentage of monies spent on advice and guidance services provision which was given to organisations holding the CLS Quality Mark at general help level and above	Community Legal Services	92.18%	94%	92.18% ↔		92.18%	3	3	3	92.18%
↑	BV119a	The percentage of residents satisfied with the local authority cultural services; sports and leisure facilities	Cultural and Related Services	57%	59%	59% ↓	06/07 quartile data	Lower Median	63%	58%	54%	59% Upper Median
↑	BV119b	The percentage of residents satisfied with the local authority cultural services; libraries	Cultural and Related Services	74%	None set	76%	"	Top	72%	68%	63%	76% Top

GOOD TO BE HIGH/ LOW	BVPI / LPI REFERENCE	DESCRIPTION OF INDICATOR	SERVICE AREA	RESULTS 06/07	TARGET	RESULTS 05/06	COMMENTS	NBC 06/07 PROSPECTIVE QUARTILE POSITION	05/06 TOP QUARTILE	05/06 MEDIAN QUARTILE	05/06 BOTTOM QUARTILE	NBC 05/06 RESULT & QUARTILE POSITION
↑	BV119c	The percentage of residents satisfied with the local authority cultural services; museums	Cultural and Related Services	58%	57%	57% ↑	06/07 quartile data	Top	51%	40%	29%	57% Top
↑	BV119d	The percentage of residents satisfied with the local authority cultural services; arts activates and venues	Cultural and Related Services	67%	72%	72% ↓	06/07 quartile data	Top	53%	41%	29%	72% Top

Amended and Reserved Indicators 2005/06

Two of our indicators related to performance in the year 2005-06, one of which was detailed in our last Best Value Performance Plan, were amended or reserved by our auditors. This is because data quality for certain indicators at that time could not be assured. One further indicator was audited and found to be accurate. We are required to set out this information in this year's Performance Plan. The findings and changes subsequently made were as follows:

INDICATOR		MATTER IDENTIFIED BY AUDIT
BV109a-c	Planning Speed	
BV109a	Percentage of planning applications determined: 60% of major applications in 13 weeks	BVPI had to be amended: Original figure 66.17 Revised figure 64.18
BV109b	Percentage of planning applications determined in line with the government's new development control targets to determine: 65% of minor applications in 8 weeks	BVPI had to be amended: Original figure 75.57 Revised figure 74.55
BV109c	Percentage of planning applications determined: 80% of other applications in 8 weeks	BVPI had to be amended: Original figure 85.54 Revised figure 85.62
HIP HSSA	Percentage of total private sector homes vacant for more than 6 months	Indicator fairly stated No amendment required
HIP BPSA	Average re-let time for council properties	Indicator not fairly stated; therefore reserved

The Audit Commission introduced a new methodology for reviewing local authorities' data quality arrangements during 2006/07. As local authorities place reliance on information collected for decision-making, the data needs to be accurate. The new audit review process assesses the local authorities data quality management arrangements by reviewing its approach to:

- Data Quality Governance
- The data quality Policy Framework
- Information systems and processes
- People and Skills
- Using Data effectively

Following the Audit of 2005/06 management arrangements, we scored 1 in all of the above categories. The scoring categories are 1 to 4 with 1 being the lowest performance and 4 the highest.

The council is committed to improving the quality of the data that it collects, to ensure management decision-making is based on robust information. Over the last twelve months a significant number of improvements have been made to our data quality management arrangements and processes. A formal Data Quality Strategy* was approved in March 2007, detailing a number of objectives to be achieved over the next three years. Corporate and service level action plans will detail how we will continue to make improvements in this area. These action plans will be monitored through the performance management framework processes.

* A copy of the Data Quality Strategy can be obtained from the Corporate Performance Manager; Tel 01604 837837 or email performance@northampton.gov.uk



NORTHAMPTON
BOROUGH COUNCIL

Committee:	COUNCIL
Directorate:	Governance and Resources
Corporate Director:	Isabell Procter
Portfolio Holder:	Cllr M. Mildren
Date:	28 June 2007

Report Title	STATEMENT ON INTERNAL CONTROL
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Key Decision	NO
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1. PURPOSE

1.1	To present the 2006/07 Statement On Internal Control to Council.
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2. RECOMMENDATIONS

2.1	That Council consider any comments on the statement of internal control arising from the Audit Committee and Cabinet considerations.
2.2	That Council review the 2006/07 statement on internal control..
2.3	That Council adopt the statement of internal control subject to any comments arising from 2.1 and 2.2 above.

3. ISSUES AND OPTIONS

3.1 The Accounts and Audit Regulations 2003 require the Council to formally approve the Statement of Accounts by 30th June. This includes the adoption of the Statement on Internal Control.

3.2 The system on internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance.

3.3 In many organisations the system (and statement) of internal control is often seen as an audit or finance function. The responsibility lies with both officers and members. In summary:

- The Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.
- The Council has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to value for money.
- In discharging this overall responsibility, the Council (elected Members and officers) is responsible for ensuring there is a sound system of internal control which facilitates the effective exercise of the Council's functions and which includes arrangements for the management of risk.

5. Resource Implications (including Financial Implications)

5.1 There are no direct implications in relation to the statement on internal control.

6. Risk and Opportunity Issues

6.1 The system on internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance.

7. Consultees (Internal and External)

Internal	Management Board, Corporate Managers and Internal Audit.
External	N/A

8. Compliance Issues

A: How Proposals Deliver Priority Outcomes

Recovery Plan
N/A
Corporate Plan
N/A

B: Other Implications

Other Strategies
None

9. Background Papers

Title	Description	Source
2006/07 Statement of Accounts		

Name	Signature	Date	Ext.
Author & Director Isabell Procter	Isabell Procter	24.06.07	
Monitoring Officer or Deputy (Key decision only)			
Section 151 Officer or Deputy (Key decision only)	Isabell Procter	24.06.07	

STATEMENT ON INTERNAL CONTROL

1 STANDARDS OF GOVERNANCE

- 1.1** The Council expects all of its Members, officers and contractors to adhere to the highest standards of public service with particular reference to the Constitution, formally adopted Codes of Conduct and protocols and policies of the Council as well as the applicable statutory requirements.

2 RESPONSIBILITIES

- 2.1** Northampton Borough Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. The Council has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to value for money.
- 2.2** In discharging this overall responsibility, the Council (elected Members and officers) is responsible for ensuring there is a sound system of internal control which facilitates the effective exercise of the Council's functions and which includes arrangements for the management of risk.

3 PURPOSE OF THE SYSTEM OF INTERNAL CONTROL

- 3.1** The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance. The system of internal control is based on an ongoing process designed to:
- Identify and prioritise the risks to the achievement of the Council's policies, aims and objectives
 - Evaluate the likelihood of those risks being realised
 - Assess the impact should they be realised, and
 - Manage risks efficiently, effectively and economically

4 THE INTERNAL CONTROL ENVIRONMENT

- 4.1** The policy and procedural guidance to support the Council's governance includes:
- Council Constitution
 - Codes of Conduct for Members and officers

STATEMENT ON INTERNAL CONTROL

- Governance arrangements and processes have been further refined and clarified i.e. the decision-making roles and responsibilities of Management Board and the various decision-making structures of the Council
- Financial Regulations, Contract Procedure Rules and other Procedure Rules
- Officers and Executive Scheme of Delegations
- Registers of Officer and Member's Interests
- Specific corporate policies, for example, whistle blowing policy, confidential reporting policy, anti-fraud and prosecution policy
- Medium Term Service Planning and organisational priorities
- Measures to establish and monitor the Council's organisational objectives. These include the application of the performance management system. In addition we track recommendations for improvement arising from audit and inspection reports are tracked in order to ensure that actions are taken. Results of audits are reported to the Audit Committee
- Owing to this Council's status as a 'poor' Council following the Comprehensive Performance Assessment (CPA) in 2004, a detailed Strategic Improvement Plan is in place. This sets out the key areas of organisational weakness and the actions identified to strengthen performance. This plan is closely monitored by management board, Cabinet and political leaders who specifically lead on performance and improvement. A joint political statement agreeing to collaborative working on improvement matters has been signed, with each groups support, by leaders of each group.
- A range of programme boards are in place to ensure the delivery of projects related to service delivery. These include the Customer Services Board and the Housing Implementation Boards. A new IT Governance Board is being implemented from July 2007 to ensure proper governance and procurement of IT equipment, services and applications
- Housing Service improvement plan where there are 12 key objectives. Specific projects include the estate services review, IBS implementation, choice lettings schemes etc.

STATEMENT ON INTERNAL CONTROL

4.2 Facilitation of policy and decision making

The Council operates a Strong Leader and Cabinet model of policy and decision-making. The Cabinet is comprised of 6 portfolio holders and the Leader. The Leader is able to appoint and remove portfolio holders subject to legislative limits only and is able to choose portfolios. Accountabilities for decision-making within the Cabinet are clear and transparent. For part of the 2006/07 financial year there was one Overview and Scrutiny body with a series of task and finish groups reporting into it. Currently, changes to the constitution have resulted in 3 Overview and Scrutiny Committees, which mirror executive portfolios. The work of the 3 Overview and Scrutiny Committee are coordinated through an Overview and Scrutiny Management Committee. The Agendas and Minutes of these bodies demonstrate the process to properly control the development and adoption of policy and decision-making. A formal Scheme of Officer Delegations is in place to govern the operational decisions in line with agreed policy.

Following the recent local elections changes were made to the constitution to facilitate clear, effective, efficient and accountable decision-making. A more in depth review is planned, including changes to the financial regulations to strengthen financial governance.

Ensuring compliance with policies, procedures, laws and regulations

- The Council's Monitoring Officer is the Solicitor to the Council
- All Key decisions of the Cabinet must be approved by both the Monitoring Officer and Director of Finance. Other reports need to ensure that proper legal and financial advice has been sought
- Legal Services are available to all managers for advice and support and service all the main decision-making structures i.e. a Solicitor is in attendance.
- Internal Audit delivered an operational plan for 2006/07 designed to provide assurance on key risks within the Council. The plan covered all core financial systems and other operational systems according to risk profile. Internal Audit work is designed to review compliance with policies, procedures, laws and regulations
- Council procedures are reviewed as appropriate (usually annually) to ensure ongoing compliance with policies, procedures, laws and regulations. Control arrangements during 2006/07 identified other policies that would benefit from review. Examples of procedures/policies already reviewed and improved include the mobile phone policy, the internet and acceptable use of IT policy,

STATEMENT ON INTERNAL CONTROL

disciplinary policy, probation policy sickness and absence controls and allocation of training budget / post entry training.

- Monitoring compliance and briefing notes are produced as appropriate.
- The Council is audited by appointed external auditors (KPMG LLP) on behalf of the Audit Commission, which specifically reviews the adequacy of Corporate Governance arrangements. The Council has agreed all the recommendations and has implemented or has action plans in place to implement all recommendations made.
- The Council is subject to formal inspection in many areas by external bodies. These include Housing Inspectorate and Benefits Fraud Inspectorate (BFI). Such inspections are reported to Cabinet and Overview as appropriate.
- The Audit Commission has the power to inspect any or all of our activity. Planned inspections over the next twelve months include the Use of Resources assessment, the Direction of Travel assessment, Housing progress assessment and Streetscene and Waste Management inspection.
- The Council also operates a formal training programme to support staff in ensuring that the Council's services comply with controls and regulations. Where specific specialist service knowledge is required relevant training is available. For example all fraud investigation officers are fully trained in PINS, with the exception of a new trainee who is working towards that qualification. Financial training and governance training and support are also available.

4.3 Risk Management

Risk Management is addressed in a number of ways:

- Strategic Risk Register
The Council has maintained a corporate strategic risk register since 2000. After wide-ranging changes in senior management, a new register was compiled through a two-day risk workshop in January 2006 involving Corporate Managers, Directors and Members.
- Service Level Risk Registers
Corporate Managers maintain a risk register for their service areas. These were originally produced through workshop sessions with the respective management teams and, in some cases, portfolio holders. These registers are owned by, and the responsibility of, each Corporate Manager. In addition Legal Services have implemented a comprehensive and enhanced Risk Management System that follows LEXCEL standards.

STATEMENT ON INTERNAL CONTROL

- Risk Co-ordinator
Each area has a risk co-ordinator whose main purpose is to ensure that registers are reviewed and updated monthly by the Corporate Manager(s) and their team. Some registers are also held for specific projects.
- Reporting Arrangements
Risk Management is a standing Audit Committee agenda item. The Risk Manager reports to each committee and Corporate Managers are invited to explain how they were managing significant risks in their service areas.

The Risk Manager reported quarterly to the Senior Corporate Management Team (Chief Executive, Directors and Corporate Managers)

The Chief Executive reviews Corporate Manager registers as part of the Quarterly Performance Review process (now bi-monthly from May 2007).

Quarterly reports are issued to each portfolio holder showing the significant risks relevant to their service areas.

The registers were quality reviewed by Pricewaterhouse Coopers (PWC) in December 2006.

- Risk Management Group
A Corporate Risk Management Group, chaired by the Corporate Manager Performance and Improvement was recently formed to review and improve risk processes within the Council. An outcome from the group is the intention to strengthen the reporting and monitoring processes in this area.
- Risk Management Software
All risk registers are maintained on Risgen – a dedicated risk management software system. This is networked across the Council and enables registers to be monitored and updated locally and centrally. Over sixty managers have been trained in its use.

All risks and actions are allocated to a responsible manager. Automatic e-mail notifications are sent to managers when they are given responsibility for specific risks or actions, and when completion dates are imminent. The system enables reports to be produced across any or all registers in the system.

- Business Continuity
The Council's Business Continuity Group is chaired by the Corporate Manager Community Safety, Leisure and Town Centre Operations. It is currently reviewing and rewriting the Council's Business Continuity Plan.

STATEMENT ON INTERNAL CONTROL

4.4 The processes to ensure value for money and continuous improvement are achieved including Best Value

We recognise our obligations under the Local Government Act 1999 to implement arrangements to achieve continuous improvement and to secure effective use of resources.

There is a clear line of sight from service plan objectives to the Corporate Plan and Local Area Agreement (LAA) priorities. We focus service delivery on achieving high-level priorities and all front line service plans contain Value for Money (VFM) Cost/Performance profiles as well as recording proposed Gershon efficiencies.

We have established a corporate cost/performance matrix that positions all the Council's front line services for VFM and this approach is to be extended to central support functions. In this way, we are able to target higher cost/lower performance services for improvement action. We have implemented corporate moderation to ensure the VFM profiling by services is to a consistently high standard.

A Strategic VFM framework is being adopted from 2007/08 onwards that will communicate our VFM workstreams and establish the mechanism by which we will evidence and report VFM achievements. This will also lead to a revised medium term VFM review timetable that will cover both service and cross cutting areas. We will also consider more innovative techniques for improving VFM such as the systems thinking approach.

The Medium Term Planning process is currently being revised to mainstream VFM and efficiency planning and integrate service-planning cycle with the budget cycle. This will also include an annual update of Value for Money Cost/Performance profiles and an assessment of the significance of each service to achievement of our Corporate Priorities. This approach will help us shift resources to the highest priority areas to address customer needs as identified in our annual budget consultation.

Specific examples of improved VFM in 2006/07 include:

- Street Cleansing, Sports & Recreation, Environmental Health, Waste Collection, Culture & Heritage, and Parks & Open Spaces have all been projected to achieve top quartile overall performance in 2006/07. This has been achieved at middle quartile costs for many of the services.
- We have targeted resource and improvement action on our 4 lowest performing services and there is already significant trend improvement in a number of key PI's e.g. Housing Benefits

STATEMENT ON INTERNAL CONTROL

- Entered into a three-year partnership with Kendrick Ash to improve revenue and benefits and attain long term sustainability within the service
- Leisure and Sports Development have achieved a range of Quality Accreditations and award nominations over the past three years, including Charter Mark Accreditation for all three Leisure Centres with best practice rating in several categories including Partnership Working and making changes to help minority groups to access facilities. The entire service block is currently undertaking TAES (Towards an Excellent Service) for the whole of Cultural Services with validation taking place 5/6 June 2007
- Customer services are entering into an Institute of Customer Services (ICS) partnership with five other authorities
- Ongoing discussions with NCC and other local authorities to develop a partnership approach to mystery shopping, citizens panel, customer service standards and customer service academy.
- A fundamental review of the DSO, with particular focus on housing repairs, will be undertaken in 2007/08 utilising APSE benchmarking

4.5 The proper financial management and reporting of the Council's affairs

There have been significant changes in the senior management board during 2006/07. This included the departure of the Chief Executive, the appointment of a Director of Finance and interim Chief Executive. The Management Board, as it is now known meets weekly and comprises of the Interim Chief Executive, Director of Customer Service and Delivery, Director of People, Planning and Regeneration and the Director of Finance. The Monitoring Officer and Head of Human Resources support the board at all meetings.

4.6 The performance management arrangements

The Council has in place a clear framework for managing performance. This framework includes:

- Weekly and monthly collection and publication of Best Value Performance Indicators and local performance indicators
- Four-tier reporting each month of key issues and performance matters within services
- Performance Reviews, chaired by the Chief Executive and comprise Senior Councillors and Directors. These reviews use a balanced scorecard to undertake high-level assessment of performance across service areas. In place since April 2006 on a

STATEMENT ON INTERNAL CONTROL

quarterly basis, these have now been increased in frequency to bi-monthly.

- The development of a schema, which sets out, the golden thread of the Council's corporate objectives through to service plans and the review and assessment process.
- Our Appraisal and Personal Development process
- Service Plans – the Council has implemented a new approach to service planning, incorporating use of resources and specifically, value for money profiles. The service plan sets out the key corporate objectives and priorities and how departments deliver these.
- Political Governance – two Cabinet members have specific responsibility for performance management and the improvement agenda for the Council. The portfolio holder for performance meets weekly with the Corporate Manager for Performance and Improvement, the purpose of which is to assess progress, identify risks and plan for the continued strengthening of the performance across the Council. The Leader of the Council has responsibility for leading the overall Improvement agenda, meeting regularly with the Chief Executive and portfolio holders to ensure the improvement programme is delivered.
- As part of the new arrangements for significantly strengthening our performance management arrangements, Management Board now has performance as a regular item on their agenda. Cabinet will also receive regular reports on performance and finance.

5 REVIEW OF EFFECTIVENESS

5.1 The Council has responsibility for conducting, at least annually, a review of the effectiveness of the system of internal control. That review is informed by the work of Internal Audit, External Audit and other review agencies, specifically:

- The Council maintains the strategic systems of control through the formal review and adoption of the Council's Constitution. The Council, in accordance with the Local Government Act 2000 has a formal scheme of delegation in place for all decisions.
- The Cabinet is the key decision making body at member level. The Cabinet takes all executive decisions except those properly delegated in accordance with the Constitution or those decisions reserved by legislation for others, for example Development Control.

STATEMENT ON INTERNAL CONTROL

- Revised overview and scrutiny arrangements were implemented in 2006/07 to reflect more effective and robust arrangements in scrutinising corporate governance arrangements, services and decisions made throughout the Council.
 - The Council has adopted an Audit Committee. The Terms of Reference for that function is a formal part of the Council's Constitution.
- 5.2** Internal Audit is provided through an external contract with Pricewaterhouse Coopers (PWC) and Risk Management internally with the Risk Manager Post located in Finance.
- 5.3** The Council's Financial Regulations set out the powers and responsibilities of the Internal Audit service in line with best practice.
- 5.4** Audit strategy, plans and resourcing are reported to the Audit Committee as well as regular reports highlighting progress by management in implementing agreed recommendations and matters of serious concern. This includes:
- An Annual Audit Plan for each financial year that is prepared in consultation with the Chief Executive, Director of Finance and other Corporate Directors and Managers
 - A progress report to each audit committee summarising the results of internal audit work and actions agreed by management in response to issues raised, and
 - An annual report for consideration by the Council's Audit Committee. This provides PWC's professional and formal opinion on the adequacy of the Council's systems of internal control.
 - From 2007/08 an audit-tracking tool will be used to ensure that all internal audit recommendations are implemented.

5.5 The Prevention of Fraud and Corruption

The Council maintains an Anti-Fraud and Corruption Policy together with a formal Whistleblowing Policy. The Director of Finance is responsible for ensuring that suspected benefit and the Anti-fraud unit investigates other fraud. As well as re-active fraud work the authority undertook a number of fraud initiatives including:

- Mrs Barker project looking at sharing of fraud services within Northamptonshire.
- Work with internal audit in relation to the National Fraud Initiative
- No "ifs" no "buts" poster campaign.

STATEMENT ON INTERNAL CONTROL

- HBMS benefits matching service through central government
- Joint working with FIS, DWP fraud section.
- Local working with the media to ensure reporting of all successful prosecutions, national initiatives etc.
- DWP Mail Shot.
- Maintaining effective liaison with other bodies such as Police and DWP.

The Council has investigated all allegations of fraud and corruption and these have resulted in appropriate action being taken to protect the Council's interests, including the successful prosecution of a number of cases through criminal proceedings.

5.6 Conclusion from our review

The system of internal control has been in place for the year ended 31st March 2007 and up to the date of approval of the annual accounts. With the exception of those significant internal control issues referred to in section 6, the system of internal control has operated as intended. Action plans are in place to address internal control weaknesses identified through our comprehensive performance assessment, internal audit and external audit reviews.

6 SIGNIFICANT INTERNAL CONTROL ISSUES

6.1 Northampton Borough Council has implemented risk management arrangements to identify and manage risk. An annual risk management report is presented to the Audit Committee representing those areas with the highest residual risks. The report provides assurance that the Council's services and their control are kept under constant review and all areas are subject to continual improvements wherever possible.

6.2 Given the nature of the Council's services it must be recognised that the Council cannot control or eliminate all risk. The Risk Register provides evidence across the Council of how Risk Management is being embedded throughout services including:

- Risk reports to members and senior managers
- Risk Management workshops and training
- Reviews of Risk Registers by Internal Audit
- Networked risk management system.

STATEMENT ON INTERNAL CONTROL

- 6.3** A number of significant control issues have been identified during the course of the year ended 31st March 2007.

Internal audit concluded in their Annual Internal Audit Report that they could only provide limited assurance on the effectiveness of our system of internal control. They identified significant control issues within the core financial systems, with regard to the implementation of single status pay and procurement of goods and services.

External audit raised the following concerns:

- DSO Trading with WS Atkins
- Far Cotton community centre, and
- Ecton Lane refurbishment.

Our Comprehensive Performance Assessment (CPA) rating continues to be “poor” and the audit commission expressed concern that overall the Council is not consistently and sustainably improving its most poorly performing services, namely finance, housing and planning.

- 6.4** The Council has plans to address these weaknesses:

- Core financial systems – A new Finance Director has been appointed and work has begun to restructure the finance team, with several senior financial posts already appointed to. There will be an increase in the proportion of qualified accountants within the team. Action plans are in place to address the weaknesses identified which will be monitored by the Finance Director and the Audit Committee
- Implementation of single status pay – the Council has plans to implement single status pay by 1st April 2008. The key issue has been affordability, which will be addressed through a number of measures, strict budgetary control, implementation of a new pay scheme and an application to Communities & Local Government (CLG) to capitalise back pay. A panel, chaired by the Director of Finance is currently being formed to address these issues.
- Procurement of goods and services – the Council is in the process of appointing a Director of Purchasing who will manage the consortium arrangement that the Council has with neighbouring boroughs. The consortium will be utilised to improve value obtained from purchasing going forward across all services of the Council and their partners.
- Housing - Our Housing Services Improvement Plan has been developed and ratified via the Government Monitoring Board (GMB) sub groups and encompasses wide-ranging structural improvements across all elements of the Housing services. Clear evidence of improvements in housing standards, voids

STATEMENT ON INTERNAL CONTROL

performance, gas servicing for example have been delivered. In Revenues & Benefits the rate of improvement is ahead of other services in terms of sustainable service delivery. The service was assessed as “fair” in the autumn of 2006 and the current GMB sub group is now discussing disengagement criteria.

7 CONCLUSION

- 7.1 We have been advised on the implications of the review of the effectiveness of the system of internal control and a plan to address weaknesses and ensure continuous improvement of the system is in place.
- 7.2 The Council is committed to delivering high quality services, which focus on the needs of individuals in Northampton Borough. It welcomes feedback on how it is achieving against that aim and wishes to involve people in improving services further.

8 DECLARATIONS

I confirm that the information contained within this Statement of Internal Control is a true and fair reflection for Northampton Borough Council for the Financial Year 2006/07.

Name	Position	Signature	Date
Councillor Anthony Woods	Leader of the Council		
John Edwards	Interim Chief Executive		
Isabell Procter	Director of Finance		



NORTHAMPTON
BOROUGH COUNCIL

Name of Committee	COUNCIL
Directorate:	Governance and Resources
Corporate Director:	Isabell Procter
Portfolio Holder:	Cllr M. Mildren
Date:	28 June 2007
Key Decision:	Yes

Report Title	2006/07 STATEMENT OF ACCOUNTS
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1. PURPOSE

- 1.1 To present the 2006/07 Statement of Accounts to Council.
- 1.2 To note any Audit Committee or Cabinet comments and pass any comments to full Council if necessary.

2. RECOMMENDATIONS

- 2.1 That Council review the 2006/07 statement of accounts and indicate whether there are any concerns arising that need to be brought to the attention of the Cabinet.
- 2.2 That Cabinet consider any observations from the audit committee
- 2.3 That the revised general fund balance be noted.
- 2.4 That subject to any comments arising at 2.1 above that Council be recommended to adopt the 2006/07 statement of accounts.

3. ISSUES AND OPTIONS

- 3.1 The Accounts and Audit Regulations 2003 require the Council to formally approve the Statement of Accounts by 30th June.
- 3.2 The detailed format of the statement of accounts follows guidance issued by CIPFA/LASSAC. The format of the statement can change from year to year to reflect new requirements or changes in best practise.
- 3.3 The attached statement of accounts at Annex A will be presented to the external auditor on 30th June 2007 and will thereafter be available to the general public through the statutory deposit period. During this time members of the public may view documents and ask questions.
- 3.4 Any material changes arising from the audit of the 2006/07 accounts will be reported back to the audit committee in September.

General Fund

- 3.5 The General Fund working balances total £2.9m as identified within the Statement of Accounts at Annex A (page 27). The Council also holds General Fund earmarked reserves of £5.9m to mitigate specific business risks as identified within the Statement of Accounts at Annex A (page 61 Note 35 e). Taking the Council's financial position into account and the inherent risks in the 2007/08 budget along with potential risks relating to single status, the minimum prudent level of working balance should be £2.5m. This will be reviewed during 2007/08.

Housing Revenue Account (HRA)

- 3.6 The outturn position for the HRA shows an accumulated in year surplus of £1.2m giving a level of working balances of £5.8m as identified within the Statement of Accounts at Annex A (page 69). The Council also holds an HRA earmarked reserve of £3.0m to finance future capital expenditure as identified within the Statement of Accounts at Annex A (page 61 Note 35 e).

The Collection Fund

- 3.7 The collection fund had an in year surplus £1m resulting in a minimal overall fund surplus. It was estimated in January 2007 that the deficit would be £130k and this was apportioned between precepting authorities and the proportion relating to this council (£20k) was included when setting the budgets for 2007/08. The balance of the surplus will be carried forward into the 2007/08 collection fund and will form part of the calculation of surpluses and deficits for setting the 2008/09 budget.

5. Resource Implications (including Financial Implications)

5.1 The statement of accounts summaries the Councils Financial Position as at 31st March 2007.

6. Risk and Opportunity Issues

6.1 The Council's General fund working balance as at 31st March 2007 was £2.9m. Balances which have been earmarked for use are £5.9m.

6.2 There are Comprehensive Performance Assessment implications on the timing of the approval of the statement of accounts and the statement of internal control.

7. Legal Implications

7.1 The statement of accounts is a statutory document which needs to be approved by the Council by 30th June 2007 in respect of the 2006/07 financial year.

8. Consultees (Internal and External)

Internal	Management Board, Corporate Managers and Internal Audit.
External	N/A

9. Compliance Issues

A: How Proposals Deliver Priority Outcomes

Recovery Plan
N/A
Corporate Plan
N/A

B: Other Implications

Other Strategies
None

10. Background Papers

Title	Source
Statement of Accounts Working Papers Audit Committee Report & Minutes Cabinet Report & Minutes	

Name	Signature	Date	Ext.
Author & Director Isabell Procter	Isabell Procter	24.06.07	
Monitoring Officer or Deputy (Key decision only)			
Section 151 Officer or Deputy (Key decision only)	Isabell Procter	24.06.07	

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A. Auditor's Report

Audit Report will be shown here

A. Auditor's Report

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B. Explanatory Foreword

1. Introduction

The Council has a statutory duty to approve and publish this Statement of Accounts document for the period 1st April 2006 to 31st March 2007.

This document complies with recommended practice from the Chartered Institute of Public Finance and Accountancy and its format is largely prescribed.

To comply with the Accounts and Audit Regulation 2003 (subsequently updated by the Accounts and Audit Regulations 2006), the Council is required to have received and approved the Statement of Accounts by the end of June 2007. The Audit Committee met and approved the accounts at its meeting on x.

This foreword outlines the key individual statements that comprise the Statement of Accounts, including a description of the relationship between them. It also highlights the main activities/variations that took place during 2006/07 in each of the main activity areas.

The detailed accounts and related information are shown on pages 15 to 82 and consist of the following: -

Core Financial Statements

Income and Expenditure Account (page 25)

This statement reports the net cost for the year of all the functions for the year which the authority is responsible, and demonstrates how that cost has been financed from general government grants and income from local taxpayers. It brings together expenditure and income relating to all of the local authority's functions, in three distinct sections (Net Cost of Services, Net Operating Expenditure, and Surplus (-) / Deficit for the Year), each divided by a sub-total. This statement does not, however, show the effect of the Council's activities on the Council Tax or the level of reserves available. To understand the full position, the reader must also consider the Statement of Movements on the General Fund Balance.

Statement of Movements on the General Fund Balance (pages 27 to 29)

This statement details the adjustments which must be made to the movement on the Income and Expenditure Account in order to arrive at the year on year changes to the General Fund Balance. As such this statement also reverses out the effect of the Housing Revenue Account transactions which can be viewed separately in the supplementary statements. The balances left on this statement relate entirely to the General Fund.

Statement of Total Recognised Gains & Losses (page 31)

This statement brings together all the gains and losses of the council for the year and shows the aggregate increase in net worth. In addition to the surplus generated on the Income and Expenditure Account, this statement includes gains and losses relating to fixed assets, the net liability to cover the cost of retirement benefits, and changes in amounts due to the council from the collection fund.

Balance Sheet (page 33)

The Balance Sheet is fundamental to the understanding of an authority's financial position at the year end and shows balances as at 31st March 2007. It shows the council's balances and reserves, summarised information on the fixed assets held, net current assets employed in its operations, its long -term indebtedness, and net assets

B. Explanatory Foreword

held. All reserves and balances (including the levels of General Fund and Housing Revenue Account working balances) are shown in the lower part of the Balance Sheet.

Cash Flow Statement (page 35)

This statement consolidates and summarises the inflows and outflows of cash arising from transactions with third parties for revenue, capital, and investment purposes.

Notes to the Core Financial Statements (pages 37 to 66)

This statement consolidates and summarises the inflows and outflows of cash arising from transactions with third parties for revenue, capital, and investment purposes.

Supplementary Financial Statements

Housing Revenue Account (HRA) Income and Expenditure Account (page 67)

The transactions on this statement are included in the whole authority income and expenditure account but cannot be individually identified within that statement. This statement shows the income and expenditure on HRA services which relate to the provision and maintenance of Council housing.

Statement of Movements on the Housing Revenue Account Balance (pages 69 to 71)

This statement details the adjustments which must be made to the movement on the Income and Expenditure Account in order to arrive at the year on year changes to the Housing Revenue Account Balance. The balances shown on this statement relate entirely to the Housing Revenue Account.

Collection Fund (page 79)

This statement shows income collected from Council Tax and Non-Domestic Rates and how this is distributed between Northampton Borough Council and the other precepting bodies (i.e. the County Council and the Police Authority). This account reflects the statutory requirement for billing authorities, such as Northampton Borough Council, to maintain a separate Collection Fund. The amount shown for Northampton Borough Council is reflected in the Council's Income and Expenditure Account.

Statement of Responsibilities for the Statement of Accounts (page 83)

This statement outlines the Authority's and the Responsible Finance Officer's responsibilities when preparing the accounts.

Statement on Internal Control (pages 85 to 94)

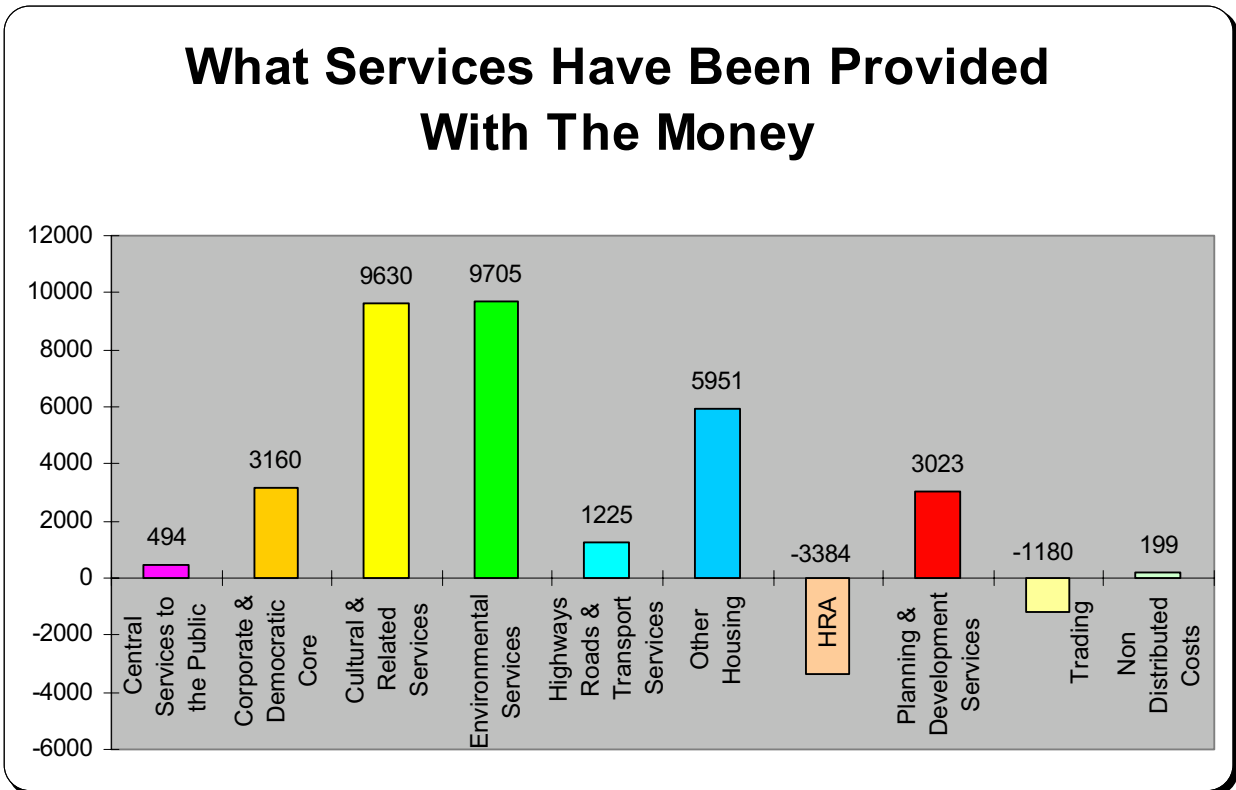
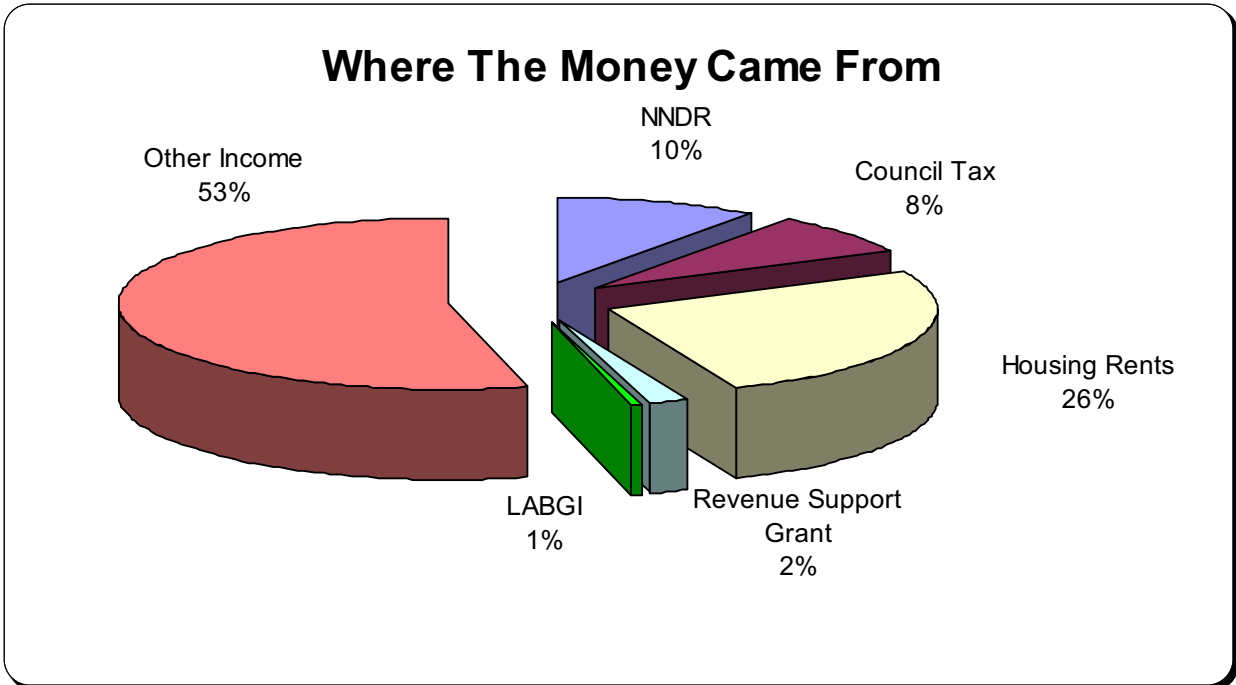
This statement outlines the Council's main systems of internal control and any resultant actions arising for next year.

B. Explanatory Foreword

2. Financial Summary 2006/07

a) Revenue Spending and Sources of Income

The following charts outline where the Council's revenue money came from, how it was spent and on which services. The charts show the overall position of the Council's revenue budgets for 2006/07 (i.e. both General Fund and HRA).



B. Explanatory Foreword

b) General Fund Account

The following table summarises the position for the General Fund for 2006/07. Some notes are included following the table to explain the main variations to the budget for the year.

	Budget	Actual	Variance
	£000s	£000s	£000s
Expenditure			
Net Service Expenditure	33,731	34,199	468
Interest & Capital Financing Adjustments	-3,784	-3,241	543
Total Net Expenditure	29,947	30,958	1,011
Income			
National Non Domestic Rates	-15,046	-15,062	-16
Revenue Support Grant	-2,905	-2,828	77
Local Authority Business Growth Incentive	0	-861	-861
Met by local Council Taxpayers	-12,143	-12,143	0
Collection Fund Deficit	147	147	0
Total Income	-29,947	-30,747	-800
(Surplus)/Deficit for the year	0	211	211
Balance brought forward	-2,127	-3,104	
Balance carried forward	-2,127	-2,893	

Variations to Budget

After taking account of contributions to reserves and balances, the Council's General Fund working balance was reduced by £211,000 more than budgeted for. This is after making a net contribution to General Fund earmarked reserves of £2.395m to mitigate some specific business risks.

There were a number of variances that have contributed to this position, the most significant of which are detailed below.

i) Local Authority Business Growth Incentive (LABGI) Funding

When setting the Council's budget, LABGI funding was treated as 'outside' of the Council's base budget due to its uncertain and unsustainable nature. To comply with recommended practice, the £861,000 that the Council has been awarded to date for 2006/07 been shown within the accounts as a general government grant.

B. Explanatory Foreword

ii) Other Variations

Under (-) / Over spends	£000s
Concessionary Fares	922
Car Parking	534
Recycling	-441
Benefits	-555
Targeted Dwellings	-306
Financing Costs	-380

c) Housing Revenue Account

The following table outlines the outturn position for the Housing Revenue Account for 2006/07. Some notes are included following the table to explain the main variations to the budget for the year.

	Budget	Actual	Variance
	£000s	£000s	£000s
Expenditure			
Net Service Expenditure	-3,453	-3,385	68
Interest & Capital Financing Adjustments	2,791	2,219	-572
(Surplus)/Deficit for the year	-662	-1,166	-504
Balance brought forward	-3,555	-4,637	
Balance carried forward	-4,217	-5,803	

Variations to Budget

After taking account of contributions to reserves and balances, the Council's Housing Revenue Account working balance was increased by £504,000 more than budgeted for. This is after making a net contribution to HRA earmarked reserves of £2.389m to equalise capital financing between years and funding sources.

There were a number of variances that have contributed to this position, the most significant of which are detailed below.

Under (-) / Over spends	£000s
Subsidy	600
Rent Rebate Subsidy Limitation	-500
Interest Charges	-275
Revenue Contributions to Capital Expenditure	-2,900

B. Explanatory Foreword

d) Capital Expenditure

Capital expenditure relates primarily to spending on Council assets (i.e. an item with an expected life of more than one year). In 2006/07 the Council spent £15.7 million on capital projects, compared with a budget of £19.7 million.

	Budget	Actual	Variance
	£000s	£000s	£000s
Expenditure			
Housing Revenue Account Schemes	9,614	8,434	-1,180
General Fund Housing Schemes	2,126	1,142	-984
Other General Fund Schemes	7,973	6,183	-1,790
Total Capital Expenditure	19,713	15,759	-3,954
Sources of Financing			
Major Repairs Allowance		7,488	
Revenue Contributions to Capital Expenditure		1,144	
Grants & Contributions		2,428	
Capital Receipts		3,324	
Supported Borrowing		500	
Unsupported Borrowing		875	
		15,759	

Capital Variations to Budget

The spend on the capital programme was approximately £3.9m below the budget for the year. Approximately £3.1m of this variance relates to schemes that are currently underway or are still planned to take place but have effectively "slipped" into the next financial year (i.e. 2007/08). Budget changes will be requested for these schemes.

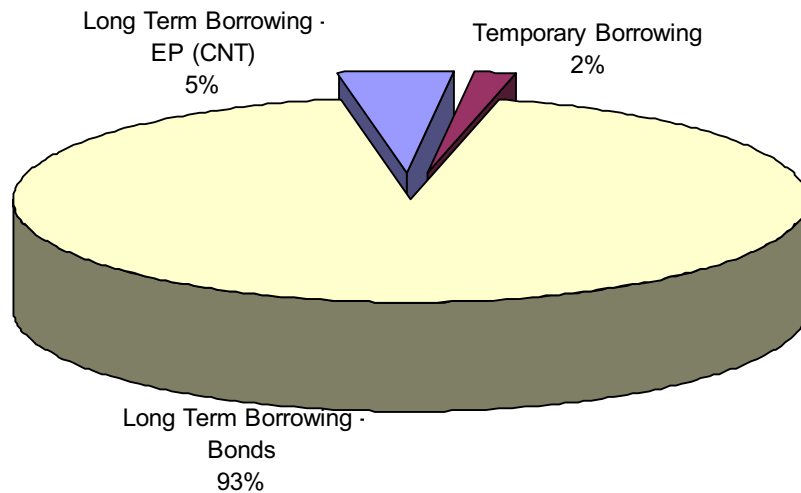
B. Explanatory Foreword

e) Current Borrowing Facilities

Current borrowing facilities are as detailed below: -

Description	£000s
Long Term Borrowing - Bonds	24,600
English Partnerships	1,269
Temporary Borrowing	432
	26,301

Sources of Borrowing



B. Explanatory Foreword

3. Major Changes in 2006/07

a) Assets acquired or Liabilities incurred

Capital expenditure relates primarily to spending on Council assets (i.e. an item with an expected life of more than one year).

Capital Expenditure	
	£000s
Housing	
Council Housing	8,434
Other Housing	1,142
	9,576
General Fund	
Corporate Buildings	1,435
Changing Room Improvements	476
Far Cotton Resource Centre	417
Safer Cleaner Greener	1,127
CASPAR	105
82 Derngate	200
Breathing Spaces	134
IT Projects	925
CCTV Installation	272
Royal & Derngate Theatres	339
Royal Theatre - re-roofing work	150
Blueberry Hill Diner & Studio 1 Purchase	138
Market Square Refurbishment	170
Other	295
	6,183
	15,759

b) Accounting Policies

A new Statement of Recommended Practice (SoRP) applies for the production of the 2006/07 accounts. This brings accounting treatments closer into line with UK Generally Accepted Accounting Practice (UK GAAP) and entails some changes to accounting treatments and the presentation of the accounts. In order to provide comparable figures for 2005/06, these have been restated on the new basis for inclusion in these accounts. Details of the changes are included in the section on accounting policies but the main differences are outlined below.

Removal of Capital Financing Charges

Notional Interest is no longer charged to Service Revenue Accounts.

Income and Expenditure Account

The Consolidated Revenue Account has been replaced with an Income and Expenditure Account and a Statement of Movement on the General Fund Balance. The Income and

B. Explanatory Foreword

Expenditure Account brings local authority accounting more into line with UK Generally Accepted Accounting Practice (UK GAAP). Adjustments, however, have to be made to the resulting surplus or deficit in the Income and Expenditure Account to show the effect on the Council Tax and council balances since there are a number of transactions which do not follow UK GAAP but which are necessary for compliance with legislation. These adjustments are detailed in the Statement of Movement on the General Fund Balance.

Statement of Total Recognised Gains and Losses (STRGL)

The STRGL along with an additional note to the accounts replaces the Statement of Total Movement on Reserves that has been produced in previous years. The production of the STRGL is more prescriptive and therefore provides a check that proper accounting treatment has been followed for various transactions.

The Order of the Statement of Accounts

The order of the Statement of Accounts is now prescribed. It is now a requirement to group the “core” single entity financial statements together followed by the notes to those statements. The supplementary statements (which for Northampton Borough Council are the Collection Fund and Housing Revenue Account) then follow the core statements along with their own notes. This is done in order to make the accounts of different authorities more comparable.

c) Statutory Functions

The provisions of section 147 of the Transport Act 2000 applied from April 2006. This means that persons over 60 and people with disabilities have free travel within the area of the local authority where they live. The Government increased the amount available through general government grants at a national level. There have been varied impacts of this on individual local authorities dependent upon costs and take-up.

For most of 2006/07, the Council administered major planning applications on behalf of the West Northamptonshire Development Corporation (WNDC). From January 2007, WNDC have administered the service in-house.

There has been no other change in the statutory functions of the authority.

d) Unusual charges or credits in the accounts

As indicated earlier, the Council is in receipt of an additional general government grant in 2006/07 called Local Authority Business Growth Incentive. The future receipt of this grant is uncertain and so the use of this grant is not being built into base budgets.

4. Conclusion

The Council's General Fund Working Balance stood at £2.9m at the end of 2006/07. The working balance was reduced by £0.2m due to transactions in the year. The reasons for this are outlined in section 2b. Together with the contributions to reserves, the Council's financial position has strengthened and is more robust as a result. In general terms, the Council's Medium-Term Financial Strategy is providing a solid platform from which to consolidate the Council's financial position and help provide a degree of protection from the many unknowns that exist in the national financing arena including the spending review 2007, Planning Delivery Grant, Local Authority Business Growth Incentive funding, and the level of planning fees (especially with the setting up of the West Northamptonshire Development Corporation). The improved position of the working balance should provide some short to medium term flexibility for the Council to assess and deal with the potential unknowns in the national context over the next year or two and to deal with aligning local services with local priorities.

B. Explanatory Foreword

The out-turn for the Housing Revenue Account shows an increase in the level of balances, however much of this relates to the phasing of the capital programme and related financing.

The under-spend on the Capital Programme has been the result of a number of schemes not completing within the year

The Council is committed to continually improving and strengthening its internal governance arrangements. To this end, improvements to budgetary control and performance management processes were made during 2006/07 and lessons learnt from the 2006/07 financial year will be implemented for 2007/08. The Council's budget for 2007/08 was set on the basis of cash limits and placing full responsibility for the delivery of the Council's services within those cash limits to Corporate Managers. Emerging issues from the 2006/07 budget monitoring processes were factored into the budget setting process for 2007/08.

5. Further Information

Further information about these accounts is available from: -

Bill Lewis Assistant Head of Finance Northampton Borough Council Cliftonville House, Bedford Road Northampton NN4 7NR	Isabell Procter Finance Director Northampton Borough Council Cliftonville House, Bedford Road Northampton NN4 7NR
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In addition, interested members of the public have a statutory right to inspect the accounts before the audit is completed and the availability of the accounts is advertised in the local press.

C. Statement Of Accounting Policies

1. General Principles

The Statement of Accounts summarises the council's transactions for the 2006/07 financial year and its position at the year-end of 31 March 2007. It has been prepared in accordance with the *Code of Practice on Local Authority Accounting in the United Kingdom – A Statement of Recommended Practice 2006* (the SoRP), issued by the Chartered Institute of Public Finance and Accountancy (CIPFA), and the Accounts and Audit Regulations 2003. The accounting convention adopted is historical cost, modified by the revaluation of certain categories of tangible fixed assets.

2. Accruals of Income and Expenditure

Activity is accounted for in the year that it takes place, not simply when cash payments are made or received in accordance with the SoRP and Financial Reporting Standard 18 (FRS 18). In particular:

- Fees, charges and rents due from customers are accounted for as income at the date the council provides the relevant goods or services.
- Supplies are recorded as expenditure when they are consumed – where there is a gap between the date supplies are received and their consumption, they are carried as stocks on the balance sheet.
- Works are charged as expenditure when they are completed, before which they are carried as works in progress on the balance sheet.
- Interest payable on borrowings and receivable on investments is accounted for in the year to which it relates, on a basis that reflects the overall effect of the loan or investment.
- Where income and expenditure has been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the balance sheet. Where it is doubtful that debts will be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.
- Income and expenditure are credited and debited to the relevant service revenue account, unless they properly represent capital receipts or capital expenditure.

3. Provisions

The Authority considers making a provision if the following circumstances occur:-

- A present legal or constructive obligation results from a past event;
- A probable transfer of economic benefit is required to settle an obligation;
- A reliable estimate can be made of the amount of the obligation.

Provisions are made where an event has taken place that gives the council an obligation that probably requires settlement by a transfer of economic benefits, but where the timing of the transfer is uncertain. For instance, the council may be involved in a court case that could eventually result in the making of a settlement or the payment of compensation.

Provisions are charged to the appropriate service revenue account in the year that the authority becomes aware of the obligation, based on the best estimate of the likely settlement. When payments are eventually made, they are charged to the provision set up in the balance sheet. Estimated settlements are reviewed at the end of each financial year – where it becomes more likely than not that a transfer of economic benefits will not now be required (or a lower settlement than anticipated is made), the provision is reversed and credited back to the relevant service revenue account.

C. Statement Of Accounting Policies

Where some or all of the payment required to settle a provision is expected to be met by another party (e.g. from an insurance claim), this is only recognised as income in the relevant service revenue account if it is virtually certain that reimbursement will be received if the obligation is settled.

4. Reserves

The council sets aside specific amounts as reserves for future policy purposes or to cover contingencies. Reserves are created by appropriating amounts in the Statement of Movement on the General Fund Balance. When expenditure to be financed from a reserve is incurred, it is charged to the appropriate service revenue account in that year to score against the Net Cost of Services in the Income and Expenditure Account. The reserve is then appropriated back into the General Fund Balance statement so that there is no net charge against council tax in that year for the expenditure.

The Council maintains earmarked reserves for a number of reasons including: -

- Setting aside money for future policy initiatives;
- To finance expenditure on future projects;
- To mitigate the impact between financial years of expenditure and income on general working balances;
- To mitigate the effect of specifically identified significant risks; and
- To protect the Authority against unexpected events and change in legislation.

The Audit Commission has previously recommended that the level of the General Fund working balance should not fall below £2.3m. This level of general working balance is still considered reasonable due to the mitigation of risks through the holding of earmarked reserves.

Certain reserves are kept to manage the accounting processes for tangible fixed assets and retirement benefits and that do not represent usable resources for the council – these reserves are explained below.

To comply with legislation the Council has two “capital” accounts that are incorporated into the Consolidated Balance Sheet. These are: -

- The Fixed Asset Restatement Account (FARA) which mainly represents the changes in asset values arising from revaluations.
- The Capital Financing Account (CFA) which mainly represents amounts set aside from revenue resources or capital receipts, and used to finance capital expenditure.

In accordance with Financial Reporting Standard 17 (FRS 17) on pensions, the Council is required to maintain a Pensions Reserve to reflect the net asset or liability of the Council's proportion of the Northamptonshire County Council's Pension Fund.

5. Government Grants and Contributions (Revenue)

Government grants and third party contributions and donations are recognised as income at the date that the authority satisfies the conditions of entitlement to the grant/contribution. This applies whether paid on account, by instalments, or in arrears, as long as there is reasonable assurance that the monies will be received and the expenditure for which the grant is given has been incurred. Revenue grants are matched in service revenue accounts with the service expenditure to which they relate.

C. Statement Of Accounting Policies

Grants to cover general expenditure (e.g. Revenue Support Grant) are credited to the foot of the Income and Expenditure Account after Net Operating Expenditure.

6. Retirement Benefits

Employees of the council are members of the Local Government Pensions Scheme, administered by Northamptonshire County Council. This scheme provides defined benefits to members (retirement lump sums and pensions), earned as employees worked for the council.

The Local Government Pensions Scheme is accounted for as a defined benefits scheme in compliance with the Financial Reporting Standard 17 (FRS 17) (Retirement Benefits) to ensure the financial statements reflect at "fair value" the assets and liabilities from an employer's retirement benefit obligations and any related funding. The liabilities of the Northamptonshire County Council pension scheme attributable to the council are included in the balance sheet on an actuarial basis using the projected unit method – i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates, etc, and projections of projected earnings for current employees.

Liabilities are discounted to their value at current prices, using the redemption yield on the iBoxx Sterling AA corporate bond over 15 years index. This is a relatively long-dated index, and our actuaries believe that it should therefore be broadly appropriate for the majority of employers.

The assets of the Northamptonshire County Council Pension Fund attributable to the council are included in the balance sheet at their fair value:

- quoted securities – mid-market value
- unquoted securities – professional estimate
- unitised securities – average of the bid and offer rates
- property – market value.

The change in the net pensions liability is analysed into seven components:

- current service cost – the increase in liabilities as result of years of service earned this year – allocated in the Income and Expenditure Account to the revenue accounts of services for which the employees worked
- past service cost – the increase in liabilities arising from current year decisions whose effect relates to years of service earned in earlier years – debited to the Net Cost of Services in the Income and Expenditure Account as part of Non Distributed Costs
- interest cost – the expected increase in the present value of liabilities during the year as they move one year closer to being paid – debited to Net Operating Expenditure in the Income and Expenditure Account
- expected return on assets – the annual investment return on the fund assets attributable to the council, based on an average of the expected long-term return – credited to Net Operating Expenditure in the Income and Expenditure Account
- gains/losses on settlements and curtailments – the result of actions to relieve the council of liabilities or events that reduce the expected future service or accrual of benefits of employees – debited to the Net Cost of Services in the Income and Expenditure Account as part of Non Distributed Costs
- actuarial gains and losses – changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions – debited to the Statement of Total Recognised Gains and Losses

C. Statement Of Accounting Policies

- contributions paid to the Northamptonshire County Council pension fund – cash paid as employer’s contributions to the pension fund.

Statutory provisions limit the council to raising council tax to cover the amounts payable by the council to the pension fund in the year. In the Statement of Movement on the General Fund Balance this means that there are appropriations to and from the Pensions Reserve to remove the notional debits and credits for retirement benefits and replace them with debits for the cash paid to the pension fund and any amounts payable to the fund but unpaid at the year-end.

Discretionary Benefits

The council also has restricted powers to make discretionary awards of retirement benefits in the event of early retirements. Any liabilities estimated to arise as a result of an award to any member of staff are accrued in the year of the decision to make the award and accounted for using the same policies as are applied to the Local Government Pension Scheme.

7. VAT

Income and expenditure excludes any amounts related to VAT, as all VAT collected is payable to HM Revenue & Customs and all VAT paid is recoverable from them.

8. Overheads and Support Services

The costs of overheads and support services are charged to those that benefit from the supply or service in accordance with the costing principles of the CIPFA *Best Value Accounting Code of Practice 2006*. The total absorption costing principle is used – the full cost of overheads and support services are shared between users in proportion to the benefits received, with the exception of:

- Corporate and Democratic Core – costs relating to the council’s status as a multi-functional, democratic organisation.
- Non Distributed Costs – the cost of discretionary benefits awarded to employees retiring early.

These two cost categories are accounted for as separate headings in the Income and Expenditure Account, as part of Net Cost of Services.

9. Intangible Assets

Expenditure on assets that do not have physical substance but are identifiable and controlled by the council (e.g. software licences) is capitalised when it will bring benefits to the council for more than one financial year. The balance is amortised to the relevant service revenue account over the economic life of the investment to reflect the pattern of consumption of benefits. Intangible Assets are amortised to revenue over between three and ten years depending on the scale and perceived benefit arising from the asset.

10. Fixed Assets

All expenditure on the acquisition, creation or enhancement of fixed assets is capitalised on an accruals basis. The Council has a general de-minimus limit of £6,000 for capital expenditure purposes, which results in the capitalisation of expenditure, above that limit, as an asset in the balance sheet.

Tangible Assets

Tangible fixed assets are assets that have physical substance and are held for use in the provision of services or for administrative purposes on a continuing basis.

C. Statement Of Accounting Policies

Recognition: expenditure on the acquisition, creation or enhancement of tangible fixed assets is capitalised on an accruals basis, provided that it yields benefits to the council and the services that it provides for more than one financial year. Expenditure that secures but does not extend the previously assessed standards of performance of asset (e.g. repairs and maintenance) is charged to revenue as it is incurred.

Measurement: Assets are initially measured at cost, comprising all expenditure that is directly attributable to bringing the asset into working condition for its intended use. Assets are then carried in the balance sheet using the basis recommended by CIPFA and in accordance with the Statement of Asset Valuation Principles and Guidance Notes issued by the Royal Institute of Chartered Surveyors (RICS). The basis of valuation for assets is shown in note 23 to the core statements. Intangible Assets, Infrastructure Assets, Community Assets, and Assets under Construction, are valued at historic cost. Vehicles, Plant, & Equipment are valued at depreciated historic cost. All other assets are revalued as part of a 5 year rolling programme. A schedule of properties valued at more than £0.4m is revalued annually. Valuations are undertaken by the Council's retained qualified valuer, Richard Lewis FRICS.

Changes in valuations are matched by credits and debits to the Fixed Asset Restatement Account to recognise unrealised gains.

Impairment: the values of each category of asset and of material individual assets that are not being depreciated are reviewed at the end of each financial year for evidence of reductions in value. Where impairment is identified as part of this review or as a result of a valuation exercise, this is accounted for by:

- where attributable to the clear consumption of economic benefits – the loss is charged to the relevant service revenue account
- otherwise – written off against the Fixed Asset Restatement Reserve.

Disposals: when an asset is disposed of or decommissioned, the value of the asset in the balance sheet is written off to the Income and Expenditure Account as part of the gain or loss on disposal. Receipts from disposals are credited to the Income and Expenditure Account as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of disposal).

Amounts in excess of £10,000 are categorised as capital receipts. A proportion of receipts relating to housing disposals (75% for dwellings, 50% for land and other assets, net of statutory deductions and allowances) is payable to the Government. The balance of receipts is required to be credited to the Usable Capital Receipts Reserve, and can then only be used for new capital investment or set aside to reduce the council's underlying need to borrow (the Capital Financing Requirement). Receipts are appropriated to the Reserve from the Statement of Movement on the General Fund Balance.

The written-off value of disposals is not a charge against council tax, as the cost of fixed assets is fully provided for under separate arrangements for capital financing. Amounts are appropriated to the Capital Financing Account from the Statement of Movement on the General Fund Balance.

Depreciation: depreciation is provided for on all assets with a determinable finite life (except for investment properties), by allocating the value of the asset in the balance sheet over the periods expected to benefit from their use.

Depreciation is calculated using the Straight-Line method over the determined life of the asset. The Council does not depreciate assets in the year of acquisition. This is not in

C. Statement Of Accounting Policies

accordance with FRS15, however this does not materially affect the pattern of consumption. Where an asset has major components with different estimated useful lives, these are depreciated separately.

Grants and contributions: where grants and contributions are received that are identifiable to fixed assets with a finite useful life, the amounts are credited to the Government Grants Deferred Account. The balance is then written down to revenue to offset depreciation charges made for the related assets in the relevant service revenue account, in line with the depreciation policy applied to them.

11. Charges to Revenue for Fixed Assets

Service revenue accounts, support services and trading accounts are debited with the following amounts to record the real cost of holding fixed assets during the year:

- depreciation attributable to the assets used by the relevant service
- impairment losses attributable to the clear consumption of economic benefits on tangible fixed assets used by the service
- amortisation of intangible fixed assets attributable to the service
- Government Grants and other contributions used for the financing of capital expenditure.

The council is not required to raise council tax to cover depreciation, impairment losses or amortisations, or reduce council tax on the basis of grants and contributions used to finance capital expenditure. However, it is required to make an annual provision from revenue to contribute towards the reduction in its overall borrowing requirement (equal to at least 4% of the underlying amount measured by the adjusted Capital Financing Requirement, excluding amounts attributable to HRA activity). Depreciation, impairment losses and amortisations are therefore replaced by a revenue provision in the Statement of Movement on the General Fund Balance.

12. Deferred Charges

Deferred charges represent expenditure that may be capitalised under statutory provisions but does not result in the creation of tangible assets. Deferred charges incurred during the year have been written off as expenditure to the relevant service revenue account in the year. These include private sector renewal grants and advances to other parties to finance capital investment. Where the council has determined to meet the cost of the deferred charges from existing capital resources or by borrowing, a transfer to the Capital Financing Account then reverses out the amounts charged in the Statement of Movement on the General Fund Balance so there is no impact on the level of council tax.

13. Leases

Leases have been assessed under the requirements of SSAP21 and treated as Finance Leases or Operating Leases accordingly.

Finance Leases

The council accounts for leases as finance leases when substantially all the risks and rewards relating to the leased property transfer to the council. Rentals payable are apportioned between:

- a charge for the acquisition of the interest in the property (recognised as a liability in the balance sheet at the start of the lease, matched with a tangible fixed asset – the liability is written down as the rent becomes payable) and

C. Statement Of Accounting Policies

- a finance charge (debited to Net Operating Expenditure in the Income and Expenditure Account as the rent becomes payable).

Fixed assets recognised under finance leases are accounted for using the policies applied generally to Tangible Fixed Assets, subject to depreciation being charged over the lease term if this is shorter than the asset's estimated useful life.

Operating Leases

Leases that do not meet the definition of finance leases are accounted for as operating leases. Rentals payable are charged to the relevant service revenue account on a straight-line basis over the term of the lease, generally meaning that rentals are charged when they become payable.

14. Repurchase of Borrowing

Gains and losses on the repurchase or early settlement of borrowing are credited and debited to Net Operating Expenditure in the Income and Expenditure Account in the year of repurchase/settlement. However, where repurchase has taken place as part of a restructuring of the loan portfolio with substantially the same overall effect when viewed as a whole, gains and losses are recognised on the balance sheet and written down to revenue on a straight-line basis over the term of the replacement loans.

15. Investments

Investments are carried at cost. If the value of an investment falls below its cost, the investment is written down to market value and a provision for the unrealised loss made in the Income and Expenditure Account if this is unlikely to be a temporary fall.

16. Interest Receivable

The figure quoted in the Income and Expenditure Account is the total interest receivable from third parties, principally due to the investment of capital receipts and revenue balances. Interest on revenue balances relating to the Housing Revenue Account is credited to the Housing Revenue Account based on the level of balances, and using average rates of interest.

17. Stocks and Work in Progress

The stocks held at the Council's main stores at Westbridge Depot are valued at current prices due to the method of calculation employed by the Council's stores computer system. This accounting policy does not comply with SSAP 9 (Statement of Standard Accounting Practice 9). This does not have a material effect on the accounts. Other stocks and stores are included in the balance sheet at the lower of cost and net realisable value in line with the SoRP and SSAP9.

Work in progress on uncompleted jobs is valued at cost.

18. Insurance Provision

In previous years any surplus on the insurance provision has been treated as a corporate credit and in 2005/06 was shown as a single line within net cost of services. This was not in compliance with the SoRP. For 2006/07 and onwards, any surpluses or deficits are charged back to individual services.

19. Developers' Contributions

C. Statement Of Accounting Policies

The Council has received a number of contributions from developers, mostly in settlement of their planning (section 106) obligations. Where the contribution is repayable to the developer within a specific time period if, by the end of that time period, certain works have not been completed, the contribution is treated as a creditor. The contributions will remain in creditors until such a point that the money is not repayable (i.e. the works have been completed) or until the contribution is repaid.

Where the contribution is not repayable to the developer within a specific time, there is a different treatment depending on whether the agreement relates to capital or revenue works. Any revenue contribution is treated as a receipt in advance and is held in the balance sheet until there is related expenditure in revenue. At this point the contribution is credited to the service accounts to support the revenue expenditure. Any capital contribution is treated as a Contribution Unapplied and is written down when the contribution is used to finance a relevant capital project. This treatment is in compliance with the SoRP.

20. Interests in Companies and Other Entities

The council has no material interests in companies and other entities that have the nature of subsidiaries, associates and joint ventures and so there is no requirement to prepare group accounts.

21. Private Finance Initiative (PFI)

PFI contracts are agreements to receive services, where the responsibility for making available the fixed assets needed to provide the services passes to the PFI contractor. The Council currently has no PFI agreements in operation.

22. Changes in Accounting Treatment

In the 2006/07 Statement of Accounts, the Council has adopted a number of significant new accounting policies that impact on the comparative figures for 2005/06 in the Income & Expenditure Account. These changes have been adopted to enable compliance with the latest Statement of Recommended Practice (SoRP).

The items below result in a restatement of the accounts for 2005/06. The effect of this restatement is shown in the relevant accounting statements and related policies.

- a) Capital financing charges for the use of fixed assets are no longer made to service revenue accounts, and trading accounts;
 - b) Credits for government grants deferred are now posted to service revenue accounts, support services and trading accounts, rather than credited as a corporate item;
 - c) Revaluation of Assets;
 - d) Gains and losses on the disposal of fixed assets are recognised in the Income and Expenditure Account
 - e) Collection Fund balances are split within the balance sheet
 - f) Insurance Provision / Reserve
- a) Capital charges

General Fund service revenue accounts, central support services and trading accounts are charged with a capital charge for the fixed assets used in the provision of services. Previously, the charge covered the annual provision for depreciation plus a capital financing charge determined by applying a specified notional rate of interest to opening net asset values. Notional interest is no longer charged to revenue accounts.

C. Statement Of Accounting Policies

This change has a neutral impact on the amounts held in balances and the amount to be raised from local taxation since capital charges continue to be neutralised in the revenue accounts. From 2006/07 this is through adjusting transfers made within the statement of movements on General Fund and HRA balances.

b) Government Grants

Previously Government Grants used for financing capital expenditure were written back to revenue as a global sum to the Consolidated Revenue Account. Additionally, Northampton Borough Council wrote these back over the anticipated life of the asset starting in the year the grant was used for financing. This was not in line with the way that other capital charges are reflected in the accounts and so is being corrected for future years. In order to bring the historic position into line, there are no write-backs for 2006/07.

Government Grants Deferred relate to grants used to finance capital expenditure. The benefit of these is considered to be received over the life of the asset and so they are recognised in revenue over the life of that asset. In the past these have been seen as a corporate benefit and therefore have appeared in the revenue accounts as a lump sum. In compliance with the SoRP these will be written off to the service to which the capital asset relates. An adjustment will then be made in the Statements of Movement on balances so that there is no impact on levels of Council Tax or Housing Rents.

In compliance with the new SoRP, Government Grants will be written back to service revenue accounts where specific services can be identified.

c) Revaluation of Assets

In order to properly reflect the profit or loss on disposal of an asset, assets which are being disposed of will be revalued at an unencumbered market value at the date of disposal. This revaluation will be outside the 5 year rolling programme adopted by the Council.

d) Gains and losses on the disposal of fixed assets

The revalued assets are compared to the sale value to reflect the profit or loss to be shown in revenue. This will then enable transparency over the effects of any covenants or restrictive deeds which are placed on assets at the time of sale and therefore will show the financial effect of that policy decision. An adjustment will then be made in the Statements of Movement on balances so that there is no impact on levels of Council Tax or Housing Rents.

e) Collection Fund

There are three options for dealing with the collection fund that have been identified in the guidance notes to the SoRP. The preferred option (although this does not fully recognise the ring fenced nature of the collection fund) according to the guidance notes is to split the balance on the collection fund by recording the precepting authorities as debtors or creditors in the top half of the balance sheet and the residual balance attributable to NBC in the bottom half. The movement on the amount attributable to NBC then forms part of the Statement of Recognised Gains and Losses. A note reconciling this treatment to the ring-fenced Collection Fund balance is included in the notes to the Accounts.

C. Statement Of Accounting Policies

f) Insurance Provisions / Reserve

The accounting for the insurance provision and reserve has not been in accordance with proper accounting practice in the past. At the year-end surpluses and deficits on the insurance provision were aggregated onto the face of the consolidated revenue account. For 2005/06 this line was moved into the net cost of services as the information to allocate directly back to the individual services was not available. From 2006/07 the surpluses / deficits will be reflected directly against services.

D. Core Financial Statements

D1 Income & Expenditure Account

This account summarises the resources that have been generated and consumed in providing services and managing the Council during the year. It includes all day to day expenses and related income on an accruals basis, as well as transactions measuring the value of fixed assets actually consumed and the real projected value of retirement benefits earned by employees in the year.

2005/06 Net Expenditure		2006/07			Note
		Gross Expenditure	Gross Income	Net Expenditure	
£000s	EXPENDITURE ON SERVICES	£000s	£000s	£000s	
2,754	Central services to the public	13,363	-12,869	494	
	Cultural, environmental & planning				
7,768	Cultural & related services	13,333	-3,703	9,630	
8,962	Environmental services	14,879	-5,174	9,705	
1,944	Planning & development services	6,122	-3,099	3,023	2
-159	Highways, roads & transport	8,436	-7,210	1,226	3
	Housing				
-137	Housing Revenue Account	36,714	-40,098	-3,384	
4,712	General Fund Housing	51,397	-45,445	5,952	
4,082	Corporate & democratic core	3,226	-66	3,160	4, 5
-2,900	Non distributed costs	199		199	
39	Other Services			0	
-249	Surplus (-) / Deficit on insurance provision			0	
26,816	Net Cost of Services	147,669	-117,664	30,005	6-10
29	Loss on the Disposal of Fixed Assets			209	
563	Parish Council precepts			617	
-93	Parish grants			-102	
	Surpluses (-) / Deficits on trading undertakings not included in Net Cost of Services			-1,180	11
-871	Interest payable and similar charges			1,155	
1,212	Contributions to housing pooled capital receipts			5,299	
5,683	Premia			186	
186	Interest & investment income			-2,218	
-1,993	Pensions interest cost & expected return on pensions assets			1,840	12
2,565					
34,097	Net Operating Expenditure			35,811	
-11,438	Demand on the Collection Fund			-12,143	
9	Distributed Surplus (-) / Deficit on Collection Fund			147	
	General Government Grants (Revenue Support Grant)			-2,828	
-10,550	Non-domestic rates redistribution			-15,062	
-5,637	Local Authority Business Growth Incentive			-861	
6,481	Surplus (-) / Deficit for the Year			5,064	

D. Core Financial Statements

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D. Core Financial Statements

D2 Statement of Movement on the General Fund Balance

The Income and Expenditure Account shows the Council's actual financial performance for the year, measured in terms of the resources consumed and generated over the last twelve months. However, the authority is required to raise council tax on a different accounting basis, the main differences being:

- Capital investment is accounted for as it is financed, rather than when the fixed assets are consumed.
- Retirement benefits are charged as amounts become payable to pension funds and pensioners, rather than as future benefits are earned.

The General Fund Balance shows whether the Council has over or under-spent against the council tax that it raised for the year, taking into account the use or reserves built up in the past and contributions to reserves earmarked for future expenditure.

This statement below and the detailed reconciling items on the following page summarise the differences between the outturn on the Income and Expenditure Account and the General Fund Balance.

2005/06		2006/07
£000s		£000s
6,481	Surplus (-) / Deficit for the year on the Income and Expenditure Account	5,064
-6,297	Net additional amount required by statute and non-statutory proper practices to be debited or credited to the General Fund Balance for the year	-4,853
184	Increase (-) / Decrease in the General Fund Balance for the Year	211
-3,288	General Fund Balance brought forward	-3,104
-3,104	General Fund Balance carried forward	-2,893

D. Core Financial Statements

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D. Core Financial Statements

Reconciling Items for the Statement of Movement on the General Fund Balance

2005/06		2006/07	Note
£000s		£000s	
	Amounts included in the Income and Expenditure Account but required by statute to be excluded when determining the Movement on the General Fund Balance for the year		
-261	Amortisation of intangible fixed assets	-544	
-3,583	Depreciation and Impairment of fixed assets	-4,140	
2,715	Government Grants Deferred amortisation	0	
-2,935	Write down of deferred charges to be financed from capital resources	-764	
-9	Net loss on sale of fixed assets	-94	
-3,944	Net charges made for retirement benefits in accordance with FRS 17	-6,185	12
-8,017		-11,727	
	Amounts not included in the Income and Expenditure Account but required by statute to be included when determining the Movement on the General Fund Balance for the year		
301	Minimum Revenue Provision for capital financing	307	
0	Capital expenditure charged in-year to the General Fund Balance	0	
-5,683	Transfer from Usable Capital Receipts to meet payments to the Housing Capital Receipts Pool	-5,299	
6,201	Employer's contributions payable to the Northamptonshire County Council Pension Fund and retirement benefits payable direct to pensioners	6,181	12
819		1,189	
	Transfers to or from the General Fund Balance that are required to be taken into account when determining the Movement on the General Fund Balance for the year		
519	Housing Revenue Account Balance	3,290	
49	Voluntary Revenue Provision for capital financing		
333	Net transfers to / from (-) earmarked reserves	2,395	
901		5,685	
-6,297	Net additional amount required to be credited to the General Fund balance for the year	-4,853	

D. Core Financial Statements

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D. Core Financial Statements

D3 Statement of Total Recognised Gains & Losses (STRGL)

This statement brings together all the gains and losses of the council for the year and shows the aggregate increase in its net worth. In addition to the surplus generated on the Income & Expenditure Account, it includes gains and losses relating to the revaluation of fixed assets and re-measurement of the net liability to cover the cost of retirement benefits.

2005/06		2006/07	Note
£000s		£000s	
6,481	Surplus (-) / Deficit for the year on the Income and Expenditure Account	5,064	I&E
76,939	Surplus (-) / Deficit arising on revaluation of fixed assets	-56,671	
-409	Actuarial gains (-) / losses on pension fund assets and liabilities	-9,041	12
	Any other gains and losses required to be included in the STRGL		
42	Surplus (-) / Deficit for the year on Collection Fund balance due to Northampton Borough Council	-158	14
83,053	Total recognised gains (-) / losses for the year	-60,806	

D. Core Financial Statements

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D. Core Financial Statements

D4 Balance Sheet

The Balance Sheet summarises the financial position of the Council. It shows the value of the Council's assets and liabilities at 31 March.

2005/06		2006/07		Note
£000s	Fixed Assets	£000s	£000s	15,16
3,615	Intangible Fixed Assets		3,663	17
	Tangible Fixed Assets			18 - 24
	Operational Assets			
532,902	Council dwellings	574,147		
82,220	Other land and buildings	85,595		
4,927	Vehicles, plant, furniture & equipment	3,938		
351	Infrastructure Assets	335		
3,138	Community Assets	4,484		
	Non-operational Assets			
37,099	Investment Properties	41,714		
3,032	Assets Under Construction	3,179		
973	Surplus Assets Held for Disposal	865		
664,642			714,257	
668,257			717,920	
	Long-term Investments			25
4,982	Long-term Debtors		4,399	
1,305	Deferred premia on the early repayment of debt		1,119	
674,544	Total Long-term Assets		723,438	
393	Stocks & work in progress	342		26
29,688	Debtors	26,847		27
22,078	Investments	39,520		25
29	Cash and bank	29		28
52,188	Total Current Assets		66,738	
726,732	Total Assets		790,176	
-392	Short-term Borrowing	-432		29
-29,468	Creditors	-35,575		30,31
	Bank Overdraft	-1,333		28
-29,860	Total Current Liabilities		-37,340	
696,872	Total Assets less Current Liabilities		752,836	
-25,881	Long-term borrowing	-25,869		32
-920	Provisions	-1,110		33
-4,317	Grants & contributions – deferred	-7,630		31
-284	Grants & contributions – unapplied	-988		31
-73,180	Liability relating to defined benefit pension scheme	-64,144		12
-104,582	Total Long-term Liabilities		-99,741	
592,290	Total Assets less Liabilities		653,095	34
	Financed by			
418,039	Fixed Asset Restatement Account	465,288		
235,288	Capital Financing Account	234,312		
378	Usable capital receipts reserve	0		
93	Deferred capital receipts	71		
-73,180	Pension reserve	-64,144		12
3,104	General fund balance	2,893		
-157	Collection fund balance	1		
4,637	Housing Revenue Account balance	5,803		
	Housing Repairs Account balance			
0	Major Repairs Reserve			
4,088	Earmarked reserves	8,871		
592,290	Total Net Worth		653,095	34,35

D. Core Financial Statements

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D. Core Financial Statements

D5 Cash Flow Statement

This statement summarises the inflows and outflows of revenue and capital cash arising from transactions with third parties.

2005/06		2006/07		Note
£000s		£000s	£000s	
	Revenue Activities			
	Cash Outflows			
-47,840	Cash paid to & on behalf of employees	-46,218		
-45,206	Other operating cash payments	-46,209		
-15,836	Housing benefits paid out	-17,346		
-7,071	Negative Housing Subsidy	-7,155		
-91,566	National non-domestic rate payments to national pool	-97,136		
-64,661	Precepts paid	-66,858		
-5,683	Payments to the Capital Receipts Pool	-3,861		
-277,863			-284,783	
	Cash Inflows			
17,614	Rents (after rebates)	17,897		
64,947	Council Tax receipts	68,373		
5,637	Non-domestic rate receipts from national pool	15,993		
90,375	Non-domestic rate receipts	91,727		
10,550	Revenue Support Grant	2,828		
40,437	DWP grant for benefits	55,718		
1,892	Other government grants	2,012		
44,265	Other operating cash receipts	40,483		
275,717			295,031	
-2,146	Revenue Activities Net Cash Flow		10,248	36
	Return on Investments & Servicing of Finance			
-1,408	Cash Outflows - Interest paid	-1,155		
1,993	Cash Inflows - Interest received	2,218		
585	Net Interest		1,063	36
	Capital Activities			
	Cash Outflows			
-19,698	Purchase of fixed assets	-14,633		
0	Purchase of long-term investments			
-3,224	Other capital cash payments	-1,053		
-22,922		-15,686		
	Cash Inflows			
7,725	Sale of fixed assets	11,435		
908	Capital grants received	2,834		
4,166	Other capital cash receipts	575		
12,799		14,844		
-10,123			-842	
-11,684	Net Cash (Inflow)/Outflow before financing		10,469	
	Management of Liquid Resources			36
11,258	Net increase / decrease in short term deposits	-17,443		
707	Net increase / decrease in other liquid resources	5,613		
11,965			-11,830	
	Financing			36
-6,424	Cash Outflows - Repayments of amounts borrowed	-1,557		
5,453	Cash Inflows - New loans raised	1,585		
-971	Financing Net Cash Flow		28	
-690	Net Increase (-) / Decrease in cash		-1,333	36

D. Core Financial Statements

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E. Notes To The Core Financial Statements

1. Prior Period Adjustments

There are no prior year adjustments which have an effect on the overall position of the Council. A number of adjustments have been made to restate the accounts for previous years for comparative purposes. The major changes are detailed below.

a) Notional Interest

Charges for notional interest no longer apply. These have been removed from service costs and the amounts removed are shown below.

	2005/06 Notional Interest
	£000's
Cultural, environmental & planning	
Cultural & related services	920
Environmental services	122
Planning & development services	170
Highways, roads & transport	633
Housing	
Housing Revenue Account	22,594
General Fund Housing	14
Corporate & democratic core	3
Non distributed costs	
Other Services	787
Trading	1,033
	26,276

b) Government Grants Deferred

Government Grants Deferred are now amortised directly to the services consuming the assets financed by the grants. These have been allocated to the services in the amounts shown below.

	2005/06 Government Grants Deferred
	£000's
Cultural, environmental & planning	
Environmental services	-606
Planning & development services	-185
Highways, roads & transport	-16
Housing	
General Fund Housing	-73
Other Services	-1,835
	-2,715

E. Notes To The Core Financial Statements

c) Reallocation of balance

	2005/06 Recharges	Reallocation of Notional Interest & Grants Deferred
	£000's	£000's
Central services to the public	4,288	-390
Cultural, environmental & planning		
Cultural & related services	3,462	-315
Environmental services	4,393	-400
Planning & development services	3,628	-330
Highways, roads & transport	2,646	-241
Housing		
General Fund Housing	3,904	-355
Corporate & democratic core	3,194	-291
Non distributed costs	177	-16
Trading	3,132	-284
	28,824	-2,622
Other Services	-1,432	2,622

d) Collection Fund

The Collection Fund balance on the balance sheet has been split between debtors and creditors with only the balances owing to / from Northampton Borough Council showing in the bottom part of the balance sheet. This is shown in note 14b.

2. **Building Control Trading Account**

The Building (Local Authority Charges) Regulations 1998 require the disclosure of information regarding the setting of charges for the administration of the building control function. However, certain activities performed by the Building Control Unit cannot be charged for, such as providing general advice and liaising with other statutory authorities. The statement below shows the total cost of operating the Building Control Unit divided between the chargeable and non-chargeable activities.

E. Notes To The Core Financial Statements

	2006/07		
	Chargeable	Non-Chargeable	Total
	£000s	£000s	£000s
Expenditure			
Employees	314	122	436
Premises	0	0	0
Transport	9	4	13
Supplies and services	8	3	11
Support service charges	223	5	228
Capital Charges	2	1	3
Total Expenditure	556	135	691
Income			
Building Regulation fees	-474	0	-474
Other Income	-12	0	-12
Total Income	-486	0	-486
Surplus (-) / Deficit for Year	70	135	205
	2005/06		
Comparatives for 2005/06	Chargeable	Non-Chargeable	Total
	£000s	£000s	£000s
Expenditure	497	270	767
Income	-399	0	-399
Surplus (-) / Deficit for Year	98	270	368

3. Agency Services

An Agency agreement with the County Council commenced on 1 July 2003 which allows the Council to undertake a much smaller range of functions than under the previous Highways Agency Agreement. The costs for 2006/07 include residual enquiries from the public, plus grass cutting on highways land and inspection and maintenance of highways trees.

2005/06		2006/07
£000s		£000s
789	Administration costs and ancillary services	423
-339	Income including transfer fees from NCC	-223
450		200

E. Notes To The Core Financial Statements

4. Members' Allowances

The total amount of members' allowances paid in the year ending 2006/07 was £387m. Detailed allowances are listed below:-

2005/06		2006/07
£000s		£000s
	Expenditure	
25	Mayor/Deputy Mayor Allowance	27
332	Members' Allowances	356
32	Expenses	4
389	Total	387

5. Audit Fees

Fees payable for external audit services are detailed below. The Authority's auditor is KPMG LLP and the amounts paid to the auditor for the various functions are: -

2005/06		2006/07
£000s		£000s
242	Fees payable to the Audit Commission with regard to external audit services carried out by the appointed auditor (Section 5 Audit Commission Act 1998)	188
13	Fees payable to the Audit Commission in respect of statutory inspection (Section 10 Local Government Act 1999)	16
45	Fees payable to the Audit Commission for the certification of Grant Claims and Returns (Section 28 Audit Commission Act 1998)	27
32	Fees payable in respect of other services provided by the appointed auditor	46
332		277

6. Discretionary Expenditure

Under the Local Government Act 2000, the maximum amounts in respect of discretionary expenditure were repealed. Councils now have powers under that act to promote wellbeing in their area. There is still a requirement to disclose any expenditure made under section 137(3), e.g. donations to charities, not-for profit bodies and mayoral appeals. Expenditure made under this section was £0 in 2006/07 (£0 in 2005/06).

E. Notes To The Core Financial Statements

7. Publicity Expenditure

In accordance with the Local Government Act 1986 (Section 5(1)), the Council's spending on publicity was: -

2005/06		2006/07
£000s		£000s
	Expenditure	
105	Recruitment Advertising	294
-	Other Advertising	-
-	Information relating to regional government	-
185	Public Relations	-
98	Publicity Unit	423
71	Other Publicity	104
459	Total	821

8. Officers' Remuneration

The Council is required, under the Accounts and Audit Regulations 2003 (regulation 7(2)) to disclose the number of employees whose remuneration (excluding pension payments) was £50,000 or more. This is shown in bands of £10,000 in the table below:

2005/06 No. of Employees	Remuneration Band	2006/07 No. of Employees
10	£50,000 - £59,999	9
10	£60,000 - £69,999	1
2	£70,000 - £79,999	2
0	£80,000 - £89,999	1
0	£90,000 - £99,999	0
1	£100,000 - £109,999	0
0	£110,000 - £119,999	0
0	£120,000 - £129,999	0
0	£130,000 - £139,999	0
0	£140,000 - £149,999	0
0	£150,000 - £159,999	0
0	£160,000 - £169,999	0
0	£170,000 - £179,999	0
0	£180,000 - £189,999	1

9. Related Party Transactions

The Council is required to disclose material transactions with related parties, bodies or individuals that have the potential to control or influence the Council or to be controlled or influenced by the Council. Disclosure of these transactions allows readers to assess the extent to which the Council might have been constrained in its ability to operate

E. Notes To The Core Financial Statements

independently or might have secured the ability to limit another party's ability to bargain freely with the Council.

Central Government has effective control over the general operations of the Council. It is responsible for providing the statutory framework within which the Council operates, provides the majority of its funding in the form of grants and prescribes the terms of many of the transactions that the Council has with other parties (e.g. housing benefits). Details of transactions with government departments are set out in a note to the Cash Flow Statement.

Members of the Council have direct control over the Council's financial and operating policies. During 2006/07 expenditure to the value of £2.326m (£0.945m in 2005/06) was paid to parties where Members had an interest or where they serve as a nominated representative on outside bodies. Contracts were entered into in full compliance with the Council's Standing Orders. All transactions are recorded in the Register of Members' Interest, open to public inspection at The Guildhall, Northampton.

Officers of the Council – no material disclosures.

Other Public Bodies – no disclosures.

Pension Fund – in 2006/07 the contributions paid to Northamptonshire County Council in respect of employers' contributions, added years' contributions and lump sum payments were £7.695m (£6.242m in 2005/06)

Assisted Organisations – no material disclosures.

Management Contracts – no disclosures.

Companies and Joint Ventures – no disclosures.

10. Local Authorities (Goods and Services) Act 1970

The Council is empowered by this Act to provide goods and services to other public bodies. The Authority provides a variety of services to other local authorities, the income from this is outlined below: -

2005/06			2006/07	
Exp	Income		Exp	Income
£000s	£000s		£000s	£000s
8	-24	Highways	34	-56
254	-142	Call Care	346	-128
50	-50	Print Services Unit	21	-21
312	-216		401	-205

E. Notes To The Core Financial Statements

11. Trading Undertakings

The Council operates the following trading undertakings: -

2005/06		2006/07		
Net		Income	Exp.	Net
£000s		£000s	£000s	£000s
-764	Property Management	-1,648	640	-1,008
-119	Highways	-4,491	4,319	-172
12	Consortium Audit	-	-	-
-871	(Surplus)/Deficit to I & E	-6,139	4,959	-1,180

The financial statements include income of £2.360m (£2.938m in 2005/06) and expenditure of £1.539m (£1.860m in 2005/06) in respect of the provision of highways related work undertaken by the Council for W S Atkins plc.

Concerns were raised about the legality of these payments. The Council obtained and has accepted counsel's opinion that this income and expenditure is beyond its powers and is therefore unlawful.

The Council has also considered the implications of withdrawing from the arrangement and has determined it can rely on its well-being powers to follow a phased withdrawal until June 2007 when no further work will be undertaken.

The following services are also deemed to be trading services but are allocated to main service areas within the accounts: -

2005/06		2006/07		
Net		Income	Exp.	Net
£000s		£000s	£000s	£000s
253	Trade Refuse	-1,244	1,210	-34
-67	Markets	-674	519	-155
186	(Surplus)/Deficit to I & E	-1,918	1,729	-189

12 Accounting for Pensions

The Authority's pension scheme is a defined benefit scheme operated by Northamptonshire County Council. The date of the last actuarial valuation was 31st March 2004.

a) Cost of Pensions

The following table outlines the cost for 2005/06 and 2006/07: -

E. Notes To The Core Financial Statements

2005/06		2006/07
£000s		£000s
	Net Cost of Service	
4,522	Current Service Cost	5,079
-3,103	Past Service Cost	0
	Gains and losses on settlements or curtailments	781
	Net Operating Expenditure	
10,755	Interest Costs	11,117
-8,190	Expected Return on Assets	-9,277
	Amount to be met from Government Grants and Local Taxation	
2,257	Contribution From Pension Reserve	-3
	Amount Charged to Council Tax for Pensions	
6,241	Employers Contributions	7,697

b) Main Assumptions

The main financial assumptions adopted as at 31 March 2007 were:-

31/03/2006		31/03/2007
% pa		% pa
2.9	The inflation assumption	3.1
4.4	The rate of increase in salaries	4.6
2.9	The rate of increase for pensions	3.1
4.9	The rate used to discount scheme liabilities	5.4

Changes to the Local Government Pension Scheme (LGPS) permit employees retiring on or after 6 April 2006 to take an increase in their lump sum payment on retirement in exchange for a reduction in their future annual pension. On the advice of our actuary we have assumed a number of employees retiring after 6 April 2006 will take advantage of this change to the pension scheme. Our actuary has advised that they have estimated that 50% of members would take up the option to increase their lump sum to the maximum available and that this assumption is built into the figures provided.

E. Notes To The Core Financial Statements

c) Fund Assets and Expected Rate of Return (for the fund as a whole)

31/03/2006			Asset	31/03/2007		
Market Value	Expected Rate of Return (%)	Proportion Of Assets (%)		Market Value	Expected Rate of Return (%)	Proportion Of Assets (%)
108,425	7.0	70.1	Equities	114,413	7.5	70.3
17,478	4.3	11.3	Gilts	20,506	4.7	12.6
14,385	4.9	9.3	Other bonds	11,555	5.4	7.1
8,043	6.0	5.2	Property	11,555	6.5	7.1
6,342	4.5	4.1	Cash	4,720	5.3	2.9
154,673		100.0	Total	162,749		100.0

d) Reconciliation to the Balance Sheet

31/03/2006		31/03/2007
£000s		£000s
-227,855	Funded benefits under the LGPS regulations	-226,893
154,673	Market Value of Fund Assets	162,749
-73,182	Surplus/(deficit) in the Fund	-64,144

The deficit on the scheme will be made good by increased contributions over the remaining working life of employees, as assessed by the scheme actuary.

e) Components of Defined Benefit Cost

	31/03/2007
	£000s
Analysis of amounts recognised in the Statement of Recognised Gains & Losses (STRGL)	
Gain and (Losses) on Assets	-1,871
Experienced (gain)/loss on liabilities	0
(Gain)/loss on change of assumptions (financial and demographic)	10,912
Total gain/(loss) recognised in STRGL before adjustment for tax	9,041
Contribution to CRA	-3
Movement on Pension Reserve	9,038

E. Notes To The Core Financial Statements

f) History of Experienced Gains and Losses

31st March	2003	2004	2005	2006	2007
	£000s	£000s	£000s	£000s	£000s
Gain/(Loss) on Fund assets	-32,612	16,687	6,822	21,709	-1,871
% of fund assets at end of period	-36.90%	14.80%	5.50%	14.00%	1.1%
Experienced (gain)/loss on scheme liabilities	0	0	-3,031	-4,102	0
% of fund liabilities at end of period	0%	0%	1.50%	1.80%	0%
(Gains)/loss on scheme liabilities from changes in demographic and financial assumptions	0	0	-30,689	-17,198	10,912
% of fund liabilities at end of period	0%	0%	15.40%	7.50%	4.80%

The information included for all of the pension disclosures is provided by Mercers, the Actuary for the Pension Fund. Further information can be found in the County Council's Pension Fund's Annual Report which is available on request from the Pensions Section, Resources Directorate, PO Box 136, County Hall, Guildhall Road, Northampton, NN1 1AT.

13. Minimum Revenue Provision

The Council is required by Section 63 of the Local Government and Housing Act 1989 to set aside a Minimum Revenue Provision (MRP) for the redemption of debt. The method of calculating the provision is defined by statute.

The minimum revenue provision for 2005/06 was £0.301m and £0.307m in 2006/07.

14 Collection Fund

The Collection Fund is used to account for the collection of Council Tax and National Non-Domestic Rate (NNDR) and then pays amounts to precepting authorities on the basis of their precept requests.

E. Notes To The Core Financial Statements

a) Precept Split

The split of these precepts is shown below:

Precept 2005/06	Percentage of Total Precepts		Precept 2006/07	Percentage of Total Precepts
£000s		Precepting Authorities	£000s	
54,355	72%	Northamptonshire County Council	56,662	72%
9,794	13%	Northamptonshire Police Authority	10,406	13%
11,438	15%	Northampton Borough Council	12,143	15%
75,587	100%	Total Precepts for the year	79,211	100%

b) Allocation of surplus / deficit

For the purposes of the accounts, the balance on the Collection Fund is assigned to the precepting authorities as shown below: -

Collection Fund Balance 2005/06	Treatment	Collection Fund Balance 2006/07
£000s		£000s
	Creditors / Debtors	
747	Northamptonshire County Council	-4
135	Northamptonshire Police Authority	0
	Reserve	
157	Northampton Borough Council	-1
1,039	Collection Fund Balance	-5

E. Notes To The Core Financial Statements

15 Capital Expenditure and Financing

Total 2005/06		Total 2006/07
£000s		£000s
	Capital Investment	
2,456	Intangible Assets	641
	Tangible Assets	
14,436	Operational Assets	12,761
2,172	Non-operational Assets	1,304
3,224	Deferred Charges	1,053
22,288		15,759
	Sources of Finance	
1,653	Supported Borrowing	500
696	Unsupported Borrowing	875
5,449	Capital Receipts	3,325
8,563	Government Grants	7,982
1,761	Revenue Contributions	1,144
4,166	Other Contributions	1,933
22,288		15,759
7,699	Opening Capital Financing Requirement	9,698
1,653	Supported Borrowing	500
696	Unsupported Borrowing	875
-301	Minimum Revenue Provision	-307
-49	Voluntary set-aside	0
9,698	Closing Capital Financing Requirement	10,766

16 Undischarged Obligations arising from Long Term Contracts

Contract	Contractor	2007/08	2008/09	2009/10	2010/11
		£000s	£000s	£000s	£000s
Far Cotton Resource Centre	Watson & Cox	283	0	0	0
Ecton Lane	Westgate Managed Services Ltd	103	0	0	0
Racecourse Changing Rooms	Steele & Bray	531	0	0	0
Housing Management System	IBS	600	0	0	0
Decent Homes Assistance	GOEM	104	0	0	0
Solid Wall Insulation	GOEM	175	0	0	0
Roofing & Electrical	GOEM	75	0	0	0
Warm Front Top-up	GOEM	30	0	0	0
Falls on Level	GOEM	30	0	0	0
Total		1,931	0	0	0

E. Notes To The Core Financial Statements

17 Movement in Intangible Assets

	Purchased Software Licenses	Licenses, Trademarks and Artistic Originals	Patents	Total
	£000s	£000s	£000s	£000s
Original Cost	4,291	0	0	4,291
Amortisations to 1 April 2006	-676	0	0	-676
Net book value 31st March 2006	3,615	0	0	3,615
Expenditure in Year	642	0	0	642
Written Off to Revenue in Year	-594	0	0	-594
Net book value of assets 31st March 2007	3,663	0	0	3,663

18 Movement in Tangible Fixed Assets

a) Operational Assets

	Council Dwellings	Other Housing Property	Other land & buildings	Vehicles plant, etc.	Infra-structure	Com-munity Assets	Total
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Certified Valuation 31st March 2006	532,902	15,523	67,623	9,406	514	3,170	629,138
Accumulated dep'n & impairment	0	-8	-917	-4,479	-163	-32	-5,599
Net book value 31st March 2006	532,902	15,515	66,706	4,927	351	3,138	623,539
Movement in 2006/07							
Additions	7,392		2,405	939	826	1,199	12,761
Disposal	-5,929	-905	-260				-7,094
Revaluations	39,782	1,046	1,949		-826	35	41,986
Depreciation	-8,290	-264	-2,347	-1,928	-16	-13	-12,858
Depreciation Written Back	8,290	203	2,546				11,039
Impairments							0
Adjustments/Transfers	0		-1,044			135	-909
Depreciation Adj/Transfers			45			-10	35
Net book value 31st March 2007	574,147	15,595	70,000	3,938	335	4,484	668,499
Gross Valuation at 31st March 2007	574,147	15,664	70,673	10,345	514	4,539	675,882
Impairments at 31st March 2007	0	0	0	0	0	0	0
Depreciation at 31st March 2007	0	-69	-673	-6,407	-179	-55	-7,383
Net Book Value 31st March 2006	574,147	15,595	70,000	3,938	335	4,484	668,499

E. Notes To The Core Financial Statements

b) Non-Operational Assets

	Works In Progress	Investment & Commercial	Surplus Assets	Total
	£000s	£000s	£000s	£000s
Certified Valuation 31st March 2006	3,032	37,107	975	41,114
Accumulated depreciation & impairment		-8	-2	-10
Net book value 31st March 2006	3,032	37,099	973	41,104
Movement in 2006/07				
Additions	1,163	141		1,304
Disposal		-589		-589
Revaluations	-1,016	4,160	-110	3,034
Depreciation		-15		-15
Depreciation Written Back		44	2	46
Impairments				0
Adjustments/Transfers		909		909
Depreciation Adjustments/Transfers		-35		-35
Net book value of assets 31st March 2007	3,179	41,714	865	45,758
Gross Valuation at 31st March 2007	3,179	41,728	865	45,772
Impairments at 31st March 2007	0	0	0	0
Depreciation at 31st March 2007	0	-14	0	-14
Net Book Value 31st March 2007	3,179	41,714	865	45,758

E. Notes To The Core Financial Statements

19 Information on Assets Held

31/03/2006		31/03/2007
Number	Operational Assets	Number
12,417	Council Dwellings	12,288
	Other Land and Buildings	
26	Council Houses not used as dwellings	26
99	Shared Ownership Properties	99
3,049	Council Garages	3,024
26	Other Housing Properties	21
69	Operational Shops	69
194	Other Garages	194
1	Guildhall	1
4	Sports & Leisure Centres	4
24	Community Centres	26
2	Museums, Art Galleries	2
1	Open Markets	1
24	Public Conveniences	26
5	Multi-Storey Pay & Display Car Parks	5
4	Local Area Offices	4
5	Central Administrative Offices	5
1	Theatres	1
1	Gypsy Site	1
1	Bus Station	1
16	Surface Pay & Display Car Parks	17
1	Depots	1
18	Sub-Depots	15
276	Commercial Property (Units)	275
1	Golf Course	1
74	Infrastructure	74
162	Vehicles, Plant, Furniture and Equipment	162
	Community Assets	
62.88ha	Allotments	62.88ha
887.45ha	Parks and Open Spaces	887.45ha
65.97ha	Agricultural Land	65.97ha
2	Historical Buildings	4
33	Monuments/Memorials/Exhibitions	33
6	Pavilions	6
6	Cemeteries	6
1	Civic/Mayoral Regalia	1
	Non-operational Assets	
1	Indoor Market/Arts Venue	1
70	Intangible Assets	70

E. Notes To The Core Financial Statements

20 Assets Held Under Leases

The Council uses equipment financed under the terms of an operating lease. The amount charged to revenue under these arrangements in 2005/06 was £2.3m. The Council no longer has any financing leases.

a) Cost

2005/06		2006/07
£000s		£000s
0	Finance Lease Rentals	0
321	Operating Lease Charges	252
0	IT Operating Lease Charges	0
1,783	Vehicle Operating Lease Charges (including Maintenance)	2,014
2,104		2,266

b) Periods & Commitment

	31/03/2007
	£000s
Plant and Equipment	
Leases Expiring within 1 year	0
2 – 5 years	186
Exceeding 5 years	129
	315

21 Assets Held For Leases

The Council received £2.692m (£2.659m in 2005/06) in the year from the lease of property to third parties under operating leases.

22 Valuation Information

Net Assets are shown in the Council's Consolidated Balance Sheet at Asset Valuation less depreciation (where applicable), in accordance with the Capital Accounting Regulations.

The various valuation bases are as stated in the Accounting Policies section. The statements below show the progress of the Council's valuation programme for Fixed Assets, which includes the annual valuation of the top properties, plus the continual valuation of enhancements and work in progress. Valuations are to be carried out by the Council's retained valuation officer, namely Richard Lewis, FRICS.

E. Notes To The Core Financial Statements

a) Tangible Operational

	Council Dwellings	Other Land & Build.	Vehicles Plant & Equip.	Infra-Structure Assets	Comm. Assets	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Valued at Historic Cost	0	10	0	278	3,779	4,067
Valued at Current Value in: -						
2006/07	574,147	74,361	937	0	0	649,445
2005/06	0	1,494	90	0	0	1,584
2004/05	0	3,611	835	0	169	4,615
2003/04	0	2,299	1,737	57	368	4,461
2002/03	0	3,808	339	0	168	4,315
Previous Years	0	12	0	0	0	12
Total	574,147	85,595	3,938	335	4,484	668,499

b) Tangible Non-Operational

	Non-Operational Assets			Total
	Works in Progress	Investment Property	Surplus Property	
	£000s	£000s	£000s	£000s
Valued at Historic Cost	2,977	100	0	3,077
Valued at Current Value in: -				
2006/07	0	32,050	250	32,300
2005/06	0	4,031	276	4,307
2004/05	202	3,129	50	3,381
2003/04	0	858	289	1,147
2002/03	0	1,546	0	1,546
Previous Years	0	0	0	0
Total	3,179	41,714	865	45,758

E. Notes To The Core Financial Statements

23 Valuation Methodologies

Intangible Assets	Historic Cost
Operational Assets	
Council Housing	Existing Use Value - Social Housing
Other Land & Buildings	Existing Use Value
	Depreciated Replacement Cost
Vehicles, Plant & Equipment	Depreciated Historic Cost
Infrastructure Assets	Historic Cost applied where possible but where unable to determine the historical cost, the asset is valued at £1
Community Assets	Historic Cost applied where possible but where unable to determine the historical cost, the asset is valued at £1
Non-Operational Assets	
Investment Properties	Market Value
Surplus Properties	Market Value
Assets Under Construction	Historic Cost

24 Changes in Depreciation Methodologies Used

As explained in the statement of accounting policies, the Council now revalues all assets at the point of sale for the purpose of achieving a true surplus or deficit on sales.

25 Investments

31/03/2006	Investment Type	31/03/2007
£000s		£000s
	Short Term - Under 1 Year	
0	Gilts	0
3,547	UK Equities	0
5,520	Building Societies	21,020
54	Cash On Deposit	0
12,957	Banks	18,500
22,078		39,520
	Long Term - Over 1 Year	
0	Gilts	0
0	UK Equities	0
0	Building Societies	0
0	Cash On Deposit	0
0	Banks	0
0	Total	0

The investment with banks includes £100,000 for debentures.

E. Notes To The Core Financial Statements

26 Stocks & Work In Progress

Stocks held at the main stores at Westbridge Depot and the sub-stores are valued at current prices. Each time a commodity is purchased, the entirety of the stock holdings are revalued at that delivery price. Stocks held at the Council's other stores are valued at cost price.

31/03/2006		31/03/2007
£000s		£000s
230	Westbridge Depot Main Stores	182
59	Sub Stores	37
104	Other Stores	123
393	Total	342

27 Current Assets – Debtors

31/03/2006		31/03/2007
£000s		£000s
7,003	Sundry Debtors	6,038
9,487	Government Departments	10,187
5,079	Other Local and Public Authorities	1,827
9,603	Local Taxpayers	11,564
2,901	Housing Tenants	3,516
85	Loans to Employees	36
882	Collection Fund Balance owed	
35,040		33,168
	Provisions for Bad Debts	
-2,581	Local Taxpayers	-3,595
-1,504	Housing Tenants	-1,504
-1,267	Other	-1,222
-5,352	Total Provision for Bad Debts	-6,321
29,688	Net Debtors	26,847

E. Notes To The Core Financial Statements

28 Current Assets – Cash & Bank

31/03/2006		31/03/2007
£000s		£000s
	1 Co-operative Bank	-
	13 Imprests	13
	7 Floats	8
	8 Girobank	8
	29 Cash & Bank	29
	0 Overdraft	-1,333

29 Current Liabilities – Short Term Borrowing

31/03/2006	Funded by	Period Invested	31/03/2007
£000			£000
200	Eastern Orchestral Board	7 day	270
3	Billing Parish Council	7 day	18
75	Billing Parish Council	3 Month	50
114	Northampton Volunteer Bureau	7 day	94
392			432

30 Current Liabilities – Creditors

31/03/2006		31/03/2007
£000s		£000s
8,792	Sundry Creditors	9,376
3,929	Government Departments	5,180
6,659	Other Local and Public Authorities	6,923
3,091	Local Taxpayers	4,384
705	Tenants	864
5,543	Developer's Contributions	8,301
749	Deposits	543
	Collection Fund Balance owed	4
29,468		35,575

31 Developers' Contributions

Contributions received from developers have been classified depending on whether the contribution is repayable and whether the contribution is for a revenue or capital purpose, in line with the treatment described in the Statement of Accounting Policies.

E. Notes To The Core Financial Statements

2005/06		2006/07
£000s		£000s
3,406	Creditors	5,913
2,136	Receipts in advance	2,388
2	Grants & Contributions - Unapplied (Government Grants)	409
-300	Grants & Contributions - Unapplied (Non-Government Grants)	292
282	Grants & Contributions - Unapplied (Developers)	287
5,526		9,289

32 Long Term Borrowing

31/03/2006	Source of Loan	Range of Interest Rates (%)	31/03/2007
£000			£000
	Analysis of loans by type		
0	Public Works Loans Board	-	0
24,600	Money Markets	4.85 - 7.03	24,600
1,281	New Towns Commission	9.25	1,269
25,881			25,869
	Analysis of loans by maturity		
12	Maturing in 1-2 years		13
43	Maturing in 2-5 years		47
15,703	Maturing in 5-10 years incl Lobo £4.1 - 2015; Lobo £11.5m -2015		15,712
10,123	Maturing in over 10 years incl Lobo £9m -2066		10,097
25,881			25,869

33 Provisions

a) Insurance Provision

The provision covers the following risks :-

- Liability claims under the policy excess arising from 1992/93 onwards.
- Claims under the policy excess on the Council's own dwellings.
- Claims over the "paid locally" figure but under the excess on the Council's motor vehicles.
- Death in service cover for employees who have council loans for the purchase of cars required for essential purposes.
- Other small miscellaneous items arising from time to time.

E. Notes To The Core Financial Statements

External premiums are charged direct to the revenue accounts, as are the costs of the internal Insurance Provision. This provision is reduced as claims are settled.

The estimated cost of outstanding claims on the Insurance provision as at 31 March 2007 is shown below. These sums represent the balance on the Insurance Provision, with any surplus being transferred to the Insurance Reserve.

2005/06		2006/07
£000s		£000s
-742	Ongoing Liability Claims under the policy excess	-942
-8	Motor Vehicle Claims over the "paid locally" figure, but under the policy excess	-5
0	Car Loan Accounts for employees who died in service	0
-7	Housing Stock Claims under the policy excess	0
-757		-947

b) Overall Provisions

Provisions	Balance 01/04/2006	Costs	Income	Balance 31/03/2007
	£000s	£000s	£000s	£000s
Insurance	-757	383	-573	-947
DWP Grants	-160	0	0	-160
Other	-3	0	0	-3
	-920	383	-573	-1,110

Department for Work and Pensions (DWP) Grants

The amount processed in the benefits system for emergency accommodation payments has been processed gross of VAT. The information being fed into the subsidy claims has therefore been overstated and too much subsidy claimed. The estimate of overstated claims for the 6 financial years from 1998/99 to 2003/04 is £160,000.

Other

The balance represents small provisions in respect of the Rent Assistance and Rent Guarantee Schemes.

34 Analysis of Net Assets Employed

	31 March 2006	31 March 2007
	£000s	£000s
General Fund	7,412	18,454
Housing Revenue Account	548,818	596,143
Trading Operations	36,060	38,498
Total	592,290	653,095

E. Notes To The Core Financial Statements

35 Reserve Movement

a) Overall Summary

Reserve	Balance 01/04/2006	Net Movement in Year	Balance 31/03/2007	Purpose of Reserve	Further Details of Movements
	£000s	£000s	£000s		
Fixed Asset Restatement Account	418,039	47,249	465,288	Store of gains on revaluation of fixed assets	Note 35 b below
Capital Financing Account	235,288	-976	234,312	Store of capital resources set aside to meet past expenditure	Note 35 c below
Usable Capital Receipts Reserve	378	-378	0	Proceeds of fixed asset sales available to meet future capital investment	Note 35 d below
Deferred capital receipts	93	-22	71	Future Capital Receipts from mortgaged property	
Pension Reserve	-73,180	9,036	-64,144	Balancing account to allow inclusion of Pensions Liability in the Balance Sheet	Note 12 to the Core Financial Statements
General Fund Balance	3,104	-211	2,893	Resources available to meet future running costs for non-housing services	Statement of Movement on the General Fund Balance (D2)
Collection Fund Balance	-157	158	1	Resources available to be paid to the Council in the future from the collection fund	Collection Fund Statements and Note 14 to the Core Financial Statements
Housing Revenue Account Balance	4,637	1,166	5,803	Resources available to meet future running costs for council houses	HRA Statements
Major Repairs Reserve	0	0	0	Resources available to meet capital investment in council housing	HRA Statements
Earmarked Reserves	4,088	4,783	8,871	Reserves set aside for specific purposes	Note 35 e below
Total	592,290	60,805	653,095		

E. Notes To The Core Financial Statements

b) Fixed Asset Revaluation Account

	General Fund	Housing Revenue Account	Total
			£000s
Balance at 01/04/2006			418,039
	£000	£000	
Revaluation adjustments	5,362	51,309	56,671
Disposals of fixed assets	-735	-8,687	-9,422
	4,627	42,622	47,249
Balance at 31/03/06			465,288

c) Capital Financing Account

	General Fund	Housing Revenue Account	Total
			£000s
Balance at 01/04/2006			235,288
	£000s	£000s	
Depreciation	-4,141	-8,780	-12,921
Write down of Deferred Charges	-1,053	0	-1,053
Amortisation of Intangible Assets	-544	0	-544
Other	990	0	990
MRP	307	0	307
Financing of Fixed Assets	3,613	8,632	12,245
	-828	-148	-976
Balance at 31/03/2007			234,312

E. Notes To The Core Financial Statements

d) Useable Capital Receipts Reserve

2005/06		2006/07
£000s		£000s
38	Balance as at 1 April	378
11,472	Effects of Disposals	9,235
-5,683	Housing Capital Receipts Pooling	-5,299
-5,449	Capital Programme Financing	-3,324
	Other	-990
378	Balance as at 31 March	0

e) Earmarked Reserves

Reserve	Balance 01/04/2006	Additions to Reserve	Use Of Reserve	Balance 31/03/2007
	£000s	£000s	£000s	£000s
Insurance	2,649	326	-1,753	1,222
Benefits Clawback	0	1,300	0	1,300
Subsidy Equalisation	0	550	0	550
Core Business Systems	240	260	0	500
Building Maintenance	328	348	0	676
Corporate Initiatives	0	860	0	860
Service Improvements	0	500	0	500
General	231	212	-208	235
Arts	28	0	0	28
HRA	611	3,000	-611	3,000
	4,087	7,356	-2,572	8,871

i) Insurance Reserve

The Insurance Reserve has been set aside using surplus money from the insurance provision which is used to meet known insurance claims. This reserve is to be used for future insurance or risk management requirements including initiatives to mitigate and manage significant risks. This reserve has been reduced after actuarial valuation of potential insurance-related liabilities.

ii) Benefits Clawback Reserve

Housing benefits claims from prior years are still open and there is risk of clawback from the Department for Work and Pensions. This reserve mitigates this risk.

iii) Subsidy Equalisation Reserve

Subsidy claims are very much reliant upon regulations issued by the grant paying bodies. These can change in-year and so the net cost of benefit payments and subsidy claims from the Government can be extremely volatile. This reserve has been constituted to help smooth the effects of this between years.

E. Notes To The Core Financial Statements

- iv) **Core Business Systems Reserve**
The Core Business Systems Reserve will be used to improvement the main financial and subsidiary systems of the council to streamline administrative processes and improve the quality of information and controls.
- v) **Building Maintenance Reserve**
The base budgets for revenue and capital include an allowance for ongoing building maintenance / enhancement. This reserve consists of balances set aside from revenue accounts for major unanticipated maintenance projects.
- vi) **Corporate Initiatives Reserve**
In 2006/07, £861,000 of general government grant was received relating to the Local Authority Business Growth Incentive Scheme. Due to the volatile nature of this grant and the unknowns around how much will eventually become due to the Council, it was not included within base budgets. This income has been moved into an earmarked reserve for use on corporate initiatives in the future.
- vii) **Service Improvements Reserve**
This reserve has been created to provide funding for improving services and to improve the performance of the Council.
- viii) **General Reserve**
The General Reserve allows the Council to commit funding to individual projects which may spread across more than one year.
- ix) **Arts Reserve**
This is used to finance the purchase of exhibits for the Museum and Art Gallery.
- x) **HRA Earmarked Reserve**
This reserve contains amounts specifically set aside to finance HRA projects. The money in this reserve must be used on the Housing Revenue Account.

E. Notes To The Core Financial Statements

36 Cash Flow Notes

a) Revenue Activities Net Cash Flow to Income & Expenditure Accounts

2005/06		2006/07	
£000		£000	£000
	(Surplus)/deficit for the year		
-184	General Fund	-211	
1,082	Housing Revenue Account	1,166	
-273	Collection Fund	1,044	
625			1,999
	Non-Cash Transactions		
87	Contribution to provisions	190	
3,616	Financing Transactions	4,932	
877	Transfers to Reserves	3,492	
4,580			8,614
	Items classified elsewhere in the Cash Flow Statement		
-1,993	Interest received	-2,218	
1,408	Interest paid	1,155	
-585			-1,063
	Items accrued		
5	Increase/(decrease) of stock & work in progress	51	
-2,291	Increase/(decrease) in debtors	633	
-4,480	(Increase)/decrease in creditors	14	
-6,766			698
-2,146	Revenue Activities Net Cash Flow		10,248

b) Reconciliation Movement in Cash to the Movement in Net Debt

2005/06		2006/07
£000s		£000s
-690	Decrease in Cash in the Period	-1,333
971	Cash to Repurchase Debt	-28
-11,965	Cash to Reduce Liquid Resources	11,830
-11,684	Change in Net Debt	10,469
13,804	Net Debt as at 1 April	2,120
2,120	Net Debt as at 31 March	12,589

E. Notes To The Core Financial Statements

c) Analysis of Changes in Net Debt

	Balance 1 April 2006	Cashflows	Other Changes	Balance 31 March 2007
	£000s	£000s	£000s	£000s
Cash in Hand and at Bank	28	-1,333	0	-1,305
Debt due within one year	-392	-40	0	-432
Debt due after one year	-25,881	12	0	-25,869
Current Asset Investments	22,078	17,442	0	39,520
Long Term Loans	6,287	-769	0	5,518
Advanced Repayment of Loans (shown in creditors)		-4,843	0	-4,843
Net Debt	2,120	10,469	0	12,589

d) Management of Liquid Resources

2005/06		2006/07
£000s		£000s
	Short Term Investments	
33,336	Balance Brought Forward 1 April	22,078
22,078	Balance Carried Forward 31 March	39,520
11,258	Net Cash Inflow / Outflow (-)	-17,442

e) Analysis of Other Government Grants

2005/06		2006/07
£000s		£000s
531	Planning	616
253	Regeneration	351
463	Council Tax administration	651
64	Recycling	146
304	Crime Reduction	181
110	Customer Services	67
167	Training and Capacity Development	0
1,892	Net Cash (In)/outflow	2,012

E. Notes To The Core Financial Statements

f) Financing Reconciliation

2005/06		2006/07
£000s		£000s
	Balances Brought Forward	
25,883	Long Term Borrowing	25,881
1,361	Temporary Borrowing	392
27,244		26,273
	Balances Carried Forward	
25,881	Long Term Borrowing	25,869
392	Temporary Borrowing	432
26,273		26,301
-971	Net Cash (In)/outflow	28

37 Contingent Liabilities

The Council has received Deposits under Section 106 agreements, which may be repayable if the conditions for each agreement are not met. No provision has been made in the Accounts for any interest that may become repayable under the terms of the individual agreements. In the event that every one of these deposits becomes repayable with interest, the Council's maximum liability for interest payable as at 31st March 2007 was estimated to be £0.813m (£0. 547m as at 31st March 2006).

38 The Euro

The Council recognises that there may be costs associated with the introduction of the Euro if this is required by UK law. The purchase of new computer systems must take account of Euro issues and compliance. No other preparations have been made nor has any money been earmarked for the introduction of the Euro. There has been no direct expenditure to date on Euro conversion and it is anticipated that prior to possible introduction of the Euro, all systems will be Euro compliant.

39 Trust Funds

The Council acts as sole trustee in respect of two Trust Funds for the Northamptonshire Regiment and the Northamptonshire Yeomanry Museum Collections. The Trust funds are used to finance expenditure on the museum collections, which are housed at Abington Museum. Surplus funds are invested externally and no money is expended unless there are funds to do so.

E. Notes To The Core Financial Statements

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F. Housing Revenue Account

F1 Income & Expenditure Account

The Housing Revenue Account (HRA) summarises the transactions relating to the provision, maintenance and sale of Council houses and flats. The account has to be self-financing and there is a legal prohibition on cross subsidy to or from local taxpayers.

2005/06		2006/07		Notes
		£000s	£000s	
£000s		£000s	£000s	
	Income			
-36,825	Dwelling Rents	-37,480		HRA2-4
-1,130	Non Dwelling Rents	-1,150		
-1,646	Charges for services & facilities	-1,395		
-636	Contributions Towards Expenditure	-551		
-7	Housing Revenue Account subsidy receivable	0		
	Sums Directed by the Secretary of State that are income in accordance with UK GAAP	0		
-40,244	Total Income		-40,576	
	Expenditure			
10,548	Repairs & Maintenance	9,792		HRA5
	Supervision & Management			
5,027	General Management	4,364		
4,703	Special Services	4,515		
71	Rent, Rates, Taxes & other charges	82		
7,071	Negative Housing Revenue Account subsidy payable	7,218		HRA6
10,048	Depreciation and Impairment of Fixed Assets	8,780		HRA7
	Debt Management Costs			
328	Increased in provision for bad/doubtful debts	438		
	Sums Directed by the Secretary of State that are expenditure in accordance with UK GAAP	0		
2,310	Rent Rebates transfer to General Fund	1,976		HRA8
40,106	Total Expenditure		37,165	
-138	Net Cost of Services	0	-3,411	
	HRA Services share of Corporate and Democratic Core		26	
	HRA share of other amounts included in the whole authority			
	Net Cost of Services but not allocated to specific services		0	
-138	Net Cost of HRA Services		-3,385	
20	Gain (-) or Loss on sale of HRA Fixed Assets		115	
	Interest Payable and other similar charges			
186	Amortisation of Premiums & Discounts		186	
-586	Interest and Investment Income		-569	
	Pensions interest cost and expected return on pensions assets		362	
-518	Surplus (-) or Deficit for the year on HRA services		-3,291	

F. Housing Revenue Account

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F. Housing Revenue Account

F2 Statement of Movement on the Housing Revenue Account Balance

The Income and Expenditure Account shows the Council's actual financial performance for the year, measured in terms of the resources consumed and generated over the last twelve months. However, the authority is required to account for the net costs of Council Housing in a different way.

This statement below and the detailed reconciling items on the following page summarise the differences between the outturn on the Income and Expenditure Account and the Housing Revenue Account Balance.

2005/06		2006/07
£000s		£000s
-518	Surplus (-) / Deficit for the year on the HRA Income and Expenditure Account	-3,291
-564	Net additional amount required by statute to be debited or credited to the HRA Balance for the year	2,125
-1,082	Increase (-) / Decrease in the HRA Balance for the Year	-1,166
-3,555	HRA Balance brought forward	-4,637
-4,637	HRA Balance carried forward	-5,803

F. Housing Revenue Account

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F. Housing Revenue Account

Reconciling Items for the Statement of Movement on the HRA Balance

2005/06		2006/07	Note
£000s		£000s	
	Amounts included in the HRA Income and Expenditure Account but required by statute to be excluded when determining the Movement on the HRA Balance for the year		
	Difference between amounts charged to Income and Expenditure for amortisation of premiums and discounts and the charge for the year determined in accordance with statute	0	
	Difference between any other item of income and expenditure determined in accordance with the SoRP and determined in accordance with statutory HRA requirements (if any)	0	
-20	Gain or Loss on sale of HRA fixed assets	-115	
0	Net charges made for retirement benefits in accordance with FRS 17	-1,515	
	Sums directed by the Secretary of State to be debited or credited to the HRA that are not income or expenditure in accordance with UK GAAP	0	
-20		-1,630	
	Amounts not included in the HRA Income and Expenditure Account but required by statute to be included when determining the Movement on the HRA Balance for the year		
-2,849	Transfer to / from (-) Major Repairs Reserve	-1,292	HRA9
0	Transfers to / from (-) Housing Repairs Account	0	HRA5
0	Employer's contributions payable to the Northamptonshire County Council Pension Fund and retirement benefits payable direct to pensioners	1,514	
0	Voluntary set aside for debt repayment	0	
1,761	Capital expenditure charged in-year to the HRA Balance	1,144	
544	Net transfers to / from (-) earmarked reserves	2,389	
-544		3,755	
-564	Net additional amount required to be credited or debited to the HRA balance for the year	2,125	

F. Housing Revenue Account

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G. Notes To The Housing Revenue Account

1 Prior Year Adjustments

Resource Accounting in the HRA required that until 2005/06, a charge was made to the HRA for the use of fixed assets. This charge was included in the expenditure section of the HRA within net cost of services and reversed out via the Asset Management Revenue Account (AMRA). These transactions have ceased for 2006/07 onwards and the 2005/06 figures have been adjusted accordingly.

2 HRA Assets and Capital Transactions

- a) At 31 March 2006 the Council was responsible for managing 12,334 units of accommodation: -

Type of Property	Number of Bedrooms				Total
	One	Two	Three	Four+	
Flats-Low Rise	1,409	351	2	1	1,763
Flats-Medium Rise	1,919	924	123	4	2,970
Flats-High Rise	399	85	22	0	506
Houses & Bungalows	879	2,603	3,267	346	7,095
Totals	4,606	3,963	3,414	351	12,334

- b) The movement in housing stock can be summarised as follows: -

Type of Property	Stock at 01/04/2006	Stock Movements			Stock at 01/04/2007
		Sales	Transfers	Additions	
Flats	5,267	-28	-18	18	5,239
Houses & Bungalows	7,165	-82		12	7,095
Dwellings (excl. Shared)	12,432	-110	-18	30	12,334
Shared Ownership	99	-1			98
Totals	12,531	-111	-18	30	12,432

G. Notes To The Housing Revenue Account

c) The gross balance sheet of housing assets at 31 March was as follows:-

2005/06	Gross Balance Sheet Value	2006/07
£000s		£000s
	Operational Assets	
159,871	Land	178,121
373,031	Dwellings	401,903
15,777	Other Capital Assets	10,519
548,679	Total Operational Assets	590,543
540	Non Operational Assets	1,242
549,219	TOTAL	591,785
1,064,478	Vacant Possession Value as at 1st April	1,146,860

d) Capital Receipts

2005/06	Housing Capital Receipts	2006/07
£000		£000
147	Land Sales	985
7,452	Dwelling Sales	7,667
319	Other Property Sales	49
7,918	Total	8,701
-5,683	Payable to the Secretary of State	-5,299
2,235	Useable Capital Receipts	3,402

G. Notes To The Housing Revenue Account

e) Capital Expenditure & Financing

2005/06	HRA Capital Expenditure and Financing	2006/07
£000s		£000s
	Expenditure	
0	Land Purchase	0
8,365	Dwellings	7,392
594	Other Property	1,042
8,959	Total Expenditure	8,434
	Financing	
	Dwellings	
0	Borrowing	0
0	Useable Capital Receipts	0
1,167	Revenue Contributions	0
7,198	Major Repairs Reserve	7,392
8,365		7,392
	Other Property	
0	Borrowing	0
0	Useable Capital Receipts	-198
594	Revenue Contributions	1,144
0	Major Repairs Reserve	96
594		1,042
8,959	Total Financing	8,434

3 Rent Arrears

During 2006/07 rent arrears as a proportion of gross rent income was 7.1%. This represents a reduction of 0.4% since 2005/06 when the proportion was 7.5%. The figures for rent arrears are detailed below: -

2005/06	Rent Arrears	2006/07
£000s		£000s
2,901	Gross Rent Arrears at 31 March	2,860
-600	Prepayments of Rent	-621
2,301	Net Rent Arrears at 31 March	2,239
1,505	Provision for bad debts at 31 March	1,504

During 2006/07, the process for analysing outstanding debt and establishing a bad debt provision was reviewed and adjusted to reflect recent experience. The bad debt position for the HRA is based upon an aged debt analysis of all arrears and the size of the provision reflects the probability of the arrears being collected.

G. Notes To The Housing Revenue Account

4 Vacant Possession Value

The Vacant Possession value of dwellings within the HRA as at 1 April was £1,147m (£1,064m in 2005/06). For the balance sheet, the figure has been reduced to 50% of this value, i.e. £573m (£532.9m in 2005/06). This shows the economic cost of providing Council housing at less than open market rents.

5 Housing Repairs Account

The Council did not operate a Housing Repairs Account in 2005/06 but constituted one from 2006/07. The transactions on the Housing Repairs Account for 2006/07 balanced to nil for the year, although this may not always be the case.

2005/06	Housing Repairs Account	2006/07
£000s		£000s
	-Balance B/f	0
	-Expenditure in the Year	9,792
	Contributions to the Housing Repairs Account	-9,792
	Increase (-) / Decrease in the Housing Repairs Account Balance for the year	0
	-Balance c/f	0

6 Housing Subsidy

The Government operates a "subsidy system" in relation to the Housing Revenue Account. It is based upon a notional account representing the Government's assessment of what the Council should be collecting and spending. A breakdown of the elements in the subsidy calculations is shown below: -

2005/06	Housing Subsidy	2006/07
£000s		£000s
0	Prior Year Adjustment	6
-16,577	Management and Maintenance Allowance	-18,818
-7,198	Major Repairs Allowance	-7,488
-949	Charges for Capital	-960
-60	Other Allowances	-30
31,847	Notional Rent	34,501
8	Interest on Receipts	7
7,071	Total Amount to be paid to Government	7,218

G. Notes To The Housing Revenue Account

7 Depreciation and Impairment

a) Depreciation

2005/06	Depreciation	2006/07
£000s		£000s
	Operational Assets	
9,749	Dwellings	8,290
0	Intangible Assets	49
245	Other Property	264
9,994	Total Operational Assets	8,603
54	Non Operational Assets	177
10,048	TOTAL	8,780

b) Impairment

The Council's Valuation Officer, a member of FRICS, has advised that there were no impairments in 2006/07.

8 Secretary of State Determinations

When councils raise rents by more than an amount determined by the Government, the Government limits the subsidy payable to those councils. Now that the responsibility for paying rent rebates has transferred to the General Fund, any authorities that had rent rebate subsidy limited have to transfer an amount from the HRA to the General Fund to recompense the General Fund in order that the General Fund does not carry additional costs.

For 2004/05 and 2005/06 only there is a further transfer relating to Incentive Area costs which will only apply as a transitional measure.

2005/06	Secretary of State Determinations	2006/07
£000s		£000s
2,096	Rent Rebate Subsidy Limitation	1,976
214	Rent Rebate Transitional Measures	0
2,310	Total Effect of Special Directions	1,976

9 Major Repairs Reserve

Authorities are required to maintain a Major Repairs Reserve (MRR). The MRR has two functions; the first is to act as a credit entry for the cost of depreciation on Council dwellings. The second is to hold unused balances of Major Repairs Allowance (MRA), which can be used in future years. The MRA is a grant paid through the Housing Subsidy mechanism which can only be used to finance capital expenditure and

G. Notes To The Housing Revenue Account

represents the estimated annual cost of maintaining an Authority's stock at its existing level.

HRA depreciation is not the same as the MRA, therefore an adjustment is required to ensure there is no bottom line impact on the HRA. The transactions on the MRR are detailed below: -

Major Repairs Reserve	£000s
Balance at 1 April 2006	0
HRA Depreciation	-8,780
Depreciation adjustment to agree to MRA	1,292
	-7,488
Amount used to finance Capital Expenditure	
Dwellings	7,488
Other Property	0
	7,488
Balance at 31 March 2007	0

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H. The Collection Fund

Income and Expenditure Account

The Collection Fund account reflects the statutory requirement for billing Authorities to establish and maintain a separate fund for the collection and distribution of amounts due in respect of Council Tax and National Non Domestic Rates (NNDR).

2005/06		2006/07	Note
£000s		£000s	
	INCOME		
-66,557	Council Tax (net of benefits, discounts & transitional relief)	-69,903	CF2
-9,814	Transfers from General Fund Council Tax benefits	-10,369	
-92,095	Income collectable from business ratepayers	-91,727	
-60	Contributions Towards previous years' Collection Fund deficit	-974	CF3
-168,526		-172,973	
	EXPENDITURE		
	Precepts & demands:-		
54,355	Northamptonshire County Council	56,662	14
9,794	Northamptonshire Police Authority	10,406	14
11,438	Northampton Borough Council	12,143	14
	National Non-Domestic Rates		
91,780	Payments to national pool	91,413	
315	Cost of collection	315	
	Bad & Doubtful Debts / Appeals		CF4
474	Write-offs	89	
643	Provisions	901	
	Contributions		
0	Towards previous years' Collection Fund surplus	0	
	Prior Year Adjustments		
168,799		171,929	
273	(Surplus)/deficit for the year	-1,044	
766	Fund balance b/fwd	1,039	
1,039	Fund Balance c/fwd	-5	

H. The Collection Fund

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I. Notes To The Collection Fund

1. National Non Domestic Rates (NNDR)

The Council collects non-domestic rates for its area that are based on local rateable values multiplied by a uniform rate in the pound. The total amount, less certain reliefs and other deductions, is paid into a central pool (the NNDR pool) managed by Central Government, which in turn pays back to councils a standard amount per head of the local adult population.

The total non-domestic rateable value as at 31 March 2007 was £246.4m and the equivalent figure for 2005/06 was £247.97m. The National Non-Domestic Rate multiplier for 2006/07 was 43.3p and the equivalent figure for 2005/06 was 42.2p. The small business non-domestic rating multiplier for 2006/07 was 42.6p.

2. Council Tax

The Council's tax base, i.e. the number of chargeable dwellings in each valuation band (adjusted for dwellings where discounts apply) converted to an equivalent number of band D dwellings for 2006/07 calculated as follows: -

2005/06 Band D Equivalents	Band	Estimated number of taxable properties 2006/07 after discounts	Ratio	2006/07 Band D Equivalents
19.2	A(-)	32.8	5/9	18.2
15,924.4	A	24,089.5	6/9	16,059.7
13,306.7	B	17,460.2	7/9	13,580.1
16,131.4	C	18,197.6	8/9	16,175.6
8,491.6	D	8,619.9	9/9	8,619.9
5,777.9	E	4,849.6	11/9	5,927.3
2,939.0	F	2,054.6	13/9	2,967.7
1,709.2	G	1,036.9	15/9	1,728.2
93.6	H	47.0	18/9	94.0
64,393.0	Gross Council Tax Base			65,170.7
965.9	Non-collection provision			977.6
63,427	Council Tax Base Used for setting the Precept			64,193

The provision for non-collection was set at 1.5% for 2006/07 (1.5% for 2005/06).

I. Notes To The Collection Fund

3. Analysis of In-year Contributions to Fund Deficits

The in-year end contributions to Collection Fund deficits from the precepting authorities are detailed below: -

2005/06	Allocation Of Collection Fund Deficits	2006/07
£000s		£000s
9	Northampton Borough Council	147
43	Northamptonshire County Council	701
8	Northamptonshire Police Authority	126
60	Total Deficit Recovered	974

4. Bad and Doubtful Debts

2005/06	Bad and Doubtful Debts	2006/07
£000s		£000s
1,696	Bad Debt Provision B/f	2,339
643	Provision Made in Year	901
2,339	Bad Debt Provision c/f	3,240

J. Statement Of Responsibilities For The Statement Of Accounts

The Authority's Responsibilities

The Authority is required to:-

- make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of those affairs. In this Authority, that officer is the Director of Finance;
- manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets
- approve the Statement of Accounts

The Section 151 Officer

The Section 151 Officer is responsible for the preparation of the Authority's Statement of Accounts in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom ('the Code of Practice').

In preparing this Statement of Accounts, the Section 151 Officer has:

- selected suitable accounting policies and then applied them consistently;
- made judgements and estimates that were reasonable and prudent;
- complied with the Code of Practice.

The Section 151 Officer has also:

- kept proper accounting records which were up to date;
- taken reasonable steps for the prevention and detection of fraud and other irregularities

I certify that this Statement of Accounts presents fairly the position of the Authority at the accounting date and its income and expenditure for the year ended 31 March 2007.

Isabell Procter Section 151 Officer	Councillor Anthony Woods Leader of Northampton Borough Council
Date	Date

J. Statement Of Responsibilities For The Statement Of Accounts

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K. Statement On Internal Control

NORTHAMPTON BOROUGH COUNCIL'S STATEMENT ON INTERNAL CONTROL (2006/07)

1 STANDARDS OF GOVERNANCE

- 1.1 The Council expects all of its Members, officers and contractors to adhere to the highest standards of public service with particular reference to the Constitution, formally adopted Codes of Conduct and protocols and policies of the Council as well as the applicable statutory requirements.

2 RESPONSIBILITIES

- 2.1 Northampton Borough Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. The Council has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to value for money.
- 2.2 In discharging this overall responsibility, the Council (elected Members and officers) is responsible for ensuring there is a sound system of internal control which facilitates the effective exercise of the Council's functions and which includes arrangements for the management of risk.

3 PURPOSE OF THE SYSTEM OF INTERNAL CONTROL

- 3.1 The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance. The system of internal control is based on an ongoing process designed to:

- Identify and prioritise the risks to the achievement of the Council's policies, aims and objectives
- Evaluate the likelihood of those risks being realised
- Assess the impact should they be realised, and
- Manage risks efficiently, effectively and economically

4 THE INTERNAL CONTROL ENVIRONMENT

- 4.1 The policy and procedural guidance to support the Council's governance includes:

- Council Constitution
- Codes of Conduct for Members and officers
- Governance arrangements and processes have been further refined and clarified i.e. the decision-making roles and responsibilities of Management Board and the various decision-making structures of the Council
- Financial Regulations, Contract Procedure Rules and other Procedure Rules

K. Statement On Internal Control

- Officers and Executive Scheme of Delegations
- Registers of Officer and Member's Interests
- Specific corporate policies, for example, whistle blowing policy, confidential reporting policy, anti-fraud and prosecution policy
- Medium Term Service Planning and organisational priorities
- Measures to establish and monitor the Council's organisational objectives. These include the application of the performance management system. In addition we track recommendations for improvement arising from audit and inspection reports are tracked in order to ensure that actions are taken. Results of audits are reported to the Audit Committee
- Owing to this Council's status as a 'poor' Council following the Comprehensive Performance Assessment (CPA) in 2004, a detailed Strategic Improvement Plan is in place. This sets out the key areas of organisational weakness and the actions identified to strengthen performance. This plan is closely monitored by management board, Cabinet and political leaders who specifically lead on performance and improvement. A joint political statement agreeing to collaborative working on improvement matters has been signed, with each groups support, by leaders of each group.
- A range of programme boards are in place to ensure the delivery of projects related to service delivery. These include the Customer Services Board and the Housing Implementation Boards. A new IT Governance Board is being implemented from July 2007 to ensure proper governance and procurement of IT equipment, services and applications
- Housing Service improvement plan where there are 12 key objectives. Specific projects include the estate services review, IBS implementation, choice lettings schemes etc.

4.2 Facilitation of policy and decision making

The Council operates a Strong Leader and Cabinet model of policy and decision-making. The Cabinet is comprised of 6 portfolio holders and the Leader. The Leader is able to appoint and remove portfolio holders subject to legislative limits only and is able to choose portfolios. Accountabilities for decision-making within the Cabinet are clear and transparent. For part of the 2006/07 financial year there was one Overview and Scrutiny body with a series of task and finish groups reporting into it. Currently, changes to the constitution have resulted in 3 Overview and Scrutiny Committees, which mirror executive portfolios. The work of the 3 Overview and Scrutiny Committee are coordinated through an Overview and Scrutiny Management Committee. The Agendas and Minutes of these bodies demonstrate the process to properly control the development and adoption of policy and decision-making. A formal Scheme of Officer Delegations is in place to govern the operational decisions in line with agreed policy.

Following the recent local elections changes were made to the constitution to facilitate clear, effective, efficient and accountable decision-making. A more in depth review is planned, including changes to the financial regulations to strengthen financial governance.

K. Statement On Internal Control

Ensuring compliance with policies, procedures, laws and regulations

- The Council's Monitoring Officer is the Solicitor to the Council
- All Key decisions of the Cabinet must be approved by both the Monitoring Officer and Director of Finance. Other reports need to ensure that proper legal and financial advice has been sought
- Legal Services are available to all managers for advice and support and service all the main decision-making structures i.e. a Solicitor is in attendance.
- Internal Audit delivered an operational plan for 2006/07 designed to provide assurance on key risks within the Council. The plan covered all core financial systems and other operational systems according to risk profile. Internal Audit work is designed to review compliance with policies, procedures, laws and regulations
- Council procedures are reviewed as appropriate (usually annually) to ensure ongoing compliance with policies, procedures, laws and regulations. Control arrangements during 2006/07 identified other policies that would benefit from review. Examples of procedures/policies already reviewed and improved include the mobile phone policy, the internet and acceptable use of IT policy, disciplinary policy, probation policy sickness and absence controls and allocation of training budget / post entry training.
- Monitoring compliance and briefing notes are produced as appropriate.
- The Council is audited by appointed external auditors (KPMG LLP) on behalf of the Audit Commission, which specifically reviews the adequacy of Corporate Governance arrangements. The Council has agreed all the recommendations and has implemented or has action plans in place to implement all recommendations made.
- The Council is subject to formal inspection in many areas by external bodies. These include Housing Inspectorate and Benefits Fraud Inspectorate (BFI). Such inspections are reported to Cabinet and Overview as appropriate.
- The Audit Commission has the power to inspect any or all of our activity. Planned inspections over the next twelve months include the Use of Resources assessment, the Direction of Travel assessment, Housing progress assessment and Streetscene and Waste Management inspection.
- The Council also operates a formal training programme to support staff in ensuring that the Council's services comply with controls and regulations. Where specific specialist service knowledge is required relevant training is available. For example all fraud investigation officers are fully trained in PINS, with the exception of a new trainee who is working towards that qualification. Financial training and governance training and support are also available.

K. Statement On Internal Control

4.3 Risk Management

Risk Management is addressed in a number of ways:

- **Strategic Risk Register**

The Council has maintained a corporate strategic risk register since 2000. After wide-ranging changes in senior management, a new register was compiled through a two-day risk workshop in January 2006 involving Corporate Managers, Directors and Members.

- **Service Level Risk Registers**

Corporate Managers maintain a risk register for their service areas. These were originally produced through workshop sessions with the respective management teams and, in some cases, portfolio holders. These registers are owned by, and the responsibility of, each Corporate Manager. In addition Legal Services have implemented a comprehensive and enhanced Risk Management System that follows LEXCEL standards.

- **Risk Co-ordinator**

Each area has a risk co-ordinator whose main purpose is to ensure that registers are reviewed and updated monthly by the Corporate Manager(s) and their team. Some registers are also held for specific projects.

- **Reporting Arrangements**

Risk Management is a standing Audit Committee agenda item. The Risk Manager reports to each committee and Corporate Managers are invited to explain how they were managing significant risks in their service areas.

The Risk Manager reported quarterly to the Senior Corporate Management Team (Chief Executive, Directors and Corporate Managers)

The Chief Executive reviews Corporate Manager registers as part of the Quarterly Performance Review process (now bi-monthly from May 2007).

Quarterly reports are issued to each portfolio holder showing the significant risks relevant to their service areas.

The registers were quality reviewed by Pricewaterhouse Coopers (PWC) in December 2006.

- **Risk Management Group**

A Corporate Risk Management Group, chaired by the Corporate Manager Performance and Improvement was recently formed to review and improve risk processes within the Council. An outcome from the group is the intention to strengthen the reporting and monitoring processes in this area.

- **Risk Management Software**

All risk registers are maintained on Risgen – a dedicated risk management software system. This is networked across the Council and enables registers to be monitored and updated locally and centrally. Over sixty managers have been trained in its use.

All risks and actions are allocated to a responsible manager. Automatic e-mail notifications are sent to managers when they are given responsibility for specific

K. Statement On Internal Control

risks or actions, and when completion dates are imminent. The system enables reports to be produced across any or all registers in the system.

- Business Continuity

The Council's Business Continuity Group is chaired by the Corporate Manager Community Safety, Leisure and Town Centre Operations. It is currently reviewing and rewriting the Council's Business Continuity Plan.

4.4 The processes to ensure value for money and continuous improvement are achieved including Best Value

We recognise our obligations under the Local Government Act 1999 to implement arrangements to achieve continuous improvement and to secure effective use of resources.

There is a clear line of sight from service plan objectives to the Corporate Plan and Local Area Agreement (LAA) priorities. We focus service delivery on achieving high-level priorities and all front line service plans contain Value for Money (VFM) Cost/Performance profiles as well as recording proposed Gershon efficiencies.

We have established a corporate cost/performance matrix that positions all the Council's front line services for VFM and this approach is to be extended to central support functions. In this way, we are able to target higher cost/lower performance services for improvement action. We have implemented corporate moderation to ensure the VFM profiling by services is to a consistently high standard.

A Strategic VFM framework is being adopted from 2007/08 onwards that will communicate our VFM workstreams and establish the mechanism by which we will evidence and report VFM achievements. This will also lead to a revised medium term VFM review timetable that will cover both service and cross cutting areas. We will also consider more innovative techniques for improving VFM such as the systems thinking approach.

The Medium Term Planning process is currently being revised to mainstream VFM and efficiency planning and integrate service-planning cycle with the budget cycle. This will also include an annual update of Value for Money Cost/Performance profiles and an assessment of the significance of each service to achievement of our Corporate Priorities. This approach will help us shift resources to the highest priority areas to address customer needs as identified in our annual budget consultation.

Specific examples of improved VFM in 2006/07 include:

- Street Cleansing, Sports & Recreation, Environmental Health, Waste Collection, Culture & Heritage, and Parks & Open Spaces have all been projected to achieve top quartile overall performance in 2006/07. This has been achieved at middle quartile costs for many of the services.
- We have targeted resource and improvement action on our 4 lowest performing services and there is already significant trend improvement in a number of key PI's e.g. Housing benefits
- Entered into a three-year partnership with Kendrick Ash to improve revenue and benefits and attain long term sustainability within the service

K. Statement On Internal Control

- Leisure and Sports Development have achieved a range of Quality Accreditations and award nominations over the past three years, including Charter Mark Accreditation for all three Leisure Centres with best practice rating in several categories including Partnership Working and making changes to help minority groups to access facilities. The entire service block is currently undertaking TAES (Towards an Excellent Service) for the whole of Cultural Services with validation taking place 5/6 June 2007
- Customer services are entering into an Institute of Customer Services (ICS) partnership with five other authorities
- Ongoing discussions with NCC and other local authorities to develop a partnership approach to mystery shopping, citizens panel, customer service standards and customer service academy.
- A fundamental review of the DSO, with particular focus on housing repairs, will be undertaken in 2007/08 utilising APSE benchmarking

4.5 The proper financial management and reporting of the Council's affairs

There have been significant changes in the senior management board during 2006/07. This included the departure of the Chief Executive, the appointment of a Director of Finance and interim Chief Executive. The Management Board, as it is now known meets weekly and comprises of the Interim Chief Executive, Director of Customer Service and Delivery, Director of People, Planning and Regeneration and the Director of Finance. The Monitoring Officer and Head of Human Resources support the board at all meetings.

4.6 The performance management arrangements

The Council has in place a clear framework for managing performance. This framework includes:

- Weekly and monthly collection and publication of Best Value Performance Indicators and local performance indicators
- Four-tier reporting each month of key issues and performance matters within services
- Performance Reviews, chaired by the Chief Executive and comprise Senior Councillors and Directors. These reviews use a balanced scorecard to undertake high-level assessment of performance across service areas. In place since April 2006 on a quarterly basis, these have now been increased in frequency to bi-monthly.
- The development of a schema, which sets out, the golden thread of the Council's corporate objectives through to service plans and the review and assessment process.
- Our Appraisal and Personal Development process
- Service Plans – the Council has implemented a new approach to service planning, incorporating use of resources and specifically, value for money profiles. The service plan sets out the key corporate objectives and priorities and how departments deliver these.

K. Statement On Internal Control

- Political Governance – two Cabinet members have specific responsibility for performance management and the improvement agenda for the Council. The portfolio holder for performance meets weekly with the Corporate Manager for Performance and Improvement, the purpose of which is to assess progress, identify risks and plan for the continued strengthening of the performance across the Council. The Leader of the Council has responsibility for leading the overall Improvement agenda, meeting regularly with the Chief Executive and portfolio holders to ensure the improvement programme is delivered.
- As part of the new arrangements for significantly strengthening our performance management arrangements, Management Board now has performance as a regular item on their agenda. Cabinet will also receive regular reports on performance and finance.

5 REVIEW OF EFFECTIVENESS

5.1 The Council has responsibility for conducting, at least annually, a review of the effectiveness of the system of internal control. That review is informed by the work of Internal Audit, External Audit and other review agencies, specifically:

- The Council maintains the strategic systems of control through the formal review and adoption of the Council's Constitution. The Council, in accordance with the Local Government Act 2000 has a formal scheme of delegation in place for all decisions.
- The Cabinet is the key decision making body at member level. The Cabinet takes all executive decisions except those properly delegated in accordance with the Constitution or those decisions reserved by legislation for others, for example Development Control.
- Revised overview and scrutiny arrangements were implemented in 2006/07 to reflect more effective and robust arrangements in scrutinising corporate governance arrangements, services and decisions made throughout the Council.
- The Council has adopted an Audit Committee. The Terms of Reference for that function is a formal part of the Council's Constitution.

5.2 Internal Audit is provided through an external contract with PWC and Risk Management internally with the Risk Manager post located in Finance.

5.3 The Council's Financial Regulations set out the powers and responsibilities of the Internal Audit service in line with best practice.

5.4 Audit strategy, plans and resourcing are reported to the Audit Committee as well as regular reports highlighting progress by management in implementing agreed recommendations and matters of serious concern. This includes:

- An Annual Audit Plan for each financial year that is prepared in consultation with the Chief Executive, Director of Finance and other Corporate Directors and Managers
- A progress report to each audit committee summarising the results of internal audit work and actions agreed by management in response to issues raised, and

K. Statement On Internal Control

- An annual report for consideration by the Council's Audit Committee. This provides PWC's professional and formal opinion on the adequacy of the Council's systems of internal control.
- From 2007/08 an audit-tracking tool will be used to ensure that all internal audit recommendations are implemented.

5.5 The Prevention of Fraud and Corruption

The Council maintains an Anti-Fraud and Corruption Policy together with a formal Whistleblowing Policy. The Director of Finance is responsible for ensuring that suspected benefit and the Anti-fraud unit investigates other fraud. As well as re-active fraud work the authority undertook a number of fraud initiatives including:

- Mrs Barker project looking at sharing of fraud services within Northamptonshire.
- Work with internal audit in relation to the National Fraud Initiative
- No "ifs" no "buts" poster campaign.
- HBMS benefits matching service through central government
- Joint working with FIS, DWP fraud section.
- Local working with the media to ensure reporting of all successful prosecutions, national initiatives etc.
- DWP Mail Shot.
- Maintaining effective liaison with other bodies such as Police and DWP.

The Council has investigated all allegations of fraud and corruption and these have resulted in appropriate action being taken to protect the Council's interests, including the successful prosecution of a number of cases through criminal proceedings.

5.6 Conclusion from our review

The system of internal control has been in place for the year ended 31st March 2007 and up to the date of approval of the annual accounts. With the exception of those significant internal control issues referred to in section 6, the system of internal control has operated as intended. Action plans are in place to address internal control weaknesses identified through our comprehensive performance assessment, internal audit and external audit reviews.

6 SIGNIFICANT INTERNAL CONTROL ISSUES

- 6.1** Northampton Borough Council has implemented risk management arrangements to identify and manage risk. An annual risk management report is presented to the Audit Committee representing those areas with the highest residual risks. The report provides assurance that the Council's services and their control are kept under constant review and all areas are subject to continual improvements wherever possible.

K. Statement On Internal Control

6.2 Given the nature of the Council's services it must be recognised that the Council cannot control or eliminate all risk. The Risk Register provides evidence across the Council of how Risk Management is being embedded throughout services including:

- Risk reports to members and senior managers
- Risk Management workshops and training
- Reviews of Risk Registers by Internal Audit
- Networked risk management system.

6.3 A number of significant control issues have been identified during the course of the year ended 31st March 2007.

Internal Audit concluded in their Annual Internal Audit Report that they could only provide limited assurance on the effectiveness of our system of internal control. They identified significant control issues within the core financial systems, with regard to the implementation of single status pay and procurement of goods and services.

External audit raised the following concerns:

- DSO Trading with WS Atkins
- Far Cotton community centre, and
- Ecton Lane refurbishment.

Our Comprehensive Performance Assessment (CPA) rating continues to be "poor" and the Audit Commission expressed concern that overall the Council is not consistently and sustainably improving its most poorly performing services, namely finance, housing and planning.

6.4 The Council has plans to address these weaknesses:

- Core financial systems – A new Finance Director has been appointed and work has begun to restructure the finance team, with several senior financial posts already appointed to. There will be an increase in the proportion of qualified accountants within the team. Action plans are in place to address the weaknesses identified which will be monitored by the Finance Director and the Audit Committee
- Implementation of single status pay – the Council has plans to implement single status pay by 1st April 2008. The key issue has been affordability which will be addressed through a number of measures, strict budgetary control, implementation of a new pay scheme and an application to Communities & Local Government (CLG) to capitalise back pay. A panel, chaired by the Director of Finance is currently being formed to address these issues.
- Procurement of goods and services – the Council is in the process of appointing a Director of Purchasing who will manage the consortium arrangement that the Council has with neighbouring boroughs. The consortium will be utilised to improve value obtained from purchasing going forward across all services of the Council and their partners.
- Housing - Our Housing Services Improvement Plan has been developed and ratified via the Government Monitoring Board (GMB) sub groups and encompasses

K. Statement On Internal Control

wide-ranging structural improvements across all elements of the Housing services. Clear evidence of improvements in housing standards, voids performance, gas servicing for example have been delivered. In Revenues & Benefits the rate of improvement is ahead of other services in terms of sustainable service delivery. The service was assessed as “fair” in the autumn of 2006 and the current GMB sub group is now discussing disengagement criteria.

7 CONCLUSION

- 7.1 We have been advised on the implications of the review of the effectiveness of the system of internal control and a plan to address weaknesses and ensure continuous improvement of the system is in place.
- 7.2 The Council is committed to delivering high quality services, which focus on the needs of individuals in Northampton Borough. It welcomes feedback on how it is achieving against that aim and wishes to involve people in improving services further.

8 DECLARATIONS

I confirm that the information contained within this Statement of Internal Control is a true and fair reflection for Northampton Borough Council for the Financial Year 2006/07.

Name	Position	Signature	Date
Cllr Anthony Woods	Leader of the Council		Sep - 06
John Edwards	Chief Executive		Sep - 06
Isabell Procter	Director of Finance		Sep - 06

Agenda Item 8



NORTHAMPTON
BOROUGH COUNCIL

Item No.

Name of Meeting:	COUNCIL
Meeting Date:	28 June 2007
Directorate:	Chief Executive
Corporate Manager:	Francis Fernandes
Agenda Status:	Public Part of the Agenda

Report Title	Amendments to Constitution
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Recommendation

That Council:

1. Approves the amendments to the Constitution set out in the Appendix 1 to this Report.
2. Authorises the Solicitor to the Council to publish a revised version of the Constitution incorporating these and consequential minor amendments.
3. Gives the Solicitor to the Council delegated powers to amend the Constitution to allow amendments that are required to implement Council's decision on the political structures on 25 May 2007, in consultation with the Chief Executive and the Group Leaders.
4. Agrees to incorporate the Joint Political statement into the protocols section of the Constitution (attached at Appendix 2).
5. Authorises officers to advertise the Constitutional changes as required by the relevant regulations.
6. Agrees to a review of the Constitution within 12 months of this Council meeting.

Background

1. At the Annual Council Meeting held on 24 May 2007 and 25 May 2007 the Council agreed a number of changes to its executive arrangements and political structures. The Solicitor to the Council was instructed to make the necessary amendments to the Constitution to accord with these changes and to bring a further report containing the constitutional changes to the next meeting.
2. This report contains the detailed draft to be incorporated into the Constitution.
3. The Principal changes to the Constitution are set out in the Appendix to this report. In summary these comprise:

Part 2 – Articles of Constitution

Article 6 – Overview & Scrutiny Committees – revised to provide for three O&S Committees and an O&S Management Committee

Article 7 – The Cabinet – revised to reflect the agreed changes

Part 3 – Responsibility for Functions

- Revised tables to incorporate agreed changes, in particular the establishment of the General Purposes Committee and the Appointments and Appeals Committee and the disestablishment of the Tree Panel as a full committee of the Council. The changes in number of committee members are also included.
- Leader's Scheme of Delegations –
Revisions to incorporate new portfolios

Part 4 – Rules of Procedure

- Council Procedure Rules –
Revised Rule 1.4 – Guillotine, changed to 9:30 pm
- Guidelines for open Government –
Revisions to provide for registration of intention to speak at Cabinet meetings

- Cabinet Procedure Rules –
Revised to make more specific provision for Cabinet Committees
- Overview & Scrutiny Procedure Rules –
Revised to provide for three O&S Committees and the O&S Management Committee. Note that provision is also made for the co-option of non-voting lay members onto the Overview & Scrutiny Committees

Part 5 – Codes and Protocols

- Annexure – Cabinet Members Decision Protocol –
Revised to remove the requirement for a non-statutory quasi forward plan
4. In addition to these main amendments there are numerous small amendments that will be needed in consequence of the changes, such as altering all references to the Overview & Scrutiny Committee, in the singular, to take into account that there are now three such Committees. These minor amendments are not all detailed in the Appendix and it is recommended that the Solicitor to the Council be authorised to make these and other small alterations as necessary in republishing the Constitution document
 5. At its meeting on 21 July 2005 Council agreed a “contract” between Council, Cabinet and Overview and Scrutiny Committees, to ensure that the roles, responsibilities and behaviours expected by the main Council governance bodies, supported improvement and recovery.

The Joint Statement (Appendix 2) signed by the Group Leaders, further adds to this and Council is requested to adopt this statement as a formal protocol document in the Constitution.

The Standards Committee will then monitor compliance with the document, as it does with the contract.

6. It is good practice for the Constitution to be periodically reviewed to ensure that it is fit for purpose.

It is suggested that a review process should commence in 6 months, with a target date for Council to consider any amendments within 12 months of the date of this meeting.

Background Papers

Description	Source
The Constitution Documents Report to Annual Council Meeting 24 May 2007 Various documents	File FJF – NBC

Authors: **Francis Fernandes, Solicitor to the Council ext 7334/
Jim Inch, Senior Solicitor ext 7335**

APPENDIX 1

Text of Principal Amended Provisions

Article 6 – Overview and Scrutiny Committees

6.1 Terms of Reference

The Council will appoint the Overview and Scrutiny Committees set out in the left-hand column of the table below to discharge the functions conferred by section 21 of the Local Government Act 2000 in relation to the matters set out in the right-hand column of the table.

Committee	Scope
<p>Overview and Scrutiny Committee 1: Partnerships, Regeneration and Community Safety and Engagement</p>	<p>Those functions falling within the following portfolio responsibilities assigned to Cabinet Members:-</p> <p>Improvement & Strategic Partnership</p> <ul style="list-style-type: none"> • Partnerships • Communications <p>Regeneration</p> <ul style="list-style-type: none"> • Planning Policy & Conservation • Regeneration • Economic Development & Intelligence • Development & Building Control • Markets • Project Development and Co-ordination • Housing Strategy <p>Community Engagement & Safety</p> <ul style="list-style-type: none"> • Community Participation • Community Safety • Community Wellbeing • Community Development • Cultural Development • Emergency Planning • Town Centre Operations • Car Parks • Customer Services • Events & Museums • Leisure • Community Grants

<p>Overview and Scrutiny Committee 2 : Housing and Environment</p>	<p>Those functions falling within the following portfolio responsibilities assigned to Cabinet Members</p> <p>Housing</p> <ul style="list-style-type: none"> • Housing Services & Management • Housing Estates • Housing Advice & Homelessness • Housing Allocations • Rents • Revenue and Benefits • Council Tax Collection <p>Environment</p> <ul style="list-style-type: none"> • Street Cleansing & Street Scene • Parks & Open Spaces • Waste Management • Recycling • Environmental Health • Director Services Organisations • Travellers • Neighbourhood Wardens • Property Maintenance
<p>Overview and Scrutiny Committee 3 : Improvement, Performance and Finance</p>	<p>Those functions falling within the following portfolio responsibilities assigned to Cabinet Members:</p> <p>Performance</p> <ul style="list-style-type: none"> • Performance Management • IT Customer Support • IT Systems & Infrastructure • Business Process & Improvement • Human Resources • Legal Services • Councillor & Managerial Support • Meeting Services • Electoral Services <p>Finance</p> <ul style="list-style-type: none"> • Finance Management • Financial Strategy • Audit • Insurance & Risk Management • Asset Management
<p>The Council will also appoint an Overview & Scrutiny Management Committee with terms of reference set out in 6.5.</p>	

6.2 **General role**

Within their terms of reference Overview and Scrutiny Committees will:

- 6.2.1 review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions;
- 6.2.2 make reports and/or recommendations to the full Council and/or the Cabinet as the case may be in connection with the discharge of any functions;
- 6.2.3 consider any matter affecting the area or its inhabitants; and
- 6.2.4 exercise the right to call-in, for reconsideration, decisions made but not yet implemented by the Cabinet or a Committee of the Cabinet or by individual Members of the Cabinet or (in the case of key decisions) by Officers.

6.3 **Specific functions**

6.3.1 **Policy development and review** Overview and Scrutiny Committees may:

- assist the Council and the Cabinet in the development of its Budget and Policy Framework by in-depth analysis of policy issues;
- conduct research, community and other consultation in the analysis of policy issues and possible options;
- consider and implement mechanisms to encourage and enhance community participation in the development of policy options;
- question members of the Cabinet, committees and Directors about their views on issues and proposals affecting their functions; and
- liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.

6.3.2 **Scrutiny** Overview and Scrutiny Committees may:

- review and scrutinise the decisions made by and performance of the Cabinet, committees and Council officers

save that where the Overview and Scrutiny Committee is reviewing the decisions of another committee of the Council it will not scrutinise individual decisions particularly in respect of development control, licensing, registration, consents and other particular matters other than within the general context of any wider policy review, and shall not act as an appeal forum in respect of such individual decisions;

- review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- question members of the Cabinet and/or committees and Directors about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;
- make recommendations to the Cabinet and/or appropriate committees and/or Council arising from the outcome of the overview and scrutiny process;
- review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Overview and Scrutiny Committee and local people about their activities and performance; and
- question and gather evidence from any person (with their consent).

6.3.3 **Finance** Overview and Scrutiny Committees may exercise overall responsibility for the finances made available to them.

6.3.4 **Annual report** Overview and Scrutiny Committees may report annually to full Council on their workings and make recommendations for future work programmes and amended working methods if appropriate.

6.3.5 **Officers** Overview and Scrutiny Committees may exercise overall responsibility for the work programme of the officers employed to support their work.

6.4 **Proceedings of Overview and Scrutiny Committees**

Overview and Scrutiny Committees will conduct their proceedings in accordance with the Overview and Scrutiny Procedure Rules set out in Part 4 of this Constitution.

6.5 Overview and Scrutiny Management Committee

The Council will appoint an Overview and Scrutiny Management Committee to co-ordinate and manage the work of the Overview and Scrutiny Committees. The Management Committee will comprise six Members who will normally be the Chairs and Deputy Chairs of the three Overview and Scrutiny Committees. The Management Committee will have the following responsibilities:

6.5.1 Co-ordinating work plans

To co-ordinate work plans to avoid duplication and ensure joint working, or other suitable arrangements, where the remit of Committees may overlap.

6.5.2 Allocation of Resources

To consider the overall work loads of Overview and Scrutiny Committees and to agree to the allocation of resources to each Committee according to need on an equal basis.

6.5.3 Allocating Areas of Responsibility in Cases of Doubt

Where it is not clear which of the Committees has responsibility for an area to make a decision in that regard and allocate the area to one of the Committees.

6.5.4 Re-allocation of Areas of Responsibility in the Event of Changes in Cabinet Portfolios

If the Cabinet portfolios should be changed (whether in number content or both) to consider what modifications are appropriate to the table set out at 6.1 above in order to reflect those changes; and to re-allocate responsibility between the three Overview and Scrutiny Committees accordingly.

6.5.5. Involvement of other People in Overview and Scrutiny Process

To review arrangements for involving Councillors or people outside the Council, in the Overview and Scrutiny process, such as by co-option, or setting up working parties which include outside representatives and be responsible for agreeing appointments of external parties to relevant Overview and Scrutiny Committees.

6.5.6. Training and Development

To review training needs of Overview and Scrutiny Committee Members and of Councillors and Council employees generally in relation to the Overview and Scrutiny process; and to consider the development of operational styles and techniques to aid the usefulness and effectiveness of the Overview and Scrutiny process.

6.5.7 Support Needs

To consider any general issues which arise with regard to the levels of co-operation and support which the Overview and Scrutiny Committees receive from other parts of the Council.

Article 7 - The Cabinet

7.1 Role

The Cabinet will carry out all of the Council's functions which are not the responsibility of any other part of the Council, whether by law or under this Constitution. They are the Council's executive for the purposes of the Local Government Act 2000.

7.2 Form and composition

The Cabinet will consist of the Leader together with not less than two and no more than nine other Councillors appointed to the Cabinet by the Leader.

7.3 Leader

The Leader will be a Councillor elected annually to the position of Leader by the Council. The Leader will hold office until:

- 7.3.1 he/she resigns from office; or
- 7.3.2 he/she is suspended from being a Councillor under Part III of the Local Government Act 2000 (although they may resume office at the end of the period of suspension); or
- 7.3.3 he/she is no longer a Councillor; or
- 7.3.4 the following annual Council meeting; or
- 7.3.5 he/she is removed from office by resolution of the Council.

7.4 Deputy Leader

The Deputy Leader will be a Councillor elected annually to the position of Deputy Leader by the Council. The Deputy Leader will hold office until:

- 7.4.1 he/she resigns from office; or
- 7.4.2 he/she is suspended from being a Councillor under Part III of the Local Government Act 2000 (although they may resume office at the end of the period of suspension); or
- 7.4.3 he/she is no longer a Councillor; or
- 7.4.4 the following annual Council meeting; or

7.4.5 he/she is removed from office by resolution of the Council.

7.5 **Other Cabinet members**

Other Cabinet members shall hold office until:

7.5.1 they resign from office; or

7.5.2 they are suspended from being Councillors under Part III of the Local Government Act 2000 (although they may resume office at the end of the period of suspension); or

7.5.3 they are no longer Councillors; or

7.5.4 the annual Council meeting following their appointment; or

7.5.5 they are removed from office by the Leader either individually or collectively (such removal taking effect upon receipt by the Chief Executive of a written notice to that effect from the Leader).

7.6 **Proceedings of the Cabinet**

Proceedings of the Cabinet shall take place in accordance with the Cabinet Procedure Rules set out in Part 4 of this Constitution.

7.7 **Responsibility for functions**

The Leader will determine which individual Members of the Cabinet, Committees of the Cabinet, Officers or Joint or other bodies are responsible for the exercise of particular executive functions. A list will be maintained in Part 3 of this Constitution setting out which individual members of the Cabinet, are responsible for the exercise of particular executive functions.

A list will be maintained in Part 8 of functions which are delegated to officers.

PART 3 - Responsibility for Functions

1. [No change]
2. Responsibility for Council Functions

Committee	Membership	Functions	Delegation of functions
Planning	11 members of the Council	<p>Planning and conservation Functions relating to town and country planning and development control specified in Schedule 1 of the Functions Regulations</p> <p>Highways use and regulation The exercise of powers relating to the regulation of the use of highways, footpaths, bridleways, public paths and rights of way set out in Schedule 1 of the Functions Regulations as amended.</p> <p>Hedges and Trees The exercise of powers relating to the protection of important hedgerows and the preservation of trees set out in Schedule 1 of the Functions Regulations.</p>	<p>Those functions referred to in Part 8 of this Constitution (Delegations) are delegated to officers as provided therein</p> <p>The Planning Committee may delegate to a Sub-Committee (which may be styled the Tree Panel) the function of considering objections to tree preservation orders and deciding whether or not to confirm such orders (with or without modification) where any such objections have been made and not withdrawn.</p>
Licensing	11 members of the Council	<p>Sale/Supply of Alcohol and Provision of Entertainment and Late Night Refreshment and Gambling; The licensing functions of the Council under the Licensing Act 2003 and the Gambling Act 2005 (except for such functions as cannot be delegated)</p>	<p>Those functions referred to in Part 8 of this Constitution (Delegations) are delegated to officers as provided therein</p>

		<p>Taxi, gaming, entertainment, food and miscellaneous licensing Functions relating to licensing and registration set out in Schedule 1 of the Functions Regulations</p> <p>Health and Safety Functions relating to health and safety under any "relevant statutory provision" within the meaning of Part 1 of the Health and Safety at Work Act 1974, to the extent that those functions are discharged otherwise than in the Council's capacity as employer</p>	
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Committee	Membership	Functions	Delegation of functions
Standards Committee	4 members of the Council other than the Leader three independent members and two Parish Council members	<p>The promotion and maintenance of high standards of conduct within the Council</p> <p>To advise the Council on the adoption or revision of its Code of Conduct</p> <p>To monitor and advise the Council about the operation of its Code of Conduct in the light of best practice, changes in the law, guidance from the Standards Board and recommendations of case tribunals under section 80 of the Local Government Act 2000</p> <p>Assistance to members and co-opted members of the Council</p> <p>To ensure that all members of the Council have access to training in all aspects of the Member Code of Conduct, that this training is actively promoted, and that members are aware of the standards expected from local councillors under the Code</p> <p>Other functions</p> <p>Functions relating to standards of conduct of members under any relevant provision of or Regulations made under the Local Government Act 2000</p>	Those functions referred to in Part 8 of this Constitution (Delegations) are delegated to officers as provided therein

Committee	Membership	Functions	Delegation of functions
Audit Committee	7 members of the Council excluding members of the Cabinet	Generally considering all relevant processes for risk, control and governance set out in Article 9.	Those functions referred to in Part 8 of this Constitution (Delegations) are delegated to officers as provided therein
General Purposes Committee	9 Members of the Council	To exercise those functions which under the Functions Regulations or other relevant legislative provision, are not to be the responsibility of a local authority's executive; and which have not been made the responsibility of any other Committee of the Council and are not functions that only the full Council can exercise (whether by law or under any provision of the Constitution or because of a specific direction or election by Council to that effect).	
Appointments and Appeals Committee	7 Members of the Council to include at least 2 Members of Cabinet	<ul style="list-style-type: none"> (i) To recommend to the Council the appointment of the Chief Executive (ii) To make appointments of other Chief Officers set out in Article 13 of this Constitution. (iii) To undertake all 	

		<p>associated activities including agreeing job descriptions, person specifications, the interview processes generally, and agreeing the advertisements for the relevant jobs.</p> <p>(iv) To establish, agree terms of reference and appoint to the following three Sub-Committees (of the Appointments and Appeals Committee) to hear and determine disciplinary, capability, grievance and appeal matters in relation to Chief Officers and the three Statutory Officers:</p> <ul style="list-style-type: none"> • Investigating and Disciplinary Sub-Committee • Grievance Sub-Committee • Appeals Sub-Committee 	
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3. Responsibility for Executive Functions

Responsibilities and Portfolios	Detailed Functions	Delegation of functions
The Cabinet has collective responsibility for all executive functions, individual members having lead responsibility for separate portfolios outlined in the Leader's Scheme of Delegations.	Contained in the Leader's Scheme of Delegations (see post)	Those functions referred to in Part 8 of this Constitution (Delegations) are delegated to individual Cabinet members and officers as provided therein.

LEADER'S SCHEME OF DELEGATIONS

A. INTRODUCTION

The Council has delegated powers to the Leader to determine his/her own Scheme of Delegations for executive functions.

This Scheme of Delegations sets out the powers which are reserved to Cabinet and the Leader and those powers which are delegated to individual Cabinet Members. This Scheme of Delegations can and will be changed in accordance with the wishes of the Leader but prior notification will be given in accordance with the Protocol that accompanies this Scheme of Delegations.

B. DELEGATIONS

1. Powers Reserved to Cabinet

- 1.1 To be responsible for decisions which the Leader or the Deputy Leader (when deputising for the Leader) or Cabinet direct should be referred to Cabinet.
- 1.2 To be responsible for any executive functions which involve a recommendation to Council including budget and policy proposals.
- 1.3 To be responsible for making Key Decisions.
- 1.4 To receive and respond to:
 - (a) reports to the Cabinet from the Overview and Scrutiny Committees, Monitoring Officer and Section 151 Officer;
 - (b) recommendations from Council;
 - (c) reports from external and internal auditors.
- 1.5 To be responsible for those Local Choice functions identified as the responsibility of Cabinet, in Part 3 of this Constitution.
- 1.6 To be responsible for any matter within a Cabinet Member's powers that has been referred to Cabinet by the Cabinet Member concerned.

- 1.7 To be responsible for matters that cross two or more Cabinet Members' portfolios.

2. **General Powers Delegated to all Cabinet Members**

Subject to the limitations in section 3 below, Cabinet Members shall within their respective areas of responsibility have the following powers:

- 2.1 After consulting the Chief Executive or his/her nominee to approve and set priorities, programmes and service plans.
- 2.2 To monitor budgets and the performance of services.
- 2.3 To receive formal reports.
- 2.4 To agree the submission of bids for funding and resources from the Government or other agencies.
- 2.5 After consulting the Chief Executive or his/her nominee, to agree to the appointment of consultants.
- 2.6 To take those executive decisions which it is within the delegated powers of an Officer to take, and the Officer having such power, nevertheless refers to the Cabinet Member by reason of the decision's importance, sensitivity or precedence value.
- 2.7 To consider reports and agree to recommendations regarding the acceptance of a tender which is not the lowest (where payment is to be made by the Council) or the highest (where payment is to be received by the Council) in accordance with the Council's Contract Procedure Rules.
- 2.8 To make decisions on requests for waiver of the Procurement Code of Practice.
- 2.9 To be responsible for all staffing matters (so far as these are an executive responsibility) within his/her portfolio area not allocated or delegated to another Officer, individual or body.
- 2.10 To refer any matter within his/her delegated powers to Cabinet for decision.

3. **Limitations on Delegated Powers**

- 3.1 Nothing in this Scheme of Delegations authorises a Cabinet Member other than the Leader or the Deputy Leader (when deputising for the Leader) to make a decision which is a Key Decision. For the purposes of this Scheme of Delegations Key Decisions are defined as follows:

- Any decision in relation to an executive function which results in the Council incurring expenditure which is, or the making of savings which are significant having regard to the Council's budget for the service or function to which the decision relates. For these purposes the minimum financial threshold will be £50,000.
- Where decisions are not likely to involve significant expenditure or savings but nevertheless are likely to be significant in terms of their effects on communities in two or more wards or electoral divisions.
- For the purposes of interpretation a decision which is ancillary or incidental to a Key Decision which has been previously taken by or on behalf of the Council shall not of itself be further deemed to be significant for the purposes of the definition.

3.2 Nothing in this Scheme of Delegations authorises a Cabinet Member to make a Decision which is:

- 3.2.1 contrary to the Council's Policy Framework or Budget
- 3.2.2 contrary to the Council's Financial Procedure Rules
- 3.2.3 contrary to the Council's Contract Procedure Rules
- 3.2.4 contrary to any decision made by the Council or by Cabinet collectively
- 3.2.5 by law only to be taken by some other person or body or in some other way
- 3.2.6 subject to a requirement by either Cabinet or the Leader to be referred to Cabinet
- 3.2.7 not the responsibility of the Council's executive
- 3.2.8 a decision that has been specifically reserved to the Council, other body or (except where 2.6 above applies) delegated to Officers.

4. **Powers Delegated to Particular Cabinet Members**

4.1 Cabinet Members who hold certain portfolios are given the specific powers given below. These powers are in addition to the powers delegated to all Cabinet Members described in section 2 above. For

the avoidance of doubt, if any specific power described below contains a limitation, then a decision or action outside the limitation cannot be taken by the Cabinet Member concerned under his/her general delegated powers under section 2, but must be referred to full Cabinet. The limitations in section 3 above also apply to the specific powers below.

4.2 **Powers Reserved to the Leader of the Council – Improvement and Strategic Partnerships Portfolio**

- 4.2.1 To vary this Scheme of Delegations of executive functions including the ability to bring key decisions within this clause of delegations.
- 4.2.2 To direct that particular decisions or classes of decisions within the powers of Cabinet Members be referred to the Leader or Cabinet for decision.
- 4.2.3 To exercise any executive powers and duties not reserved to Cabinet or delegated to an Officer, a Cabinet Member, individual or other body.
- 4.2.4.1 To act on behalf of any other Cabinet Member who is absent or unable to act, or to authorise another Cabinet Member to do so.
- 4.2.5 To determine any conflicts of opinion or decision which may arise between two or more Cabinet Members exercising delegated decisions under this Scheme of Delegations.
- 4.2.6 To make Key Decisions in matters of Urgency or Special Urgency.
- 4.2.7 To exercise the executive powers and duties of the Council for the areas within the following portfolio:

Improvement & Strategic Partnerships

Partnerships
Communications

4.3 Powers of the Deputy Leader –Community Engagement and Safety Portfolio

- 4.3.1 To deputise for the Leader in his/her absence, or at his/her instruction, in relation to all functions which are the Leaders responsibility.
- 4.3.2 To exercise the executive powers and duties of the Council for the areas within the following portfolio unless a direction by the Leader under sections 1.1 and 4.2.2 has been issued and communicated in writing to the Cabinet Member:

Community Engagement & Safety

Community Participation
Community Safety
Community Wellbeing
Community Development
Cultural Development
Emergency Planning
Town Centre Operations
Car Parks
Customer Services
Events and Museums
Leisure
Community Grants

4.4 Powers of the Portfolio Holder - Performance

To exercise the executive powers and duties of the Council for the areas within the following portfolio unless a direction by the Leader under sections 1.1 and 4.2.2 has been issued and communicated in writing to the Cabinet member:

Performance

Performance Management
IT Customer Support
IT Systems & Infrastructure
Business Process & Improvement
Human Resources
Legal Services
Councillor & Managerial Support
Meeting Services
Electoral Services

4.5 Powers of the Portfolio Holder – Finance

To exercise the executive powers and duties of the Council for the areas within the following portfolio unless a direction by the Leader under sections 1.1 and 4.2.2 has been issued and communicated in writing to the Cabinet Member:

Finance Management
Financial Strategy
Audit
Insurance & Risk Management
Asset Management

4.6 Powers of the Portfolio Holder - Housing

To exercise the executive powers and duties of the Council for the areas within the following portfolio unless a direction by the Leader under sections 1.1 and 4.2.2 has been issued and communicated in writing to the Cabinet Member:

Housing

Housing Services and Management
Housing Estates
Housing Advice and Homelessness
Housing Allocations
Rents
Revenues and Benefits
Council Tax Collection

Without prejudice to the generality of the powers above to have the following specific powers:

- 4.6.1 Agreeing changes (virement) within the housing capital budget (but which require no overall increase in the budget) where the amount of virement is in excess of £50,000 in the current year, or where it is less but the change affects future years.
- 4.4.2 4.6.2 Agreeing to the disposal of dwellings (subject to the terms of any specific or general consent of the Secretary of State) in circumstances or in a manner not covered by the Right to Buy, and in particular under arrangements to enable tenants to finance the purchase of their homes by methods compliant with Islamic law (Sharia).

4.4.3 4.6.3 Agreeing to demand less than the maximum amount of discount recoverable on the further disposal of a sold Council dwelling.

4.4.4 4.6.4 Adopting policies, practices or protocols (including arrangements with one or more registered social landlord) to deal with offers of first refusal of sold Council dwellings.

4.7 **Powers of the Portfolio Holder - Environment Portfolio**

To exercise the Executive powers and duties of the Council for the areas within the following portfolio unless a direction by the Leader under sections 1.1 and 4.2.2 has been issued and communicated in writing to the Cabinet Member:

Environment

Street Cleansing & Street Scene
Parks & Open Spaces
Waste Management
Recycling
Environmental Health
Direct Services Organisations
Travellers
Neighbourhood Wardens
Property Maintenance

Without prejudice to the generality of the powers above to have the following specific powers:

4.7.1 Accepting on behalf of the Council facilities provided under projects such as CASPAR and approving arrangements for the ongoing maintenance of such facilities.

4.7.2 Authorising amendments to the rules made by the Council under section 28 of the Smallholdings and Allotments Act 1908 as amended after the Northampton Allotment Council have been consulted on and agree to any such amendments.

4.7.3 Agreeing to the disposal or appropriation of areas of public open space of not more than 5,000 square metres, subject to public advertisement and the consideration of any objection by full Cabinet.

4.7.4 Agreeing to accept donations of land for use as public open space or community purposes pursuant to agreements under

section 106 of the Town and Country Planning Act 1990 or in similar circumstances.

4.8 **Powers of the Portfolio Holder - Regeneration**

To exercise the executive powers and duties of the Council for the areas within the following portfolio unless a direction by the Leader under sections 1.1 and 4.2.2 has been issued and communicated in writing to the Cabinet Member:

Regeneration

Planning Policy & Conservation
Regeneration
Economic Development & Intelligence
Development and Building Control
Markets
Project Development and Co-ordination
Housing Strategy

COUNCIL PROCEDURE RULES

(Revised Rule 1.4)

1.4 Guillotine

1.4.1 Interruption of the Meeting

If the business of a Council meeting has not been concluded by 9.30 pm, the Mayor will draw the attention of the meeting to the time and to this Rule.

1.4.2 Motions and Recommendations not dealt with

In the case of any motions or recommendations on the agenda that have not been dealt with by 9 .30pm

- 1) The Mayor shall put to the vote without further debate any motion or amendment currently under discussion; and
- 2) any items remaining to be considered will be put to the meeting without further discussion and a vote taken on whether the item should be accepted; rejected; referred; deferred or withdrawn.

GUIDELINES FOR OPEN GOVERNMENT

(Revised Paragraphs)

Access to the Cabinet, Council committees and sub-committees:

4.2.1 Subject to 4.2.2, 4.2.3 and 4.2.4 below the Cabinet, any committee or sub-committee may by a majority of the members then present at any meeting resolve to

4.2.1.1 receive a deputation; and/or

4.2.1.2 permit representatives of any such deputation or any other member of the public to address it upon any item on that meeting's published agenda . Such addresses on any one item shall not without the specific consent of the Committee or other body exceed three minutes in duration. Immediately after such address the Leader, Chair of the committee or sub-committee shall give each of its members an opportunity to question the person who has addressed them provided that the overall period for such questions and any answers shall be kept within a reasonable limit by the Chair.

4.2.2. The procedures set out above shall not apply where a Committee or sub-Committee is required to follow a statutory procedure in relation to an item of business or when to do so would prejudice a duty to act quasi-judicially in relation to any matter.

4.2.3 In respect of Planning Committee the procedures for public speaking in relation to applications are set out in Appendix 3 of the Probity in Planning Protocol, and shall be in place of those set out above.

4.2.4 In respect of meetings of Cabinet the procedures set out above shall be subject to the following restrictions:

4.2.4.1 Persons (other than Councillors) wishing to address Cabinet must register their intention to do so by 12 noon on the day of the meeting.

Registration can be by:

Telephone (01604 837101 or 837355)

In writing to: Solicitor to the Council, The Guildhall, St Giles Square, Northampton NN1 1DE for the attention of Meeting Services Officer, Cabinet

By e-mail to: mtgsservices@northampton.gov.uk

By fax to: The Solicitor to the Council for the attention of the Meeting Services Officer, Cabinet (01604 838729)

4.2.4.2 Only thirty minutes in total will be allowed for addresses, so that if speakers each take three minutes no more than ten speakers will be heard. If it appears that this limit may apply speakers will normally be heard in the order in which they registered to speak. However, the Chair of Cabinet may decide to depart from that order in the interests of hearing a greater diversity of views on an item, or hearing views on a greater number of items. The Chair of Cabinet may also decide to allow a greater number of addresses and a greater total time slot subject still to the maximum three minutes per address for such addresses for items of special public interest.

4.2.4.3 Councillors who wish to address Cabinet and who have not registered may at the discretion of the Chair still speak at Cabinet although such addresses will be for a maximum of three minutes unless the Chair exercises his or her discretion to allow longer. The time these addresses take will not count towards the thirty minute period referred to above so as to prejudice any other persons who have registered their wish to speak.

CABINET PROCEDURE RULES

1. HOW DOES THE CABINET OPERATE?

1.1 Who may make Executive Decisions?

The arrangements for the discharge of executive functions are set out in the Executive Arrangements adopted by the Council. In either case, the Arrangements may provide for executive functions to be discharged by:

- 1.1.1 the Cabinet as a whole;
- 1.1.2 a committee of the Cabinet;
- 1.1.3 an individual member of the Cabinet. (The Leaders Scheme of Delegations in Part 8 of the Constitution sets out the arrangements in this regard).
- 1.1.4 an officer;
- 1.1.5 Neighbourhood Partnerships (within any delegated authority)
- 1.1.6 Joint Arrangements; or
- 1.1.7 another Local Authority.

1.2 Sub-delegation of Executive Functions

- 1.2.1 Where the Cabinet, any committee of the Cabinet or an individual member of the Cabinet may be responsible for an executive function, they may delegate further to an Area Partnership, by Joint Arrangements or to an officer.
- 1.2.2 Even where executive functions have been delegated, that fact does not prevent the discharge of delegated functions by the person or body who delegated.

1.3 Conflicts of Interest

- 1.3.1 Where the Leader has a conflict of interest this should be dealt with as set out in the Council's Code of Conduct for Members in Part 5 of this Constitution.
- 1.3.2 If any member of the Cabinet has a conflict of interest this should be dealt with as set out in the Council's Code of Conduct for Members in Part 5 of this Constitution.

- 1.3.3 If the exercise of an executive function has been delegated to any committee of the Cabinet, an individual member or an officer, and a conflict of interest arises, then the function will be exercised in the first instance by the person or body by whom the delegation was made and otherwise as set out in the Council's Code of Conduct for Members in Part 5 of this Constitution.

1.4 Cabinet meetings - when and where?

The Cabinet will meet at times to be agreed by the Leader. The Cabinet shall meet at the Council's principal offices or another location to be agreed by the Leader.

1.5 Public or private meetings of the Cabinet?

The Access to Information Rules in Part 4 of this Constitution set out the requirements covering public and private meetings.

1.6 Quorum

- (a) The quorum for a meeting of the Cabinet, shall be one quarter of the total number of members of the Cabinet (including the Leader), or three including the Leader, whichever is the larger.
- (b) The quorum for a meeting of a Committee of the Cabinet shall be one quarter of the total number of Members of the Committee or two, whichever is the larger.

1.7 How are decisions to be taken by the Cabinet?

- 1.7.1 Executive decisions which fall to be taken by the Cabinet as a whole will be taken at a meeting convened in accordance with the Access to Information Rules in Part 4 of this Constitution.
- 1.7.2 If executive decisions are to be taken by a committee of the Cabinet the same rules shall apply as those applying to the Cabinet as a whole.

2. HOW ARE CABINET MEETINGS CONDUCTED?

2.1 Who presides?

If the Leader is present he/she will preside. In his/her absence, then a person appointed to do so by those present shall preside.

2.2 Who may attend?

These details are set out in the Access to Information Rules in Part 4 of this Constitution.

2.3 What business?

At each meeting of the Cabinet the following business will be conducted:

- 2.3.1 consideration of the minutes of the last meeting;
- 2.3.2 declarations of interest, if any;
- 2.3.3 matters referred to the Cabinet (whether by an Overview and Scrutiny Committee or by the Council) for reconsideration by the Cabinet in accordance with the provisions contained in the Scrutiny Procedure Rules or the Budget and Policy Framework Procedure Rules set out in Part 4 of this Constitution;
- 2.3.4 consideration of reports from Overview and Scrutiny Committees; and
- 2.3.5 matters set out in the agenda for the meeting, which shall indicate which involve Key Decisions and which do not in accordance with the Access to Information Procedure Rules set out in Part 4 of this Constitution.

2.4 Consultation

All reports to the Cabinet from any member of the Cabinet or an officer on proposals relating to the Budget and Policy Framework should, if appropriate, contain details of the nature and extent of any consultation with stakeholders and Overview and Scrutiny Committees, and the outcome of that consultation. Reports about other matters will set out the details and outcome of consultation as appropriate. The level of consultation required will be appropriate to the nature of the matter under consideration.

2.5 Who can put items on the Cabinet agenda?

- 2.5.1 The Leader will decide upon the schedule for the meetings of the Cabinet. He/she may put on the agenda of any Cabinet meeting any matter which he/she wishes, whether or not authority has been delegated to the Cabinet, a committee of it or any member or officer in respect of that matter. The Proper Officer will comply with the Leader's requests in this respect.

- 2.5.2 Any member of the Cabinet may require the Proper Officer to make sure that an item is placed on the agenda of the next available meeting of the Cabinet for consideration.
- 2.5.3 There will be a standing item on the agenda of each meeting of the Cabinet for matters referred by Overview and Scrutiny Committees.
- 2.5.4 The Monitoring Officer and/or the Chief Finance Officer may include an item for consideration on the agenda of a Cabinet meeting and may require the Proper officer to call such a meeting in pursuance of their statutory duties. In other circumstances, where any two of the Head of Paid Service, Chief Finance Officer and Monitoring Officer are of the opinion that a meeting of the Cabinet needs to be called to consider a matter that requires a decision, they may jointly include an item on the agenda of a Cabinet meeting. If there is no meeting of the Cabinet soon enough to deal with the issue in question, then the person(s) entitled to include an item on the agenda may also require that a meeting be convened at which the matter will be considered.

3. OVERVIEW & SCRUTINY

In respect of Call-In, Reports, Reviews and Recommendations from the Overview and Scrutiny Committee the Cabinet shall comply or procure compliance with the relevant provisions of the Overview and Scrutiny Procedure Rules relevant thereto.

4. CABINET COMMITTEES

- 4.1 The Cabinet may appoint Committees from among their membership either as standing committees or on an ad hoc basis to deal with specific issues.
- 4.2 Cabinet may appoint the Chair to a Cabinet Committee or leave it to the Committee to appoint their own Chair.
- 4.3 Cabinet Committees may invite non-Cabinet Councillors to participate in their discussions, but without voting rights.
- 4.4 It will be for Cabinet to specify the extent of a Cabinet Committee's powers. The Committee may be required to report back to Cabinet or may be authorised to make executive decisions (including key decisions).

OVERVIEW AND SCRUTINY PROCEDURE RULES

1. WHAT WILL BE THE NUMBER AND ARRANGEMENTS FOR OVERVIEW AND SCRUTINY COMMITTEES?

The Council will have the Overview and Scrutiny Committees as set out in Article 6.

2. WHO MAY SIT ON OVERVIEW AND SCRUTINY COMMITTEES?

All Councillors except members of the Executive may be members of an Overview and Scrutiny Committee. However, no member may be involved in scrutinising a decision in which he/she has been directly involved.

3. MEETINGS OF THE OVERVIEW AND SCRUTINY COMMITTEE

The Overview and Scrutiny Committee shall meet on a meetings cycle for each year. In addition, other meetings may be called from time to time as and when appropriate. Such a meeting may be called by the chair of the Committee, by any 2 members of the Committee or by the Proper Officer if he/she considers it necessary or appropriate.

4. QUORUM

The quorum for an Overview and Scrutiny Committee shall be as set out for committees in the Council Procedure Rules in Part 4 of this Constitution.

5. WHO CHAIRS OVERVIEW AND SCRUTINY COMMITTEE MEETINGS?

The appointment of Chairs will comply with the general provisions as to Chairs set out in the Council Procedure Rules.

6. PROTOCOLS

The Overview and Scrutiny Committees will abide by and apply those Protocols relevant to Committee's work and contained in Part 5 of this Constitution.

7. WORK PROGRAMME

The Overview and Scrutiny Committees will be responsible for setting their own work programmes and in doing so they shall take into account wishes of members on the Committee who are not members

of the largest political group on the Council, and the wishes of Cabinet. Requests from Elected Members and/or the public will also be taken into account, if appropriate.

8. AGENDA ITEMS AND REFERENCES FROM CABINET

Any member of an Overview and Scrutiny Committee shall be entitled to give formal notice giving the reasons therefor to the Proper Officer that he/she wishes an item relevant to the functions of the Committee to be included on the agenda for the next available meeting of such Committee. On receipt of such a request the Proper Officer will ensure that it is included on the next available agenda.

An Overview and Scrutiny Committee shall also respond, as soon as their work programme permits, to requests from the Council or the Cabinet. Any such request shall be directed to relevant Overview and Scrutiny Committee (or if there is doubt as to which is the relevant committee to the Overview and Scrutiny Management Committee for determination of that question and onward referral of the request). The relevant Overview and Scrutiny Committee shall report their findings and any recommendations back to Cabinet and/or the Council as the case may be. The Council and/or the Cabinet shall consider any report of the Overview and Scrutiny Committee as soon as possible thereafter.

9. POLICY REVIEW AND DEVELOPMENT

- 9.1** The role of the Overview and Scrutiny Committees in relation to the development of the Council's Budget and Policy Framework is set out in detail in the Budget and Policy Framework Procedure Rules.
- 9.2** In relation to the development of other matters not forming part of the Council's Policy and Budget framework, the Overview and Scrutiny Committees may make proposals to the Cabinet if they see fit.
- 9.3** Subject to the relevant budgetary constraints the Overview and Scrutiny Committees may hold enquiries and investigate the available budgetary options for future direction in policy development and may appoint advisers and assessors to assist them in this process. They may, subject to such budgetary constraints, go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations. They may ask witnesses to attend to address them on any matter under consideration and may pay to any advisers, assessors and witnesses a reasonable fee and expenses for doing so.

10. REPORTS, RECOMMENDATIONS AND REVIEWS FROM THE OVERVIEW AND SCRUTINY COMMITTEES

- 10.1** Once they have formed recommendations on proposals for review or development, an Overview and Scrutiny committee will prepare a formal report with any recommendations and it will be submitted through the Chair for consideration by the Cabinet (if the proposals are consistent with the existing Budget and Policy Framework), or to the Council as appropriate (e.g. if the recommendation would require a departure from or a change to the agreed Budget and Policy Framework). They may nominate one or two members to address the Cabinet thereon.
- 10.2** If an Overview and Scrutiny Committee cannot agree on one single final report to the Council or, the Cabinet as appropriate, then one minority report may be prepared and submitted for consideration by the Council or Cabinet (as the case may be) with the majority report.
- 10.3** The Council or the Cabinet, as the case may be, shall consider reviews and any recommendations or reports of the Overview and Scrutiny Committee as soon as practicable thereafter and determine whether to accept some or all of them. Having considered them they should determine the effect of their decision(s); where recommendations are rejected reasons should be provided, and where accepted named officers (where appropriate) should be instructed to implement them. The Cabinet should provide a written response from the Leader or relevant Portfolio Holder (who may instruct an appropriate officer to make the response on their behalf) to the relevant Overview and Scrutiny Committee explaining the outcome of the recommendations and any effect on their decisions.

11. MAKING SURE THAT SCRUTINY REPORTS ARE CONSIDERED BY THE CABINET

- 11.1** The agenda for the Cabinet meetings shall include an item entitled "Issues arising from Scrutiny". Any reports of the Overview and Scrutiny Committees referred to the Cabinet shall be included at this point in the agenda (unless they have been considered in the context of the Cabinet's deliberations on a substantive item on the agenda) within two months of the Overview and Scrutiny Committee completing its report/recommendations.
- 11.2** Once an Overview and Scrutiny Committee has completed its deliberations on any matter it will forward a copy of its report for consideration by the Cabinet or the Council depending upon whether the contents of the report would have implications for the Council's Budget and Policy Framework. If the report is referred to Council, a copy will also be served on the Leader with notice that the matter is to

be referred to Council. The Cabinet will have 4 weeks in which to respond to such Scrutiny report, and the Council shall not consider it within that period. When the Council does meet to consider any referral from an Overview and Scrutiny Committee on such a matter which would impact on the Budget and Policy framework, it shall also consider the response of the Cabinet to the proposals.

12. RIGHTS OF OVERVIEW AND SCRUTINY COMMITTEE MEMBERS TO DOCUMENTS

- 12.1** In addition to their rights as Councillors, members of an Overview and Scrutiny Committee have the additional rights to documents and to notice of meetings as set out in the Access to Information Procedure Rules in Part 4 of this Constitution.
- 12.2** Nothing in these Rules prevents more detailed liaison between the Cabinet, and Overview and Scrutiny Committees as appropriate depending on the particular matter under consideration.

13. COUNCILLORS AND OFFICERS GIVING ACCOUNT

- 13.1** The Overview and Scrutiny Committee may scrutinise and review decisions made or actions taken in connection with the discharge of any Council functions save that, as provided by Article 6, Overview and Scrutiny Committees shall not scrutinize individual decisions of other committees of the Council, particularly in respect of development control, licensing, registration, consents and other particular matters other than within the general context of any wider policy review and shall not act as an appeal forum in respect of any such individual decisions. As well as reviewing documentation, in fulfilling the scrutiny role, an Overview and Scrutiny Committee may require any member of the Cabinet, the Head of Paid Service and/or any senior officer to attend before it to explain:

13.1.1 any particular decision or series of decisions;

13.1.2 the extent to which the actions taken implement Council policy;

and it is the duty of those persons to attend if so required.

- 13.2** Where any Councillor or officer is required to attend an Overview and Scrutiny Committee under this provision, the Chair of that Committee will inform the Proper Officer. The Proper Officer shall inform the member or officer in writing giving reasonable notice of the meeting at which he/she is required to attend. The notice will state the nature of the item on which he/she is required to attend to give account and whether any papers are required to be produced for the Committee.

Where the account to be given to the Committee will require the production of a report, then the member or officer concerned will be given sufficient notice to allow for preparation of that documentation.

- 13.3** Where, in exceptional circumstances, the member or officer is unable to attend on the required date, then the Overview and Scrutiny Committee shall, in consultation with the member or officer, arrange an alternative date for attendance.

14. ATTENDANCE BY OTHERS

An Overview and Scrutiny Committee may invite people other than those people referred to in Rule 12 above to address it, discuss issues of local concern and/or answer questions. It may for example wish to hear from residents, stakeholders and members and officers in other parts of the public sector and shall invite such people to attend.

15. CALL-IN

- 15.1** When a decision is made by the Cabinet, a Committee of the Cabinet or an individual Cabinet Member or a Key Decision is made by an officer with delegated authority from the Cabinet or Council or under joint arrangements, the decision shall be published, including where possible by electronic means, and shall be available at the main offices of the Council normally within three days of being made. The Chairs of all the Overview and Scrutiny Committees will be sent a copy of the records of all such decisions within the same timescale.

- 15.2** That notice will bear the date on which it is published and will specify that the decision will come into force, and may then be implemented, on the expiry of three working days after the publication of the decision, unless an Overview and Scrutiny Committees exercise the right to call-in within that period.

- 15.3** During that period, the Proper Officer shall call-in a decision for scrutiny by the Committee if so requested by the Chair or formally by any two members of the Council, and shall then notify the decision-taker of the call-in. The Proper Officer shall call a meeting of the Committee on such date as he/she may determine, where possible after consultation with the Chair or in the absence of the Chair the Deputy-Chair of the Committee, and in any case such meeting shall be held within seven working days of the decision to call-in although, in the exceptional circumstances the period may be extended to twenty-one days at the discretion of both the Chief Executive and the Monitoring Officer (such decision to extend the time limit and the reason for it to be formally recorded in writing). The member or

members requesting such call-in shall have the right to speak at such meeting, as shall the Leader and relevant Portfolio Holder or Holders.

- 15.4** If, having considered the decision, the Overview and Scrutiny Committee is still concerned about it, then it may refer it back to the decision making person or body for reconsideration, setting out in writing the nature of its concerns, or, in the case of decisions outside the Council's Budget and Policy Framework, refer the matter to full Council as provided in the Budget and Policy Framework Procedure Rules. If referred to the decision making person or body they shall then reconsider as soon as reasonably practicable amending the decision or not, before adopting a final decision, which shall not then be subject to further call-in (provided that if such decision shall negate the previous decision or propose a significantly or entirely different final alternative course of action to that previously considered by the decision taker and Overview and Scrutiny Committee, such further action shall, notwithstanding the foregoing, be capable also of being called in.) In all cases of reference back, the Cabinet (or other decision making person or body) shall formally advise the Overview and Scrutiny Committee of their consideration of such referral and their final decision.
- 15.5** If following the call-in of a decision, the Overview and Scrutiny Committee does not meet in the period set out above, or does meet but does not refer the matter back to the decision making person or body, the decision shall take effect on the date of the Scrutiny meeting, or the expiry of the period in which the Overview and Scrutiny Committee should have met, whichever is the earlier.
- 15.6** If the matter was referred to full Council as provided herein and the Council does not object to a decision which has been made, then no further action is necessary and the decision will be effective in accordance with the provision below. However, if the Council does object, it will have no power to alter the decision unless it is contrary to the Policy Framework, or contrary to or not wholly consistent with the Budget.

Unless that is the case the Council will refer any decision to which it objects back to the decision making person or body, together with the Council's views on the decision. That decision making person or body shall choose whether to amend the decision or not before reaching a final decision and implementing it. Where the decision was taken by the Cabinet as a whole or a Committee of it, a meeting will be convened to reconsider as soon as possible thereafter. Where a decision was made by an individual, the individual will reconsider within three working days of the Council request.

15.7 If the Council does not meet, or if it does but does not refer the decision back to the decision making person or body, the decision will become effective on the date of the Council meeting or expiry of the period in which the Council meeting should have been held, whichever is the earlier.

15.8 In the event that an executive decision has been taken by a Neighbourhood Partnership (having delegated power so to do) then the right of call-in shall extend to any other Neighbourhood Partnership which resolves to refer a decision which has been made but not implemented to the Overview and Scrutiny Committee for consideration in accordance with these provisions. A Neighbourhood Partnership may only request the Proper Officer to call-in the decision of another Neighbourhood Partnership if it is of the opinion that the decision will have an adverse effect on the area to which it relates. All other provisions relating to call-in shall apply as if the call-in had been exercised in accordance with 15.3 above.

15.9 EXCEPTIONS

In order to ensure that a call-in is not abused, nor causes unreasonable delay, a formal request from two members of the Council to the Proper Officer in writing giving the reasons for such request is required for a decision to be called in. (except in the case of a call in by the Chair of an Overview and Scrutiny Committee or a call in under 15.8 above).

15.10 CALL-IN AND URGENCY

The call-in procedure set out above shall **not** apply where the decision being taken is **urgent**. A decision will be urgent if any delay likely to be caused by the call-in process would seriously prejudice the Council's or the public's interests. The record of the decision, and notice by which it is made public shall state whether, in the opinion of the decision making person or body, the decision is an urgent one, and therefore not subject to call-in. The Mayor must agree both that the decision proposed is reasonable in all the circumstances and to it being treated as a matter of urgency. In the absence of the Mayor, the Deputy Mayor's consent shall be required. In the absence of both, the Head of Paid Service or his/her nominee's consent shall be required. Decisions taken as a matter of urgency must be reported to the next available meeting of the Council, together with the reasons for urgency.

15.11 The operation of the provisions relating to call-in and urgency shall be monitored annually, and a report may be submitted to Council, with any proposals for review if necessary.

16. THE PARTY WHIP

When considering any matter in respect of which a member of an Overview and Scrutiny Committee is subject to a party whip the member must declare the existence of the whip, and the nature of it before the commencement of the Committee's deliberations on the matter. The declaration, and the detail of the whipping arrangements, shall be recorded in the minutes of the meeting.

17. PROCEDURE AT OVERVIEW AND SCRUTINY COMMITTEE MEETINGS

17.1 The Overview and Scrutiny Committees shall consider the following business:

17.1.1 minutes of the last meeting;

17.1.2 declarations of interest (including whipping declarations);

17.1.3 consideration of any matter referred to the Committee by way of call-in;

17.1.4 responses of the Cabinet or Council to reports of the Overview and Scrutiny Committee; and

17.1.5 the business otherwise set out on the agenda for the meeting.

17.2 Where an Overview and Scrutiny Committee conducts investigations (e.g. with a view to policy development), the Committee may also ask people to attend to contribute at Committee meetings, which are to be conducted in accordance with the following principles:

17.2.1 that the investigation be conducted fairly and all members of the Committee be given the opportunity to ask questions of attendees, and to contribute and speak;

17.2.2 that those assisting the Committee by giving evidence or otherwise contributing be treated with respect and courtesy; and

17.2.3 that the investigation be conducted so as to maximise the efficiency of the investigation or analysis.

17.3 Following any investigation or review, the Committee shall prepare a report of any recommendations or conclusions in the name of the Chair, for submission to the Cabinet and Council as appropriate and shall make its report and findings public.

18. PANELS OR “TASK AND FINISH” GROUPS

- 18.1 An Overview and Scrutiny Committee may set up panels (which may be referred to as “task and finish” groups) to assist the Committee in carrying out reviews. Such panels will be given a brief for the work they are required to do, and will be wound up once the task is completed and they have reported back to the Committee.
- 18.2 Councillors who are not members of the Overview and Scrutiny Committee may and normally will be approached to sit on the panels. The Overview and Scrutiny Committee may specify who will chair a panel, or may leave the panel to select their own chair.
- 18.3 The provisions of 17.2 above shall apply with the necessary modifications to the meetings of such panels

19. PRIVATE MATTERS

Where reports, documents or advice have been dealt with by the Cabinet or a Committee in private pursuant to Section 100 (1) of the Local Government Act 1972 they shall, in the absence of prior consent from the Cabinet or Committee concerned, be dealt with in like manner by the Overview and Scrutiny Committee considering the same.

CABINET MEMBER DECISIONS – PROTOCOL

1. INTRODUCTION

- 1.1 The Council has formally delegated powers to the Leader of the Council to prepare a Scheme of Delegations for individual Cabinet Members. This scheme is separate from the Scheme of Delegations for Officers. To prevent any confusion between the different schemes this Protocol will refer to the Leader's Scheme of Delegations Protocol. This Protocol accompanies the Leader's Scheme of Delegations but does not formally form part of it. However, the Protocol will be annexed to the Constitution.

Under the Leader's Scheme of Delegations the following will have delegated powers to make executive decisions:-

- Cabinet collectively
- The Leader
- The Deputy Leader
- Individual Members of Cabinet

Under the current Leader's Scheme of Delegations Cabinet Members will **not** be able to make Key Decisions. However, the Leader can determine to change this and bring Key decisions within the Scope of the Leader's Scheme of Delegations. Cabinet will be the main body making Key Decisions, although the Leader or the Deputy Leader, when deputising for the Leader, will be able to make Key Decisions when they are required urgently.

The Council has only recently (2006) started to employ delegated executive decision-making and there is therefore a need for close attention to be paid to this Protocol. It is also important for legal advice to be taken whenever there is uncertainty or lack of clarity.

This Protocol is aimed at:

- Members of Cabinet
- Senior Staff advising Cabinet Members
- Staff responsible for preparing and submitting reports for decision
- Staff operating the Protocol's requirements (e.g. Meeting Services)

The Leader will be able to change this Scheme of Delegations but will only be able to do so if the following is complied with. At least 21

calendar days written notice will be given to all Cabinet Members; the Chair of Overview and Scrutiny; the Chief Executive; the Council's Monitoring and Section 151 Officers. Any changes to the scheme will not affect the validity of decisions already taken.

1.2 Decision- making some brief comments

Council functions and the decisions that follow have various legal classifications and the classification impacts upon who can make a decision. For the purposes of this Protocol only what the law classifies as "executive functions" will be discussed.

Executive functions are defined by the Local Government Act 2000 (the 2000 Act) and its associated regulations. After the changes brought about by the 2000 Act, the Executive (Cabinet) are responsible for functions of the Council not allocated by legislation or the Constitution elsewhere. The way this works is that there are some decisions that can only be made by the Executive, there are some decisions that may be made by the Executive (referred to as Local Choice functions) and some decisions that cannot be made by the Executive (for example development control and licensing decisions).

Post the 2000 Act changes, full Council is responsible for the broad strategic/policy decisions, for example the policy framework and the Executive are responsible for decisions within that framework (unless of course they have been allocated elsewhere). The legal analysis can be complicated and often there needs to be a proper legal assessment of whether a decision is an executive decision, or whether some other body should make the decision, for example, full Council.

2. DELEGATED DECISIONS

Once the need for an executive decision has been identified, the issue the report writer needs to grapple with is who will be making the decision. There are a number of possibilities. It may be covered by the Officer's Scheme of Delegations in which case the Officer with the delegations should be approached in the normal way. If the decision is covered by the Leader's Scheme of Delegations an assessment needs to be made whether it is a decision for Cabinet, the Leader or individual Cabinet Member. **If in doubt seek legal assistance.**

Whatever the case the Officer requiring a decision will have to prepare a formal report. A decision by a Cabinet Member must **not** under any circumstances be made without a full written report outlining all the relevant issues. A report will have to be completed in the format attached at **Appendix 1**. The report will need to have clear recommendations and the body of the report will need to have sufficient information to enable the decision-maker to make an informed decision.

Normal compliance issues such as legal and financial implications will need to be considered very carefully. It is extremely important to bear in mind that the vigour and approach in relation to delegated decision-making must not in any way be less than the approach for normal decision-making meetings.

Whilst the report represents the end product of a required decision, Officers and Cabinet Members should develop effective working relationships and the expectation is that there should be clear and effective dialogue between the Cabinet Member concerned and the senior management before a report is prepared and presented for decision.

2.1 THE PROCESS TO BE FOLLOWED

At least 5 clear working days before the decision is made:

- A copy of the report in the required format, with Appendices must be submitted and published on the Council's website. Meeting Services will need to be contacted in relation to this.
- All Councillors will be notified by Meeting Services by e-mail of the publication of the report.

Unless the decision is urgent, the Cabinet Members will not be able to make the decision until the 5 clear days have passed (5 clear working days means that the day of publication or the date the decision is actually made is not included in calculating the 5 days).

During the 5 clear working days notice period, Councillors will be entitled to make any comments, observations or representations to the Cabinet Member concerned about the report. These can be sent to the Cabinet Member direct or sent to Meeting Services for forwarding on. The Cabinet Member will have regard to the comments if appropriate and will be entitled to refer the report back to Officers for comments and advice as appropriate.

2.2 ONCE THE DECISION IS MADE

Once the decision has been formally made by the Cabinet Member (outside the 5 clear working days), a decision notice in the form of the template appended at **Appendix 2** will be completed and posted on the Council's website. A hard copy of the decision notice will be sent to the Chairs of the Overview and Scrutiny Committee by Meeting Services, together with electronic copies of the decision notice to all Members of the Overview & Scrutiny Committees. The decision notice will clearly specify the date the decision was made, the date it was posted on the Council's website and the date the call-in period expires.

The decision will not be implemented by Officers until 3 clear working days have passed from the date of publication (unless the Urgency and Special Urgency provisions apply). This is to enable the normal call-in provisions to apply.

2.3 General principles for Individual Cabinet Member decisions

Individual Cabinet Members will apply the same strict criteria to decision-making that they would in normal open meetings:

A decision should not be made if;

- a conflict of interest arises;
- a personal and prejudicial interest exists;
- the procedures outlined in this Protocol have not been complied with;
- the Monitoring Officer or the Section 151 Officer has advised that the decision cannot be made;
- in making any decision, Cabinet Members **must have due regard to professional advice received from Officers, especially legal and financial advice.** No decision should be made unless proper advice has been sought and provided. Normally details of professional advice should be clear within the body of the report.

2.4 Reporting Requirements

Each Cabinet Member will be required to report periodically (at least every 6 months) to Cabinet on all the delegated decisions made by the Cabinet Member concerned. Details of all items considered together with the decision and the date of the decision will be provided.

2.5 Matters of Urgency

There may be times where urgent decisions will need to be made and if not made will seriously prejudice the Council's or the public's interests. In these cases it may not be practical for normal procedures to be followed.

In these cases the decision can still be made so long as the procedures in clause 15.10 of the Overview and Scrutiny Procedure Rules (in Part 4 of the Council's Constitution) are complied with. These rules provide that:

“the Mayor must agree both that the decision proposed is reasonable in all the circumstances and to it being treated as a matter of urgency”.

This will exempt the decision from call-in so that the decision will take effect as soon as it is made.

Unlike other Cabinet Members the Leader or the Deputy Leader when deputising for the Deputy Leader, will be able to make Key Decisions when a decision is required urgently. Normally a key decision can only be made if it is on the Forward Plan. Where the Key Decision is not on the Forward Plan, then the urgency provisions and the special urgency provisions will apply (as outlined in clauses 15 and 16 of the Access to Information Procedure Rules in Part 4 of the Council’s Constitution.

These rules provide for decisions to be made and implemented immediately so long as notice requirements are complied with and the Chair of the relevant Overview and Scrutiny Committee is consulted and in some cases his or her agreement is obtained.

Whilst the Leader has the power under the Leader’s Scheme of Delegations to make urgent Key Decisions this power will only be used in exceptional circumstances. Key Decisions will therefore, in the main, be made by Cabinet collectively.

Matters for Cabinet Members to consider before making a decision

- *Were you consulted or contacted prior to the report being prepared?*
- *Has a report in the proper format been submitted?*
- *Does the decision fall within the Leader’s Scheme of Delegations?*
- *Is the decision one you would rather or the Leader has requested be referred to Cabinet?*
- *Have there been proper departmental consultations especially legal and financial implications?*
- *Is a Key Decision involved?*
- *Are there any reasons why you cannot make the decision, for example a personal and prejudicial interest?*
- *Has the report appeared on the Non- Statutory Decision List?*
- *Can the decision be made in private or must it be made in a public meeting?*

Matters for Officers to consider before making a decision

- As above
- *Have you got senior management authority to submit a report for decision?*
- *Have you had early discussions with the Cabinet member about any report to be submitted?*
- *If you are asking for an urgent decision, have you taken legal advice on whether the urgency criteria apply?*

Useful Contact Numbers:

- Francis Fernandes
Solicitor to the Council ext 7334
- Jim Inch
Senior Solicitor ext 7335
- Frazer McGown
Team Leader –
Meeting Services ext 7101

APPENDIX 2

Joint Political Statement

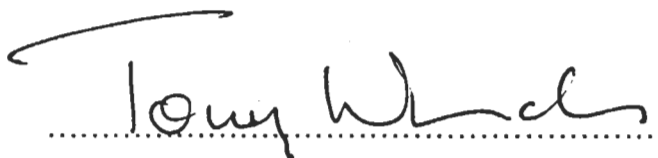
GROUP LEADER'S AGREEMENT – IMPROVEMENT AGENDA

The Group Leaders hereby acknowledge the Council's need to urgently improve the quality of its services to its citizens and hereby state their joint commitment to positively and proactively supporting, facilitating and progressing the Council's improvement activities, contained in the Council's Improvement Plan.

The Group Leaders confirm their Groups have resolved to respect these principles and will support officers and participate in a constructive manner in the Council's normal decision making structures.

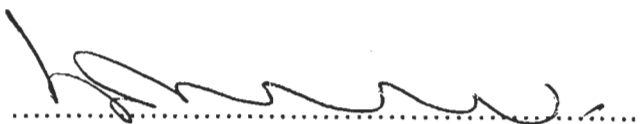
The Leaders further agree on behalf of their groups, not to display any behaviours that would undermine these principles and agree to be held accountable, or for those responsible to be held accountable, for any such breaches.

Signed




Leader of the Council

Signed



Leader of the Opposition

Signed



Leader of Minority Group

6th June 2007

Item No.

1



NORTHAMPTON
BOROUGH COUNCIL

COUNCIL	
Meeting Date:	28 June 2007
Directorate:	People, Planning and Regeneration
Corporate Manager:	Christine Stevenson

Report Title	Amendments to Part 8 of the Council Constitution – Delegations to Officers – Planning (Development Control)
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1. Recommendations

That Part 8 of the Council Constitution be changed to incorporate the following wording in place of the present Section 2 of the delegated powers of the Corporate Manager, Development Control, Building Control and Environmental Health, to reflect the principles for change approved by Council on 26 March 2007:

(A) 2. Development Control

- 2.1 Subject in the relevant cases to consultation with the Solicitor to the Council on non-standard proposed conditions and reasons for refusal, determining all applications pursuant to the provisions of the Town and Country Planning Act 1990 and the Planning (Listed Buildings and Conservation Areas) Act 1990, except:
 - 2.1.1 Any applications called in for determination by Planning Committee by any Member of the Council, following a written request which gives a planning reason for the call-in. (For this purpose, a list of new applications will be regularly circulated to all Councillors which will specify a date in relation to each application by which any call-in request must be made. A Councillor may subsequently withdraw a call-in request at any time before the application appears on a published Committee agenda.)
 - 2.1.2 Any application which would otherwise be delegated to the Corporate Manager but which the Corporate Manager considers should come before the Planning Committee
 - 2.1.3 Any application made by a Member or a person who has been a Member within the five years prior to making the application, or a

relative or partner of such a person

2.1.4 Any application made by an officer/employee of the Council, or a person who has been an officer/employee in the 5 years prior to making the application, or a relative or partner of such a person

2.1.5 Any application involving the Borough Council either as applicant or landowner, either on its own, or jointly with another party ”

B. WNDC

Make responses to the West Northamptonshire Development Corporation on planning applications for which they are the determining authority where this would not prejudice the policies and provisions of the Development Plan or have other strategic consequences, including its impact on or prejudice to the Councils strategic or corporate priorities.

2. Report Background

- 2.1 On 26 March 2007, Council approved the principle of amending Part 8 of the Council Constitution in respect of the Scheme of Delegation, to an “exceptions-based” approach towards delegated Development Control decisions, and that such amendments be formulated and submitted to a future meeting. This report therefore completes this process by submitting the detailed wording changes proposed.
- 2.2 The proposed change is rooted in the Service Inspection Report into Planning Services, undertaken in September 2006. This was critical of the low level of planning decisions delegated to officers, and stated that higher levels of delegation would lead to greater efficiency.
- 2.3 The proposed change is intended to achieve the objective of enhancing the efficiency and effectiveness of Planning Committee, by moving to an “exceptions-based” Scheme, whereby all applications are delegated to the Corporate Manager, with a number of clear exceptions.
- 2.4 The exceptions to officer delegation follow best practice advice issued by Government. These are briefly discussed below.
- 2.5 *Member “Call-in”* This is a usual but not universal element of delegation schemes and one which is fully supported by Government. In the current Scheme, the call-in right is restricted to the Ward Member(s). Such restrictions are considered inappropriate, especially given Government’s emphasis of the fact that each Member’s primary duty is to act in the interests of the Borough as a whole. Therefore, the proposed change will enable any Member to call-in any application within the Borough, not just those within the Member’s own Ward.
- 2.6 The request for call-in must be in writing and it must give a clear planning reason for the call-in, which may include the degree of public interest in the proposal. The proposed change also enables the Member to rescind their request for call-in if their concerns are satisfied as the application progresses

through the development control process.

2.7 *Referral by the Corporate Manager:* This is a normal element of such schemes, providing simply that the Corporate Manager can refer any application to the Committee, making clear that the reasons for referral relate to significant planning issues involved in the consideration of a particular application.

2.8 *Probity exception:* This type of exception is common, ensuring that:

- Significant applications made by or on behalf of the Council are handled by the Committee
- Applications on land owned by the Authority are dealt with by Committee
- Applications by or on behalf of current or recent (5 years) Council Members and officers, and their relations, are referred to Committee

3. Resource Implications (including Financial Implications)

The intention behind the proposed revision to the Scheme of Delegation in respect of planning applications for which the Borough Council is the determining authority, is to ensure that Members consider the “right” applications, including those which have attracted significant public interest. The current delegation rate is around 90%, which reflects the Government’s target. However, it is a “fragile” statistic, based on historical data.

The proposed revision does not guarantee that the length of the Committee agenda will reduce, but it does provide for Members’ attention to be focused on those applications which are truly significant and meritorious of Committee consideration.

4. Consultees (Internal and External)

Internal	Development Control, Legal
External	

5. Compliance Issues

A: How Proposals Deliver Priority Outcomes

Recovery Plan
In reaching the attached recommendations, regard has been given to securing the objectives and priorities set out in the Recovery Plan and the Planning Service Improvement Programme
Corporate Plan
In reaching the attached recommendations, regard has been given to securing the objectives, visions and priorities set out in the Corporate Plan, together with those of associated Frameworks and Strategies

B: Other Implications

Other Strategies
None

Finance Comments
None

Legal Comments
These have been incorporated within the Report.

6. Background Papers

Title	Description	Source
Amendments to Part 8 of the Council Constitution – Delegations to Officers – Planning (Development Control) Achieving Delegation	Report to Council – 26 March 2007	NBC

[Simon Rowberry, Change and Improvement Manager (Interim), Ext 8921]

Name	Signature	Date	Ext.
Author			
Corporate Manager			
Director			

Ward: N/A

Agenda Item 10

Appendices: 2

10



NORTHAMPTON
BOROUGH COUNCIL

Name of Committee	Council
Directorate:	Chief Executive
Corporate Manager:	Francis Fernandes
Date:	28 June 2008

Report Title	Amendments to Meeting Cycle 2007/08
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1. Recommendations

That the attached amended Meeting Cycle for 2007/08 be approved.

2. Summary

Council at their meeting on 26th March 2007 approved the Meeting Cycle for 2007/2008 for adoption.

3. Report Background

3.1 Since the approval by Council on 26th March 2007 there have been changes to the Council's Committee Structures and the Meeting Cycle has been amended accordingly. The main points to consider are:

3.1.1 Inclusion of the new Overview and Scrutiny Committees 1, 2 and 3.

3.1.2 Inclusion of dates for the new Overview and Scrutiny Management Committee

3.1.3 Inclusion of dates for the new General Purposes Committee

3.1.4 Deletion of the original Overview and Scrutiny Committee dates

3.1.5 Amendment to the Council meeting originally scheduled for 27th September to 17th September 2007. A further Special Council meeting will need to be arranged following the Appointments and Appeals Committee on 2 August and as such Monday 6 August at 6pm is being suggested.

3.2 The Appointments and Appeals Committee will meet on a 'when required' basis. Two dates of 26 July and 2 August have been provisionally agreed.

- 3.3 Group Leaders, through the Political assistants have been consulted on this report.

- 3.4 Appendix 1 – lists the new dates to the Meeting Cycle

- 3.5 Appendix 2 – is the amended full meeting cycle

7. Consultees (Internal and External)

Internal	The three party group Leaders and Officers
External	N/A

Name and Title	Signature	Date	Ext.
Author	Francis Fernandes, Solicitor to the Council	12 June 2007	7334
Corporate Manager	Francis Fernandes	12 June 2007	7334

MEETING CYCLE 2007/08

	June	July	August	September	October	November	December	January
Monday					1 CAB Pre Cab 16:30			
Tuesday					2 NP10			1 2
Wednesday					3 GP			3
Thursday			1 PL		4	1 PEN		4
Friday			2		5	2		5
Saturday			3		6	3		6
Sunday			4		7	4		7
			5		8	5		8
Monday		2 CAB Pre Cab 16:30	6	3 CAB Pre Cab 16:30	8	5 CAB Pre Cab 16:30	3 CAB Pre Cab 16:30	7 CAB Pre Cab 16:30
Tuesday		3 OS2	7	4	9 NP11	6 LC	4 A CSP	8 RAC
Wednesday		4 PL	8	5 NP7 YF	10 DIS OS3	7 OS1	5 OS3	9 NP6
Thursday		5 NP11	9	6 WOM	11 LJC	8 LGB	6 NP10	10 LGB
Friday		6	10	7	12	9	7	11
Saturday		7	11	8	13	10	8	12
Sunday		8	12	9	14	11	9	13
Monday	11 Sp Cab (BVPP) Pre Cab 16:30	9 NP12 Cab Pre Cab 16:30	13	10 NP6	15	12 NP7	10 NP13	14 OS1
Tuesday	12 LJC	10 STD DIS	14	11	16 NP12	13 DIS	11 DIS	15 NP7
Wednesday	13	11 GP	15	12 LGB CSP OS1	17	14 NP8 WOM	12 NP11	16 PL
Thursday	14 PEN	12 RAC PEN	16	13 NP8	18 CSP	15	13 PEN	17 NP8
Friday	15	13	17	14	19	16	14	18
Saturday	16	14	18	15	20	17	15	19
Sunday	17	15	19	16	21	18	16	20
Monday	18 NP9	16 NP13	20	17 Council Pre CL 14:00	22 NP13	19 Council Pre CL 14:00	17 STD	21 Council Pre CL 14:00
Tuesday	19 NP10	17 LC	21	18 STD	23 OS Mgt	20 NP9	18 LC	22 DIS NP9
Wednesday	20 NP7	18 CSP LGB OS3	22	19 NP9	24 PL	21 PL	19 PL	23 GP
Thursday	21 OS1	19	23	20 LB PEN	25	22 OS2	20 OS Mgt	24 NP10 PEN
Friday	22	20	24	21	26	23	21	25
Saturday	23	21	25	22	27	24	22	26
Sunday	24	22	26	23	28	25	23	27
Monday	25	23 Council Pre CL 14:00	27	24 A	29 NP6	26 NP12	24	28 CAB + Pre Cab 16:30
Tuesday	26 A	24	28	25 LC	30	27 GP	25	29 LC
Wednesday	27 NP8	25 OS Mgt 19:00	29	26 PL DIS	31	28 RAC	26	30
Thursday	28 CAB/Council	26	30	27 OS2		29	27	31 OS2
Friday	29	27	31	28		30	28	
Saturday	30	28		29			29	
Sunday		29		30			30	
Monday		30 CAB Pre Cab 16:30						
Tuesday		31						

APPENDIX A

MEETING CYCLE 2007/08

February	March	April	May	June	July	August	Monday
							Tuesday
		1			1 LJC		Wednesday
		2 NP9 WOM			2 PL WOM		Thursday
		3	1		3	1	Friday
1	1	4	2		4	2	Saturday
2	2	5	3		5	3	Sunday
3	3	6	4		6	4	
4 CAB Pre Cab 16:30	3 CAB Pre Cab 16:30	7 CAB Pre Cab 16:30	5	2 CAB Pre CAB 16:30	7 CAB Pre Cab 16:30	4	Monday
5 NP11	4 DIS GP	8 NP10	6 CAB Pre Cab 16:30	3 GP	8 GP	5	Tuesday
6 NP10	5 NP7	9 PL	7 PL	4 PL	9 NP11	6	Wednesday
7	6 RAC	10 OS3	8	5	10	7	Thursday
8	7	11	9	6	11	8	Friday
9	8	12	10	7	12	9	Saturday
10	9	13	11	8	13	10	Sunday
11 Council +	10 STD	14	12 Council Pre CL 14:00	9 DIS	14 Council Pre CL 14:00	11	Monday
12 NP12	11 LC LGB	15 GP	13 NP6	10 LC	15	12	Tuesday
13 PL	12 PL	16 NP11	14	11 NP8	16	13	Wednesday
14 OS3	13 OS1	17	15 OS1	12 OS3	17	14	Thursday
15	14	18	16	13	18	15	Friday
16	15	19	17	14	19	16	Saturday
17	16	20	18	15	20	17	Sunday
18 NP13	17 Council Pre CL 14:00	21 NP12	19	16 STD	21 NP12	18	Monday
19	18 LJC	22 LC	20	17 LGB	22 LC	19	Tuesday
20	19 NP8	23 OS Mgt	21 NP7	18 NP9	23	20	Wednesday
21	20 PEN	24	22 An CL	19	24	21	Thursday
22	21	25	23	20	25	22	Friday
23	22	26	24	21	26	23	Saturday
24	23	27	25	22	27	24	Sunday
25 NP6	24	28 NP13	26	23 CAB/Council Pre CL 14:00	28 NP13	25	Monday
26 A	25	29	27 A	24 NP10	29	26	Tuesday
27 OS Mgt	26	30	28 OS2	25 OS Mgt	30 PL	27 PL	Wednesday
28 Council *	27 OS2		29 RAC	26 PEN		28	Thursday
29	28		30	27		29	Friday
	29		31	28		30	Saturday
	30			29		31	Sunday
	31			30			Monday
							Tuesday

* Council Tax Setting
+ Budget/Council
ø Annual Statement of Accounts, BVPP, Corporate Plan
◇ Committee Coaching at 18:00

CL - Council 18:30
PL - Planning 18:00
LC - Licensing Committee 18:00
CAB - Cabinet 18:00

STD - Standards 17:00
OS1 - Overview & Scrutiny: Partnerships, Regeneration, Safety & Engagement 18:00
OS2 - Overview & Scrutiny: Housing & Environment 18:00
OS3 - Overview & Scrutiny: Improvement, Performance & Finance 18:00

OS Mgt - Overview & Scrutiny: Management Committee 18:00

A - Audit 18:00
NP - Neighbourhood Partnerships all at 19:00
GP - General Purposes 18:00

CSP - Northampton Safer Stronger Communities Partnership 14:00

WOM - Womens Forum 12:30
PEN - Pensioners Forum 14:00
LGB - Lesbian, Gay & Bisexual People Forum 18:30
RAC - Race Equality Forum 18:30
DIS - Disabled Forum 17:30

NB

YF - Youth Forum

Dates to be based around the School Timetable