



NORTHAMPTON
BOROUGH COUNCIL

CABINET AGENDA

Wednesday, 11 July 2012

The Jeffrey Room, St. Giles Square, Northampton,
NN1 1DE.

6:00 pm

Members of the Cabinet:

Councillor: David Mackintosh (Leader of the Council)

Councillor: John Caswell (Deputy Leader)

Councillors: Alan Bottwood, Tim Hadland, Mary Markham, Brandon Eldred.

Chief Executive David Kennedy

If you have any enquiries about this agenda please contact
democraticservices@northampton.gov.uk or 01604 837722

PORTFOLIOS OF CABINET MEMBERS

CABINET MEMBER	TITLE
Councillor D Mackintosh	Leader
Councillor J Caswell	Deputy Leader Environment
Councillor A Bottwood	Finance
Councillor T Hadland	Regeneration, Enterprise and Planning
Councillor M Markham	Housing
Councillor B Eldred	Community Engagement

SPEAKING AT CABINET MEETINGS

Persons (other than Members) wishing to address Cabinet must register their intention to do so by 12 noon on the day of the meeting and may speak on any item on that meeting's agenda.

Registration can be by:

Telephone: (01604) 837722
(Fax 01604 838729)

In writing: Democratic Services Manager
The Guildhall, St Giles Square, Northampton NN1 1DE
For the attention of the Democratic Services Officer

By e-mail to democraticservices@northampton.gov.uk

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. Each speaker will be allowed to speak for a maximum of three minutes at each meeting. 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 interest 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 time slot subject still to the maximum three minutes per address for such addresses for items of special public interest.

Members who wish to address Cabinet shall notify the Chair prior to the commencement of the meeting and may speak on any item on that meeting's agenda. Such addresses will be for a maximum of three minutes unless the Chair exercises 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.

KEY DECISIONS

 denotes the issue is a 'Key' decision:

- Any decision in relation to the Executive function* which results in the Council incurring expenditure which is, or the making of saving which are significant having regard to the Council's budget for the service or function to which the decision relates. For these purpose the minimum financial threshold will be £250,000;
- 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; and
- For the purpose of interpretation a decision, which is ancillary or incidental to a Key decision, which had been previously taken by or on behalf of the Council shall not of itself be further deemed to be significant for the purpose of the definition.

NORTHAMPTON BOROUGH COUNCIL

CABINET

Your attendance is requested at a meeting to be held:
in The Jeffrey Room, St. Giles Square, Northampton, NN1 1DE.
on Wednesday, 11 July 2012
at 6:00 pm.

D Kennedy
Chief Executive

AGENDA

1. APOLOGIES

2. MINUTES

(Copy herewith)

3. DEPUTATIONS/PUBLIC ADDRESSES

4. DECLARATIONS OF INTEREST

5. ISSUES ARISING FROM OVERVIEW AND SCRUTINY COMMITTEES

(A) OVERVIEW AND SCRUTINY: SCRUTINY PANEL: CUSTOMER SERVICES

Report of the Chair of Scrutiny Panel 3 (Copy herewith)


6. ENTERPRISE ZONE- RATE RELIEF

 Report of Director of Resources (Copy herewith)

7. LAND AT SIXFIELDS - DEVELOPMENT STRATEGY

 Report of Interim Director – Regeneration, Enterprise and Planning (Copy herewith)

8. LAND AT EAGLE DRIVE, DELAPRE

 Report of Interim Director – Regeneration, Enterprise and Planning (Copy herewith).

9. ROYAL AND DERNGATE

 Report of Director of Resources (Copy herewith).

10. FINANCE AND MONITORING OUTTURN REPORT

 Report of Director of Resources (Copy herewith)

11. CORPORATE PERFORMANCE OUTTURN REPORT 2011/12

 Report of Director of Resources (Copy herewith)

12. EXCLUSION OF PUBLIC AND PRESS

THE CHAIR TO MOVE:

“THAT THE PUBLIC AND PRESS BE EXCLUDED FROM THE REMAINDER OF THE MEETING ON THE GROUNDS THAT THERE IS LIKELY TO BE DISCLOSURE TO THEM OF SUCH CATEGORIES OF EXEMPT INFORMATION AS DEFINED BY SECTION 100(1) OF THE LOCAL GOVERNMENT ACT 1972 AS LISTED AGAINST SUCH ITEMS OF BUSINESS BY REFERENCE TO THE APPROPRIATE PARAGRAPH OF SCHEDULE 12A TO SUCH ACT.”

SUPPLEMENTARY AGENDA

**Exempted Under Schedule
12A of L.Govt Act 1972
Para No:-**

CABINET

Wednesday, 9 May 2012

PRESENT: Councillor Mackintosh (Chair); Councillor Caswell (Deputy Chair);
Councillors Eldred, Hadland and Markham

1. APOLOGIES

Apologies were received from Councillor Bottwood.

2. MINUTES

The minutes of the meeting held on the 18th April 2012 were agreed and signed by the Chair.

3. DEPUTATIONS/PUBLIC ADDRESSES

There were none.

4. DECLARATIONS OF INTEREST

There were none.

5. ISSUES ARISING FROM OVERVIEW AND SCRUTINY COMMITTEES

5.A OVERVIEW AND SCRUTINY REPORT: SCRUTINY PANEL 2: INDEPENDENT LIVING STRATEGY

Councillor Marriot as the Chair of Overview and Scrutiny introduced the Chair of Scrutiny Panel 2: Independent Living Strategy - Councillor Mason. He stated that there had been a lot of interest in the report which had received positive publicity and that the report had also been presented at conferences. Councillor Mason commented that the report had been very in depth and had taken over 8 months to compile, with evidence having been gathered from a variety of sources, including the council's Pensioners Forum, Age UK Northamptonshire County Council and the Health Service. She emphasised that older people wanted to be part of the solution and that she would like to see Northampton as a good place to grow old. She stated that at the crux of the evidence of the findings was the need for joined up working with other agencies and partners and for this purpose a co-opted member had sat on the panel.

The Leader thanked Councillor Mason for her work and concurred that there was a need for co-operative working with other agencies to achieve the most positive outcome.

RESOLVED:

Cabinet noted the contents of the report.

5.B OVERVIEW AND SCRUTINY REPORT: SCRUTINY PANEL 1: HATE CRIME

Councillor Marriot as the Chair of Overview and Scrutiny introduced the Chair of Scrutiny Panel 1: Hate crime- Councillor Glynane. Councillor Glynane commented that this had been another good piece of scrutiny work which echoed the cross party working mentioned by Councillor Mason. He commented that the Council had been proactive with regards to the training of front line staff in recognising and dealing with people who were victims of Hate Crime. It was noted that the Council produced a report annually, which identified areas that

where the Council were performing well and where necessary improvements had been made. He also suggested that consideration be given to endorsing a Councillor who would act as a Hate Crime Champion who would work alongside the Councils Safeguarding Group.

The Leader expressed his appreciation of the work that had been undertaken by the panel and agreed that cross party collaboration was necessary in progressing. He reported that he had written to the Leader and Chief Executive of Northamptonshire County Council to address the issues laid out in the report.

RESOLVED:

Cabinet noted the contents of the report.

6. EXCLUSION OF PUBLIC AND PRESS

The Chair moved that the public and Press be excluded from the remainder of the meeting on the grounds that there was likely to be disclosure to them of such categories of exempt information as defined by Section 100(1) of the Local Government Act 1972 as listed against such items of business by reference to the appropriate paragraph of Schedule 12A to such Act.

The Motion was Carried.

The meeting concluded at 6.10pm

Appendices:
1



NORTHAMPTON
BOROUGH COUNCIL

OVERVIEW & SCRUTINY VIEWS AND RECOMMENDATIONS TO CABINET

AGENDA STATUS: PUBLIC

Report Title	RECOMMENDATIONS OF THE OVERVIEW AND SCRUTINY COMMITTEE – CUSTOMER SERVICES
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Cabinet Meeting Date:	11 July 2012
Directorate:	Customer and Communities

1. Purpose

- 1.1 To present to Cabinet for consideration, the comments and recommendations of the Overview and Scrutiny Committee on the findings of the Review – Customer Services.
- 1.2 The Executive Summary to the Overview and Scrutiny Committee’s report is attached at Appendix A. Members of Cabinet have been issued with a copy of the full report. All Overview and Scrutiny Review reports are published on the Overview and Scrutiny page on the Council’s Webpage and a copy of the this report can be located: www.northampton.gov.uk/scrutiny - Previous Scrutiny Reviews.
- 1.3 The purpose of the Scrutiny Panel was to evaluate all customer services with a review of the customer contact centre, customer satisfaction and the refurbished and extended one stop shop.
- 1.4 The Scrutiny Panel highlights that over the last two years there has been significant improvements made and new and innovative improvements introduced. This Scrutiny Review demonstrates the importance of good quality customer services to each and every customer. The Scrutiny Panel has put forward a series of recommendations to Cabinet that it feels will further develop and improve customer services facilities at Northampton Borough Council:

2. Recommendations

- 2.1 The Overview and Scrutiny Committee recommends to Cabinet:
- 2.2 That funding for improved signage both outside and inside the Guildhall be made available, particularly in relation to signs for housing and registrars; with a particular focus on the improvement of signage around the old building of the Guildhall.
- 2.3 That floor walkers, located in the One Stop Shop, be provided with a uniform that makes them and their role clearly identifiable to customer.
- 2.4 That funding for additional uniforms for front line Customer Services Officers be investigated.
- 2.5 That the uniforms provided for front line Customer Services Officer identify the corporate image of the Council.
- 2.6 That the plasma screens in situ in the One Stop Shop be utilised to broadcast news channels which can be done at no extra cost to the Council.
- 2.7 That those departments not currently delivered through Customer Services, such as Planning, Building Control and Licensing be brought into Customer Services for “first contact”, to apply customer services skills, to enable the channel shift strategy to be fully applied to calls/visits in relation to these departments.
- 2.8 That Planning Services is incorporated into the One Stop Shop and the Planning Reception desk is constantly manned during opening hours by a fully trained Customer Services Advisor.
- 2.9 That, with a particular focus on the entrances and exits, the layout of the One Stop Shop be altered to improve customer flow and further support channel shift.
- 2.10 That funding is identified for a further automatic ticketing machine to support the improved layout and increase the number of floor walkers.
- 2.11 That in order to reduce the time the process takes, the volume of evidence requested from customers in relation to housing applications is reduced and evidence is only sought upon offer of accommodation to validate the information given.
- 2.12 That a project be undertaken to assess the feasibility and cost implications of extending the hours of the contact centre and One Stop shop from 8.30am to 5.30pm, Monday to Friday.
- 2.13 That the mystery shopping exercise is repeated, including the Centres under the management of the Northampton Leisure Trust, and that in order to achieve consistency the same questions should be used and repeated on a regular basis.

- 2.14 That further methods of communication both to and from the Council, such as social media sites and short messaging services be investigated; with a special focus to pre-empting messaging regarding local issues.
- 2.15 That in recognising that more customers may seek assistance due to the current economic climate and a number of changes to the benefits system a priority queuing system be introduced.
- 2.16 That the area of the One Stop Shop located around the Planning reception desk be better utilised for use by customers.
- 2.17 That it be ensured that Neighbourhood Wardens share all relevant data and information with EMS.
- 2.18 That a tour of the EMS site be incorporated into the Councillor Induction Package so that Councillors are aware of all the processes and procedures in place.
- 2.19 That tours of the EMS site be arranged for all front line Customer Services Officers to further aid them in answering queries and providing information to the public.
- 2.20 That Equality and Multi-cultural Awareness continues to have a high priority for Induction and on going training of Customer Services Advisors, recognising the skills and knowledge required of Advisors dealing with a very diverse range of customers.
- 2.21 That a Protocol be produced for all NBC staff to follow that details clear guidelines, including the wearing the appropriate PPE, when visiting the site at EMS.
- 2.22 That improvements be made to the signage at Westbridge depot, with a particular focus regarding signage for the EMS site.
- 2.23 That, where budgets permit, the GPS in-cab system is extended more widely to appropriate departments.
- 2.24 That the Scrutiny Panel informs Cabinet that it recognises the value of a shared customer service for both the customer and the organisation.
- 2.25 That a copy of the updated Customer Excellence Strategy 2009-2012 be circulated to the Panel when finalised.

3. Issues and Choices

3.1 Report Background

- 3.1.1 Northampton Borough Council's (NBC) ambition is to become one of the best Councils in terms of public service by 2013; one of the key management aims that will contribute to achieving this is to provide excellent customer service. By focusing on the delivery of Customer Services at NBC, the Panel contributed ideas to an area of particular interest and focus for Cabinet.
- 3.1.2 The Overview and Scrutiny Committee agreed at its work programming event in June 2011 to include a review of Customer Services to its work programme for 2011/2012 and commissioned Scrutiny Panel 3 to undertake the review. A short, sharp review commenced in January 2012 concluded in May 2012.
- 3.1.3 A Scrutiny Panel was established comprising Councillor Mike Hallam (Chair); Councillors Tony Ansell, Dennis Meredith, David Palethorpe, Terry Wire and County Councillor Marion Minney (co-optee).
- 3.1.4 This review links to the Council's corporate priorities - Corporate priority: CP9 – Satisfying our customers.
- 3.1.5 The Scrutiny Panel agreed that the following needed to be investigated and linked to the realisation of the Council's corporate priorities:
- i. Baseline data
 - ii. Data from other Local Authorities
 - iii. Published Guidance
 - iv. Evidence from internal Officers
 - v. Evidence from appropriate external witnesses
 - vi. Evidence from partners
 - vii. Site visits and desktop research
 - viii. Focus Group
- 3.1.6 The work of this Scrutiny Panel followed on from the previous Scrutiny review that had been undertaken late in 2008 that had looked at customer services facilities throughout the Council with the purpose of putting forward recommendations for improvement. All of the recommendations contained within that Overview and Scrutiny report were accepted by Cabinet and implemented. Following on from this Review, Overview and Scrutiny agreed that there was a need to evaluate the impact of the improvements introduced.

3.2 Conclusions

- 3.2.1 After all of the evidence was collated the following conclusions were drawn:
- 3.2.2 It was highlighted that over the last two years there have been significant improvements made within customer services and new and innovative improvements introduced, although it was recognised that there are still some further limited improvements that could be made to help improve both customer satisfaction and the customer experience. . This Scrutiny Review demonstrates the importance of good quality customer services.
- 3.2.3 In considering the data for the mystery shopping exercise, the Panel felt that the mystery shopping exercise should be repeated, including the Centres under the management of the Northampton Leisure Trust, and that in order to achieve consistency the same questions should be used. It welcomed the re-establishment of the Northamptonshire Customer Services Group so that different members would be able to mystery shop each other.
- 3.2.3 The Panel acknowledged that the Customer Excellence Strategy 2009-2012 was being updated; to reflect the fact that there was no longer a separate site at Cliftonville and also the implementation of the Northampton Leisure Trust.
- 3.2.4 Satisfaction scores for Northampton Borough Council (NBC) were welcomed. On an average basis is 85%. This compared to the national average of 75% for public sector services.
- 3.2.5 In considering the desktop research exercise, the Panel concluded that::
- a) Targets for customer services were similar
 - b) Some Local Authorities offer additional points of contact such as text message and live chat
 - c) In the main the most frequent form of contact was telephone
 - d) Costs of dealing with customers were provided by Rugby Borough Council who also provided details of the average costs that had been provided via a channel benchmarking group:
- 3.2.6 The value of a shared customer service for both the customer and the organisation was recognised.
- 3.2.7 The importance of various methods for the customer to contact the Council was highlighted. It was acknowledged that external organisations and the Northampton Leisure Trust provided other methods such as social media sites and short messaging services as a form of contact. Social media is a method to quickly disseminate information.
- 3.2.8 Migration of services to Customer Services provides value for money due to optimal use of agent's time. Therefore the Panel recognised that more technical departments could be incorporated into the call centre for "first contact" to enable the channel shift strategy to be fully applied to these calls too.

- 3.2.9 It was acknowledged that flow of people into the One Stop Shop is not normally monitored, but had been manually counted for a month.
- 3.2.10 The Panel emphasised the need for improved signage, in particular directing customers to the Registrars. Signage must be clear, precise and displayed in an appropriate time frame. The provision of signage at Danes Camp was commended. Signage at Rugby Borough Council was perceived as very good and informative:
- 3.2.11 Positive feedback was received from the survey of Councillors of Northampton Borough Council regarding their experiences of the Contact Centre. However, one Councillor indicated the automated telephone system was rather slow when the caller needed to contact a particular officer or service area.
- 3.2.12 The Panel highlighted that public perceptions of how they were dealt with within the service area is vital, irrespective of whether people receive the outcome that they want. They should feel that best efforts have been made to help them. It was accepted that there might be an issue regarding managing people's expectations of service.
- 3.2.13 It was realised that due to the current economic climate and a number of changes being introduced to the benefits system, more people will be seeking help, therefore there is a need to prioritise queries.
- 3.2.14 Queries from customers to the One Stop Shop, such as homeless and rough sleepers can be very challenging for staff and disruptive to other customers.
- 3.2.15 The Panel felt that it was important that the floorwalkers, located in the One Stop Shop, were easily identifiable.
- 3.2.16 It was highlighted that first impressions count. The Panel felt that this is demonstrated by staff being very positive and friendly, smart and efficient. There is a need for uniforms to be replaced regularly to ensure that staff are always of smart appearance.
- 3.2.17 The Panel noted the recommendation of the previous Customer Services Task and Finish Group "*That resources be allocated for the provision of uniforms for frontline Customer Services Officers, identifying a corporate image. Staff be consulted on the style of the uniform.*" The Panel felt that the uniforms provided did not clearly identify the corporate image.
- 3.2.18 The Panel supported the broadcasting of news channels in One Stop Shop at Rugby Borough Council, noting that as long as the Authority has a television licence there is no cost to providing this.
- 3.2.19 The Panel realised that there is difference between the customer base of commercial organisations and that of Local Authorities. The customer base of Local Authorities is fixed. The Panel emphasises that if the majority of staff are happy, the workplace is a better and more productive environment and fits for both a commercial organisation and a Local Authority. There is also

the element of corporate responsibility and promoting good citizenship.

- 3.2.20 The Panel was concerned at the numbers of single homeless people that were presenting to the Council. It was noted that although it is not a statutory duty to re-house them unless they are within a vulnerable category, staff made an effort to help and advice them. It was noted that numbers presenting to the Council could increase as a result of the Welfare Reform Act 2012, which will increase the pressure on staff.
- 3.2.21 The area of the One Stop Shop where the Planning desk is located could be better utilised and it was felt that there should be a clearly signed designated area in the One Stop Shop for Planning.
- 3.2.22 The Panel recognised the need for interface with the Lagan System of reporting and the system used by EMS so that queries can be easily shared and supported the upgrading of the system.
- 3.2.23 It was felt that good links between Neighbourhood wardens and EMS would improve customer services.
- 3.2.24 The Panel agreed that a better customer service will be provided if less Agency staff are engaged at EMS as there had been problems with the attitude of some Agency staff particularly in respect of spillages at the side of the lorry but understood that a staffing structure was currently being investigated which would involve the engagement of less Agency staff.
- 3.2.25 The Panel supported the introduction of new technology that EMS is introducing to the lorries which details information such as the street, which households require assisted collection. The operator can detail whether bins are put out on the specified day. This technology will soon connect to the Customer Services system at NBC which was felt to be very useful.
- 3.2.26 The Panel supported the education package offered by the Northampton Waste Partnership. It is a good customer service practice.
- 3.2.27 Tours of the EMS site would be useful for both Customer Services Officers and Councillors at NBC so that they are aware of all the processes carried out by EMS. This would help them in their role answering queries and providing information to the public.
- 3.2.28 Health and Safety is a key priority of EMS. It was considered to be important that all staff and visitors to the site adhere to the wearing of the appropriate PPE when on site.
- 3.2.29 The Panel recognised that the most inexpensive method of contact was via the Internet. It was realised that channel shift to other methods such as the Internet would only apply to those customers who are happy with this

3.2.30 Upon conclusion of its Review, the Scrutiny Panel put forward a series of recommendations to the Overview and Scrutiny Committee for its consideration:

- a) That the Overview and Scrutiny Committee undertakes a Scrutiny Review of customer services provided by EMS in relation to the environmental services contract.
- b) That, in recognising that customer services is a continuous improvement process, this Scrutiny Panel reconvenes in 2014 to evaluate all customer services provided by Northampton Borough Council.
- c) That a Scrutiny Review is set up to assess the impact on the Council of the Welfare Reform Act 2012.
- d) That a copy of this Overview and Scrutiny Review be circulated to all those involved in the Review.
- e) That the Chair of the Overview and Scrutiny Committee contacts all those involved in this Review, informing them of Cabinet's response to the recommendations and provides continuous feedback at regular intervals regarding the implementation of the accepted recommendations.
- f) That the Overview and Scrutiny Committee, as part of its monitoring regime, reviews the impact of this report in six months time.

3.3 Choices (Options)

3.3.1 Cabinet will need to consider the possible options as part of its response to the recommendations.

4. Implications (including financial implications)

4.1 Policy

4.1.1 The work of Overview and Scrutiny plays a major part in the development of the Council's policy framework through its work programme.

4.1.2 The report and its recommendations have policy implications in relation to Customer Services. Cabinet's response will need to consider these issues in detail.

4.2 Resources and Risk

4.2.1 Cabinet will need to consider the resourcing issues for the recommendations made.

4.3 Legal

4.3.1 Legal issues will need to be considered as part of Cabinet's response to the recommendations.

4.4 Equality

4.4.1 Equality issues will need to be considered as part of Cabinet's response to the recommendations.

4.5 Consultees (Internal and External)

4.5.1 The Scrutiny Panel consulted and took evidence from a variety of sources as detailed in paragraph 3.1.5 of this report.

5. Background Papers

- Overview and Scrutiny Committee Report – Customer Services (May 2012)
- Minutes of the meeting of Overview and Scrutiny Committee – 28 May 2012

**Tracy Tiff- Overview and Scrutiny Officer - 7408
(On behalf of Cllr Marriot – Chair of O and S)**

EXECUTIVE SUMMARY

The purpose of the Review was to evaluate all customer services with a review of the customer contact centre, customer satisfaction and the refurbished and extended one stop shop.

The Overview and Scrutiny Committee agreed at its work programming event in June 2011 to include a Review of Customer Services to its work programme for 2011/2012 and commissioned Scrutiny Panel 3 to undertake the Review.

A Scrutiny Panel was established comprising Councillor Mike Hallam (Chair); Councillors Tony Ansell, Dennis Meredith, David Palethorpe, Terry Wire and County Councillor Marion Minney (co-optee). The Review commenced in January 2012 and the Scrutiny Panel concluded its work in May 2012.

It was highlighted that over the last two years there have been significant improvements made within customer services throughout that the Council and new and innovative improvements have been made. This Scrutiny Review demonstrates the importance of good quality customer services to each and every customer

This Review links to the Council's corporate priorities - Corporate priority: CP9 – Satisfying our customers.

CONCLUSIONS AND KEY FINDINGS

A considerable amount of evidence was heard, details of which are contained in the report. After gathering evidence the Scrutiny Panel established that: -

- 5.1.1 It was highlighted that over the last two years there have been significant improvements made within customer services and new and innovative improvements introduced, although it was recognised that there are still some further limited improvements that could be made to help improve both customer satisfaction and the customer experience. . This Scrutiny Review demonstrates the importance of good quality customer services.
- 5.1.2 In considering the data for the mystery shopping exercise, the Panel felt that the mystery shopping exercise should be repeated, including the Centres under the management of the Northampton Leisure Trust, and that in order to achieve consistency the same questions should be used. It welcomed the re-establishment of the Northamptonshire Customer Services Group so that different members would be able to mystery shop each other.
- 5.1.3 The Panel acknowledged that the Customer Excellence Strategy 2009-2012 was being updated; to reflect the fact that there was no longer a separate site at Cliftonville and also the implementation of the Northampton Leisure Trust.
- 5.1.4 The satisfaction scores for Northampton Borough Council (NBC) were welcomed. On an average basis is 85%. This compared to the national average of 75% for

public sector services.

5.1.5 In considering the desktop research exercise, the Panel concluded that::

- I. Targets for customer services were similar
- II. Some Local Authorities offer additional points of contact such as text message and live chat
- III. In the main the most frequent form of contact was telephone
- IV. Costs of dealing with customers were provided by Rugby Borough Council who also provided details of the average costs that had been provided via a channel benchmarking group:

Channel	SOCITM £	NWEGG - Channel Value Benchmarking £	Average £
Web	£0.39	£0.17	£0.28
Telephone	£3.21	£4.00	£3.65
Face to Face	£8.23	£7.81	£8.02

5.1.6 The value of a shared customer service for both the customer and the organisation was recognised.

5.1.7 The importance of various methods for the customer to contact the Council was highlighted. It was acknowledged that external organisations and the Northampton Leisure Trust provided other methods such as social media sites and short messaging services as a form of contact. Social media is a method to quickly disseminate information.

5.1.8 Migration of services to Customer Services provides value for money due to optimal use of agent's time. Therefore the Panel recognised that more technical departments could be incorporated into the call centre for "first contact" to enable the channel shift strategy to be fully applied to these calls too.

5.1.9 It was acknowledged that flow of people into the One Stop Shop is not normally monitored, but had been manually counted for a month.

5.1.10 The Panel emphasised the need for improved signage, in particular directing customers to the Registrars. Signage must be clear, precise and displayed in an appropriate time frame. The provision of signage at Danes Camp was commended. Signage at Rugby Borough Council was perceived as very good and informative:



Positive feedback was received from the survey of Councillors of Northampton

- 5.1.11 Borough Council regarding their experiences of the Contact Centre. However, one Councillor indicated the automated telephone system was rather slow when the caller needed to contact a particular officer or service area.
- 5.1.12 The Panel highlighted that public perceptions of how they were dealt with within the service area is vital, irrespective of whether people receive the outcome that they want. They should feel that best efforts have been made to help them. It was accepted that there might be an issue regarding managing people's expectations of service.
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- 5.1.14 Queries from customers to the One Stop Shop, such as homeless and rough sleepers can be very challenging for staff and disruptive to other customers.
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- 5.1.16 It was highlighted that first impressions count. The Panel felt that this is demonstrated by staff being very positive and friendly, smart and efficient. There is a need for uniforms to be replaced regularly to ensure that staff are always of smart appearance.
- 5.1.17 The Panel noted the recommendation of the previous Customer Services Task and Finish Group "*That resources be allocated for the provision of uniforms for frontline Customer Services Officers, identifying a corporate image. Staff be consulted on the style of the uniform.*" The Panel felt that the uniforms provided did not clearly identify the corporate image.
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- 5.1.28 Health and Safety is a key priority of EMS. It was considered to be important that all staff and visitors to the site adhere to the wearing of the appropriate PPE when on site.
- 5.1.29 The Panel recognised that the most inexpensive method of contact was via the Internet. It was realised that channel shift to other methods such as the Internet would only apply to those customers who are happy with this

RECOMMENDATIONS

The above overall findings have formed the basis for the following recommendations: -

- 6.1.1 The Scrutiny Panel highlights that over the last two years there has been significant improvements made and new and innovative improvements introduced. This Scrutiny Review demonstrates the importance of good quality customer services to each and every customer. The Scrutiny Panel has put forward a series of recommendations to Cabinet that it feels will further develop and improve customer services facilities at Northampton Borough Council:

- 6.2.1 That funding for improved signage both outside and inside the Guildhall be made available, particularly in relation to signs for housing and registrars; with a particular focus on the improvement of signage around the old building of the Guildhall.
- 6.2.2 That floor walkers, located in the One Stop Shop, be provided with a uniform that makes them and their role clearly identifiable to customer.
- 6.2.3 That funding for additional uniforms for front line Customer Services Officers be investigated.
- 6.2.4 That the uniforms provided for front line Customer Services Officer identify the corporate image of the Council.
- 6.2.5 That the plasma screens in situ in the One Stop Shop be utilised to broadcast news channels which can be done at no extra cost to the Council.
- 6.2.6 That those departments not currently delivered through Customer Services, such as Planning, Building Control and Licensing be brought into Customer Services for "first contact", to apply customer services skills, to enable the channel shift strategy to be fully applied to calls/visits in relation to these departments.
- 6.2.7 That Planning Services is incorporated into the One Stop Shop and the Planning Reception desk is constantly manned during opening hours by a fully trained Customer Services Advisor.
- 6.2.8 That, with a particular focus on the entrances and exits, the layout of the One Stop Shop be altered to improve customer flow and further support channel shift.
- 6.2.9 That funding is identified for a further automatic ticketing machine to support the improved layout and increase the number of floor walkers.
- 6.2.10 That in order to reduce the time the process takes, the volume of evidence requested from customers in relation to housing applications is reduced and evidence is only sought upon offer of accommodation to validate the information given.
- 6.2.11 That a project be undertaken to assess the feasibility and cost implications of extending the hours of the contact centre and One Stop shop from 8.30am to 5.30pm, Monday to Friday.
- 6.2.12 That the mystery shopping exercise is repeated, including the Centres under the management of the Northampton Leisure Trust, and that in order to achieve consistency the same questions should be used and repeated on a regular basis.
- 6.2.13 That further methods of communication both to and from the Council, such as social media sites and short messaging services be

investigated; with a special focus to pre-empting messaging regarding local issues.

- 6.2.14 That in recognising that more customers may seek assistance due to the current economic climate and a number of changes to the benefits system a priority queuing system be introduced.
- 6.2.15 That the area of the One Stop Shop located around the Planning reception desk be better utilised for use by customers.
- 6.2.16 That it be ensured that Neighbourhood Wardens share all relevant data and information with EMS.
- 6.2.17 That a tour of the EMS site be incorporated into the Councillor Induction Package so that Councillors are aware of all the processes and procedures in place.
- 6.2.18 That tours of the EMS site be arranged for all front line Customer Services Officers to further aid them in answering queries and providing information to the public.
- 6.2.19 That Equality and Multi-cultural Awareness continues to have a high priority for Induction and on going training of Customer Services Advisors, recognising the skills and knowledge required of Advisors dealing with a very diverse range of customers.
- 6.2.20 That a Protocol be produced for all NBC staff to follow that details clear guidelines, including the wearing the appropriate PPE, when visiting the site at EMS.
- 6.2.21 That improvements be made to the signage at Westbridge depot, with a particular focus regarding signage for the EMS site.
- 6.2.22 That, where budgets permit, the GPS in-cab system is extended more widely to appropriate departments.
- 6.2.23 That the Scrutiny Panel informs Cabinet that it recognises the value of a shared customer service for both the customer and the organisation.
- 6.2.24 That a copy of the updated Customer Excellence Strategy 2009-2012 be circulated to the Panel when finalised.

Recommendations to the Overview and Scrutiny Committee

- 6.2.25 That the Overview and Scrutiny Committee undertakes a Scrutiny Review of customer services provided by EMS in relation to the environmental services contract.
- 6.2.26 That, in recognising that customer services is a continuous improvement process, this Scrutiny Panel reconvenes in 2014 to evaluate all customer services provided by Northampton Borough Council.

- 6.2.27 That a Scrutiny Review is set up to assess the impact on the Council of the Welfare Reform Act 2012.
- 6.2.28 That a copy of this Overview and Scrutiny Review be circulated to all those involved in the Review.
- 6.2.29 That the Chair of the Overview and Scrutiny Committee contacts all those involved in this Review, informing them of Cabinet's response to the recommendations and provides continuous feedback at regular intervals regarding the implementation of the accepted recommendations.
- 6.2.30 That the Overview and Scrutiny Committee, as part of its monitoring regime, reviews the impact of this report in six months time.

Appendices

1



NORTHAMPTON
BOROUGH COUNCIL

CABINET REPORT

Report Title	BUSINESS RATES DISCOUNTS WITHIN THE ENTERPRISE ZONE
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AGENDA STATUS: PUBLIC

Cabinet Meeting Date:	11 th July 2012
Key Decision:	Yes
Listed on Forward Plan:	Yes
Within Policy:	Yes
Policy Document:	No
Directorate:	Resources Directorate
Accountable Cabinet Member:	Alan Bottwood
Ward(s)	All

1. Purpose

- 1.1 The report sets out the proposed use of discounts for businesses located within the Waterside Enterprise Zone within Northampton.

2. Recommendations

That Cabinet:

- 2.1 Agrees the discount scheme for new and existing properties within the enterprise zone proceeds.
- 2.2 Notes the issues and risks associated with the award of discounts within the Waterside Enterprise Zone.
- 2.3 Delegate to the Director of Resources in consultation with the Cabinet Member for Finance, to make changes to the discount scheme should the Government make any changes to funding of the scheme.

3. Issues and Choices

3.1 Report Background

- 3.1.1 In March 2011, Government announced plans for a 'new wave' of local Enterprise Zones, with 21 in total to be created across the UK. The Council submitted a comprehensive bid to CLG on 30th June, for consideration and approval as part of the competitive process. The Council was successful in its bid for the Waterside Enterprise Zone (see map attached at Annex 1).
- 3.1.1 Enterprise Zones seek to stimulate economic growth through tax breaks, reduced planning restrictions and "superfast" broadband. They can offer a business discount rate for five years for firms that move into the area before 31 March 2015.
- 3.1.2 The uplift in business rates receipts, as a result of the introduction of the Enterprise Zone, will be used to support the priorities of the local enterprise partnership. All business rate growth within the zone for a period of at least 25 years will be retained and reinvested in the local area, to support the local enterprise partnership's priorities.
- 3.1.3 The Non-Domestic Rating Contributions (England) (Amendment) Regulations 2012 were laid in Parliament on 7 March, came into force on 31 March, and apply from this financial year (2012/13).
- 3.1.4 Authorities are able to provide discounts using the new local discount powers contained in section 47 of the Local Government Finance Act 1988 as amended by Section 69 of the Localism Act 2011. Although the use of the power is entirely a matter for Northampton Borough Council (NBC), we are encouraged to discuss this with the Local Enterprise Partnership who has overall responsibility for the zone (SEMLEP).
- 3.1.5 Clause 69 of the Localism Act amended section 47 of the Local Government Finance Act 1988 also allows local billing authorities to fund their own local discounts.
- 3.1.6 The Chief Finance Officer, through delegation within the Constitution, has the power to make a decision to award the discounts. However, as this decision is upon the level of discount, it would be appropriate for Cabinet to approve.
- 3.1.7 Starting from 1 April 2012, authorities are now able to grant business rates discounts entirely as they see fit within the limits of the primary legislation and European rules on state aid. These new powers can be used to encourage new business and investment, as well as to support local shops or community services.
- 3.1.8 Although the power to grant local discounts rests with billing authorities, they are expected to work closely with county councils on the use of the power.
- 3.1.9 Authorities should note that if the relief were not granted for a fixed period the usual notice period for ending discretionary relief would apply, currently 12 months.

3.2 Proposed Scheme within the Enterprise Zone

- 3.2.1 The preferred option will be to provide existing and new businesses full discount. This option is seen as the most advantageous to attracting business to the zone alongside the simplest to administer. Effectively this would mean that all businesses and business sectors within the Enterprise Zone Boundary receive the discount up to the state aid De-minimis level of €200k in a three-year period (approximately £55k per annum).
- 3.2.2 The discount can award up to a maximum of 100% of business rates, for a five-year period up to state aid de minimis levels highlighted above.
- 3.2.3 Discounts for a business with more than one property can be granted, subject to state aid rules.
- 3.2.4 Discounts can be granted from the 1st April 2012, or the day the business enters the Zone if this is after the 1st April 2012 and before 1st April 2015.
- 3.2.5 Owners of empty properties can receive a discount and this will be funded in the same way.
- 3.2.6 Existing reliefs will be applied to the bill first. E.g. if a business is entitled to 50% small business rate relief, the discount would be applied to cover the remaining 50%.

3.3 Funding arrangements

- 3.3.1 In 2012-13, the Government will fund discounts granted within the Enterprise Zone for a period of 5 years. The regulations provide for the costs of any discount under section 47 (i.e. including discounts to existing business and empty properties) granted in the zone, provided it complies with state aid de-minimis limits, to be offset against the billing authority's contribution to the central pool i.e. NBC contribution would be reduced by the total cost of award made within the zone.
- 3.3.2 Any discounts outside of the enterprise zone would be funded by NBC and no proposal has been made to offer discounts outside of the boundary for the zone.
- 3.3.3 For 2013-14 onwards, central Government will fund the discount under the new retention of business rates scheme being introduced. Please see 3.5 Issues, for more information on the new business rates retention scheme.
- 3.3.4 If a business enters the zone on 1 April 2015 or later, it would not be eligible for a Government funded discount.
- 3.3.5 Billing authorities are responsible for managing state aid issues and advice will be required on how we assess.

3.4 State aid

- 3.4.1 Tax exemptions are capable of constituting State Aid, which is why business rate discounts in Enterprise Zones must be administered within State Aid levels set out in the De-minimis Regulations.

- 3.4.2 For most organisations, the total amount of De-minimis aid that can be paid will be €200,000 within a three-year period. It is awarded on a rolling basis, although the three-year period could either be all in one year, then none for the following two, or spread equally over the three years.
- 3.4.3 The De Minimis threshold applies to all aids received by a parent company / group of businesses rather than just a subsidiary, i.e. a subsidiary located in an Enterprise Zone would not be eligible for the discount if its parent company (located elsewhere) had already received up to or over the De Minimis level of state aid in the three year period.
- 3.4.4 Under the Enterprise Zone business rate discount scheme, the billing authority is the aid administrator and so is responsible for ensuring the rules are met.
- 3.4.5 The administrator will be required to report upon the total amount of aid provided each year through the De Minimis exemption. Care should be taken to ensure they comply with all the requirements set out in the De Minimis Regulation. The key requirement is that the provider of the aid writes to the company in question to inform them of the intention to grant De Minimis aid, with the company informing them of any De Minimis aid they have already received.

3.5 Issues

- 3.5.1 The assessment and administration of discounts within the zone will require additional funding both in terms of set up and ongoing management via the Councils consortium business rates service. Costs however will be kept to a minimum and funded via the income received from the enterprise zone.
- 3.5.2 The Government is currently undertaking reform of local government finance, which includes the introduction of the local retention of business rates. Key to the funding distribution under the new scheme is the business rates baseline and the amount of business rates collected. The baseline will be calculated by taking an average over a number of years (how many yet to be confirmed) and adjusting for a schedule of allowable deductions (yet to be determined).
- 3.5.3 Business rates for existing businesses in the Enterprise Zone at 1 April 2012 form part of the baseline for the local retention of business rates scheme (for which CLG has yet to publish the final details). Any discount given to local businesses in the Enterprise Zone would normally therefore result in a reduction in business rates compared to the baseline and so the Government has written to Chief Finance Officers to confirm that CLG will fund Enterprise Zone discretionary discounts given to existing businesses for 5 years from 1 April 2012.
- 3.5.4 For 2012/13 this will be through a reduction in the amount of pooled NNDR to be paid across, and from 2013/14 onwards it will be built into the local retention of business rates calculations. How this will work has yet to be announced by CLG, but there are medium-term risks associated with the proposals for 2013/14 onwards that is explained in section 4.2 below.

- 3.5.5 All growth in business rates (above the baseline) in the Enterprise Zone from 1 April 2012 is ring fenced to the Local Enterprise Partnership for 25 years. Growth covered by this ring fencing is excluded from the local retention of business rates scheme and therefore will have an influence on decisions taken in respect of pooling. A business plan for the Enterprise Zone is being developed and will be presented to cabinet in the autumn.
- 3.5.6 Any Enterprise Zone discounts given to new businesses entering the Enterprise Zone between 1 April 2012 and 31 March 2015 will be funded by CLG for 5 years. There is discretion to offer discounts after that, but that would have to be funded at a local level. In the current financial climate NBC would not consider funding an extension of the discounts to new businesses entering the Enterprise Zone after 31 March 2015.
- 3.5.7 It has been confirmed that a new business replacing a business that was in place in the Enterprise Zone at 1 April 2012 would count as replacing the original business for the purposes of the local retention of business rates scheme baseline up to the rateable value of the original business. Should the new business redevelop the site and increase the rateable value, the excess above the baseline will be considered business rates growth would be funded by the government and ring fenced to SEMLEP.
- 3.5.8 Rules relating to displacement of existing businesses within Northampton re-locating into the zone will need to be considered. This will ensure that the business rates consortium can accurately award discounts to those entitled.
- 3.5.9 Displacement could also remove growth from outside of the enterprise zone and with growth being retained by the Enterprise Zone mean that lower retention would be received for NBC, due to reduction in growth outside of the zone. Equally displacement may free up sites allowing future opportunities for development which may be more suited for those locations.
- 3.5.10 It is proposed that discounts for businesses who relocate to the enterprise zone from other areas of Northampton will also receive 100% discount in the same way as other businesses moving into the Enterprise Zone.
- 3.5.11 A process and set of procedures for handling complaints and challenges will need to be created. Following the introduction of any discount scheme, challenge could be made from business located outside of the enterprise zone. This is on the basis that those outside the Enterprise Zone could perceive it as an unfair trading advantage, especially in times of recession.
- 3.5.12 Further guidance on assessing existing levels of state aid will be required in order to assist on the accurate award of discounts.
- 3.5.13 Providing a full discount within the zone could see other Councils offering similar discounts, albeit any discounts offered outside of an Enterprise Zone would need to be funded by the Local Authority.

3.6 Choices (Options)

- 3.6.1 Explore alternative discount schemes within the Enterprise Zone, although any reduced benefit could impact on the attractiveness of the zone.
- 3.6.2 Explore different schemes for New and existing business that incentivise moving into the zone from outside of Northampton or from within Northampton in order to grow the business.
- 3.6.3 Grant 100% discounts to businesses in the Enterprise Zone as long as they are funded by Central Government.

4. Implications (including financial implications)

4.1 Policy

None

4.2 Resources and Risk

- 4.2.1 Initial resource estimates for implementation and ongoing administration are shown below, however these are subject to the scheme proposed and final calculation:

Implementation costs	£8,500
On-going administration	£4,000 per annum

The implementation costs will be funded from the Enterprise budget and the ongoing administration costs will be included in the medium term financial plan.

- 4.2.2 If appeals and complaints are to be handled by the business rates team, costs would be anticipated over the initial 12 months of the discounts scheme therefore a minimum contingency of £10,000 should be set aside from the Enterprise Zone budget to cover the cost of appeals. This is merely a rough estimate and will need to be revisited as and when appeals present.
- 4.2.3 Funding for relief for existing businesses comes through the local retention of business rates scheme for 4 years from 2013/14 (2012/13 is through NNDR pooling adjustments). There is a risk that at the end of the period the funding could be removed at its original value, without being reduced for the annual funding reductions arising from the Comprehensive Spending Review and without the authority being allowed to retain the rates now being collected after the relief period ends.
- 4.2.4 The risk is considered low to medium, but the authority will need to monitor this carefully towards the end of the Enterprise Zone discount funding period (and raise with CLG if necessary) to make sure that giving this discount does not leave the authority in a worse position than if it hadn't.
- 4.2.5 As outlined at 3.5.9 above, displacement could remove growth from outside of the enterprise zone and with growth being retained by the Enterprise Zone mean that lower retention would be received for NBC, due to reduction in growth outside of the zone.

4.2.6 A process and set of procedures for handling complaints and challenges will need to be created. Following the introduction of any discount scheme, challenge could be made from business located outside of the enterprise zone. This is on the basis that those outside the Enterprise Zone could perceive it as an unfair trading advantage, especially in times of recession. This could have significant resource implications.

4.2.7 Risks associated with the award of discounts are part of the overall risk log for the Enterprise Zone project.

4.3 Legal

These are covered within the body of the report.

4.4 Equality

A high level Equality Impact Assessment has been undertaken. There were no equality issues arising from the assessment.

4.5 Consultees (Internal and External)

Internal: Finance & Resources
Legal Services
Regeneration and Development

External: Enterprise Zone Executive Group / Delivery Group

4.6 How the Proposals deliver Priority Outcomes

4.6.1 The award of discounts provides a considerable incentive for business and compliments the wider opportunities offered by the enterprise zone.

4.6.2 A successful Enterprise Zone helps deliver a number of corporate priorities, and very specifically Priority 1, Northampton – on track, which includes:

- An economically prosperous, successful and vibrant Town
- The Town is nationally recognised as an economic hub and a place to do business
- Increased job opportunities and an improvement in the quality of jobs available

4.7 Other Implications

None

5. Background Papers

The Non-Domestic Rating Contributions (England) (Amendment) Regulations 2012
Local Government Finance Act 1988, section 47
Localism Act 2011, Section 69

Enterprise Risk Register
Equalities Impact Assessment

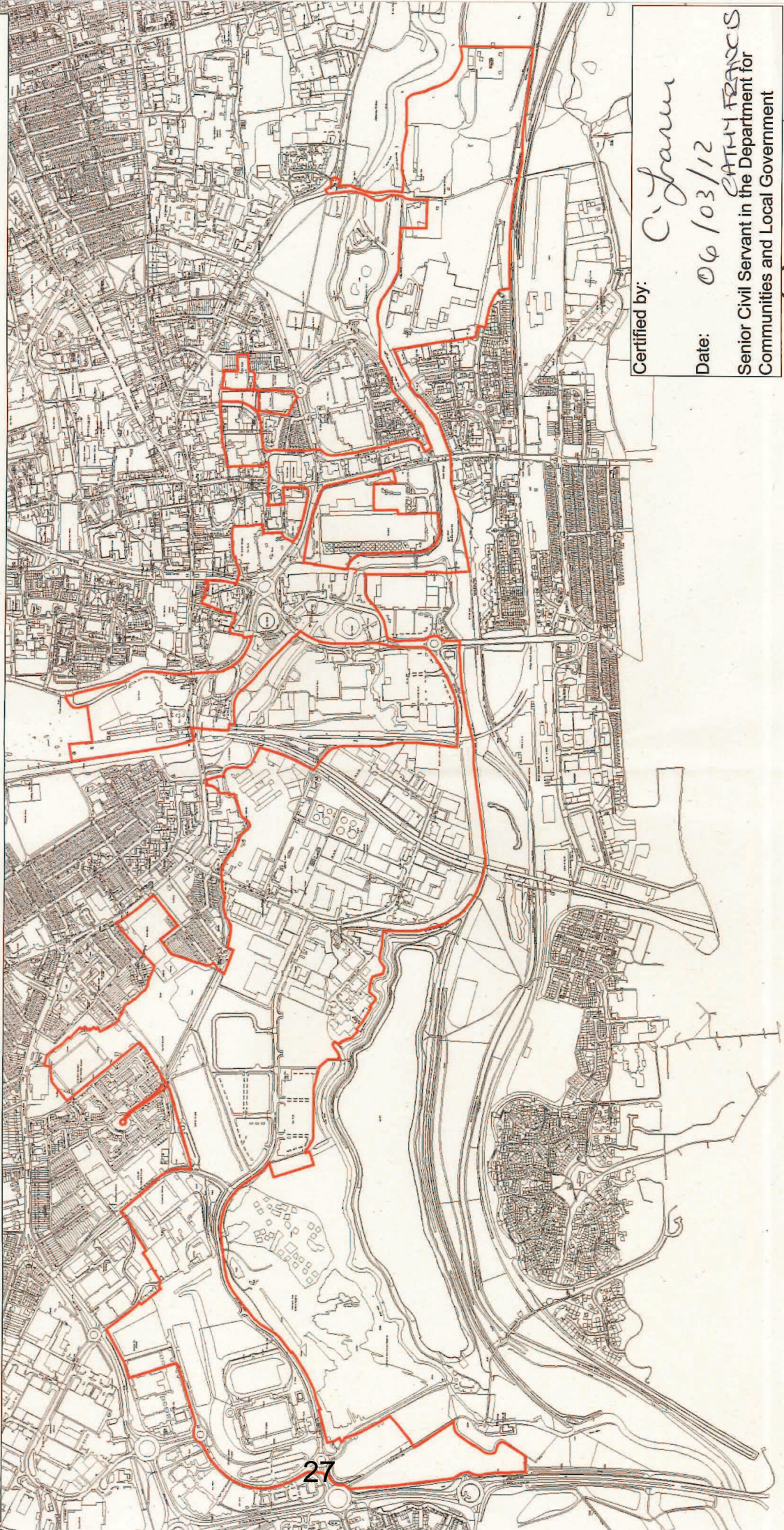
Isabell Procter, Director of Resources
Extension 8757, iprocter@northampton.gov.uk

Robin Bates, Head of Finance and Resources
Ext. 7119, rbates@northampton.gov.uk

Map Number 74

Northampton Waterside

Maps referred to in the Non-Domestic Rating Contributions (England) Regulations 1992 as amended by the Non-Domestic Rating Contributions (England) (Amendment) Regulations 2012



Certified by:

C. Franer

Date:

06/03/12

CATHY FRANCIS
Senior Civil Servant in the Department for
Communities and Local Government

Appendices

1



NORTHAMPTON
BOROUGH COUNCIL

CABINET REPORT

Report Title	Land at Sixfields – Development Strategy
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AGENDA STATUS: PUBLIC

Cabinet Meeting Date:	11 July 2012
Key Decision:	Yes
Listed on Forward Plan:	Yes
Within Policy:	Yes
Policy Document:	No
Directorate:	Regeneration, Enterprise & Planning
Accountable Cabinet Member:	Cllr Tim Hadland
Ward(s)	St James

1. Purpose

- 1.1 The purpose of this report is for Cabinet to consider this Council entering into contractual arrangements with partners, which would involve the disposal of freehold land or the grant of a new long lease of land presently forming part of Sixfields Stadium, to help promote comprehensive development in the locality. The aim would be to support economic growth and employment generation, aid social and environmental regeneration of the area, potentially release funding for the provision of additional community facilities and assist key sports clubs within Northampton to meet their aspirations for improved accommodation and facilities.

2. Recommendation

That Cabinet:

- 2.1 Approves this Council entering into a Collaboration Agreement (CA) with the Homes & Communities Agency (HCA), to promote the comprehensive development of land forming:

- (i) part of the Sixfields Stadium complex (shown edged red upon the attached plan at Appendix 1) and
 - (ii) larger adjacent landholdings in the freehold ownership of HCA (shown indicatively edged blue upon the attached plan at Appendix 1), on terms to be approved by the Chief Executive in consultation with the Cabinet Member for Regeneration Enterprise and Planning.
- 2.2 Approves, in pursuance of 2.1, the acceptance of a surrender of part of the property presently let to Northampton Town Football Club Limited (NTFC) and the disposal of the Council's freehold interest in the land or the grant of a new long lease of the land edged red upon the plan at Appendix 1 for development. There would be consequent sharing of value between NBC and NTFC of receipts received under the proposed CA in respect of the land edged red, on a basis that appropriately reflects the respective legal interests of the parties.
- 2.3 Recognises the importance of high quality athletics facilities in Northampton and supports the principle that as a pre-condition of any development of the land edged red upon the attached plan at Appendix 1, alternative athletics facilities to meet United Kingdom Athletics Class A certification ("suitable for all competition") standard must first be provided within Northampton at no direct cost to this Council, on a basis that generally protects the existing contractual rights enjoyed by Rugby & Northampton Athletics Club in respect of the existing facilities.
- 2.4 Approves the principle that under the terms of a Collaboration Agreement as set out at 2.1, provision is made for 25% of the total net value arising from the combined land sale (prior to any distribution of any apportioned receipts between HCA and this Council) to be specifically allocated to support the provision of additional community facilities. Such allocation to be distributed by this Council according to criteria that shall take into account
- (i) the promotion of health, leisure and well being amongst the wider community of Northampton through the provision of new or additional facilities predominantly situated within the vicinity of Sixfields
 - (ii) that such new or additional facilities shall be widely available to the public at reasonable cost and
 - (iii) that statutory obligations avoiding 'state aid' shall be fully observed.

3. Issues and Choices

3.1 Report Background

- 3.1.1 In 2004, as part of the "Joint Brownfield Initiative", this Council transferred various areas of land at Sixfields to English Partnerships (now HCA). That land was partially remediated by English Partnerships and the land edged blue on the plan at Appendix 1, together with other land in the ownership of HCA in the locality, now forms part of the Northampton Waterside Enterprise Zone (NWEZ).

- 3.1.2 Sixfields Community Stadium is owned freehold by this Council. It is let to Northampton Town Football Club Limited under the terms of a 150 years lease, dated 13 April 2004. The permitted uses of the land comprised within the lease are restricted. The lease to NTFC is also subject to the terms of a Licence agreement dated 17 March 2004, relating to the use of the athletics facilities that form part of the stadium complex. That agreement with Rugby and Northampton Athletics Club (R&NAC) remains valid until 2029. Sixfields Stadium also forms part of the NWEZ.
- 3.1.3 This Council together with its partners within South East Midlands Local Enterprise Partnership (SEMLEP) and beyond wish to bring forward development, promote economic growth and create additional employment at Sixfields consistent with the wider objectives of the NWEZ. It is recognised that given the previous uses of land at Sixfields, there are additional challenges in achieving development in this area due to poor residual ground conditions. Consequently, mixed use forms of development on the land are likely to be necessary to support its overall financial viability. The status of the land within the NWEZ also helps to promote its development, through business rate relief opportunities for occupiers for a period of up to five years (up to a ceiling figure).
- 3.1.4 NTFC wish to expand and improve Sixfields Stadium and the Council supports this aspiration. The Lease granted by this Council to NTFC in 2004 makes provision for part of the landholding to be sub-let for use as a hotel and conference facility. The Council has subsequently accepted a variation of the approach set out in the lease in relation to this land, to support the Club in achieving a valid commercial methodology to generate value from that. The present proposal would facilitate re-development of the land that presently accommodates the athletics facilities at Sixfields Stadium. As part of a wider comprehensive development, this offers scope for additional capital monies to be generated that can legitimately be shared with NTFC.
- 3.1.5 Rugby & Northampton Athletics Club (R&NAC) has been recognised by this Council as important in supporting and promoting participation in athletics in Northampton and in coaching and supporting performance athletes. It has been acknowledged that there are some existing constraints to R&NAC achieving the full extent of their aspirations at Sixfields. The Club has previously recognised that relocation to an alternative facility in Northampton, on appropriate terms, may offer them the opportunity to access improved facilities.
- 3.1.6 Part of the land owned by HCA, included within the area edged in blue on the plan at Appendix 1, is let by them to Northamptonshire County Council and is used as a household waste recycling site. That area is shown indicatively hatched green on the plan. The surrender of that lease and the re-provision of that facility at a suitable alternative location would also be a pre-requisite of a comprehensive development scheme being undertaken.
- 3.1.7 A scheme of development on this land that might be brought forward by a developer appointed by HCA and NBC would be likely to include some retail element. The scale and arrangement of such provision, within the context of a wider overall development scheme, would need to be discussed at pre-planning application stage with this Council (in its separate statutory capacity as Local Planning Authority) to seek to avoid potential conflicts with local and national planning policy, where possible.

3.1.8 The commercial benefit of any development scheme and the consequential values that may be generated from it will ultimately be determined by the costs of undertaking the scheme and the market values of the property created. The financial viability and value of any particular scheme will ultimately be determined by the developer appointed, who will bear all risks of the project.

3.2 Choices (Options)

3.2.1 Option 1 – No Development - The Council could choose not to support the recommendations contained in this report and to retain ownership of the freehold interest in all parts of Sixfields Stadium. This could limit opportunities for development that would, if realised, support employment creation and economic growth in relation to the land presently let to NTFC. Similarly, it would limit any scope for generating additional value for this Council or for NTFC in relation to that land. The HCA owned sites do form part of the NWEZ and have already been identified for development to support employment generation.

3.2.1 Option 2 – Partial Development - The Council could choose to agree with NTFC a limited form of re-development proposal affecting only the land coloured red on the plan at Appendix 1. This might offer some modest scope for additional value to be generated, but would still have to address the cost issue of high quality athletics facility re-provision elsewhere in the Town. Importantly, it would also limit the opportunities for linking development with that on wider areas of adjacent land within the NWEZ, which might generate greater economic benefits and create scope for additional community facilities to be funded.

3.2.2 Option 3 – Full Development -The Council could choose to support the recommendations at 2.1 to 2.4 above. This would support an approach that offers the greatest scope for promoting growth and employment within the Enterprise Zone on this land, bringing some partially remediated land into higher productive uses, providing a potential source of funding for additional community facilities and helping to support the aspirations of NTFC.

4. Implications (including financial implications)

4.1 Policy

4.1 Any planning application made by a developer appointed under the proposed Collaboration Agreement would need to be considered by the Council, in its capacity as local planning authority, in the context of local and national planning frameworks. The promotion of this land for development in this area is consistent with the aims and objects of the Northampton Waterside Enterprise Zone.

4.2 Resources and Risk

4.2.1 The costs of progressing a collaboration agreement with HCA and ancillary agreements with NTFC will incur officer time and potentially some shared external professional costs. The Council would not be exposed to any development cost risk under the basis proposed. The structure of any agreements would require replacement athletic facilities to be provided prior to the re-development of existing land. The values that may be generated from any scheme will be determined by

the market values and costs of development and cannot be precisely estimated at this time. Any business rate uplift from any buildings created within the NWEZ would contribute to the financial model for NWEZ and could potentially be payable to SEMLEP. This potentially provides a valuable source of potential funding for re-investment in SEMLEP and potentially Northampton.

4.3 Legal

4.3.1 The pertinent legal issues are dealt with generally in the body of this report. The procurement of any developer under a Collaboration Agreement with HCA would need to be in compliance with public procurement policy. Any disposal of land would need to be in accordance with the obligation to meet best value for this Council, consistent with s.123 of the Local Government Act 1972.

4.4 Equality

4.4.1 There are none specifically.

4.5 Consultees (External & Internal)

4.5.1 Homes and Communities Agency, Northampton Town Football Club Limited, Rugby & Northampton Athletics Club, SEMLEP, West Northamptonshire Development Corporation, Northamptonshire County Council, Ward Councillor, NBC Legal.

4.6 How the Proposals deliver Priority Outcomes

4.6.1 The promotion of new commercial development within the Enterprise Zone, to create additional employment and generate economic growth is a key priority outcome. Similarly, providing support to help the aspirations of the Town's sports clubs be fulfilled has been identified as a significant priority.

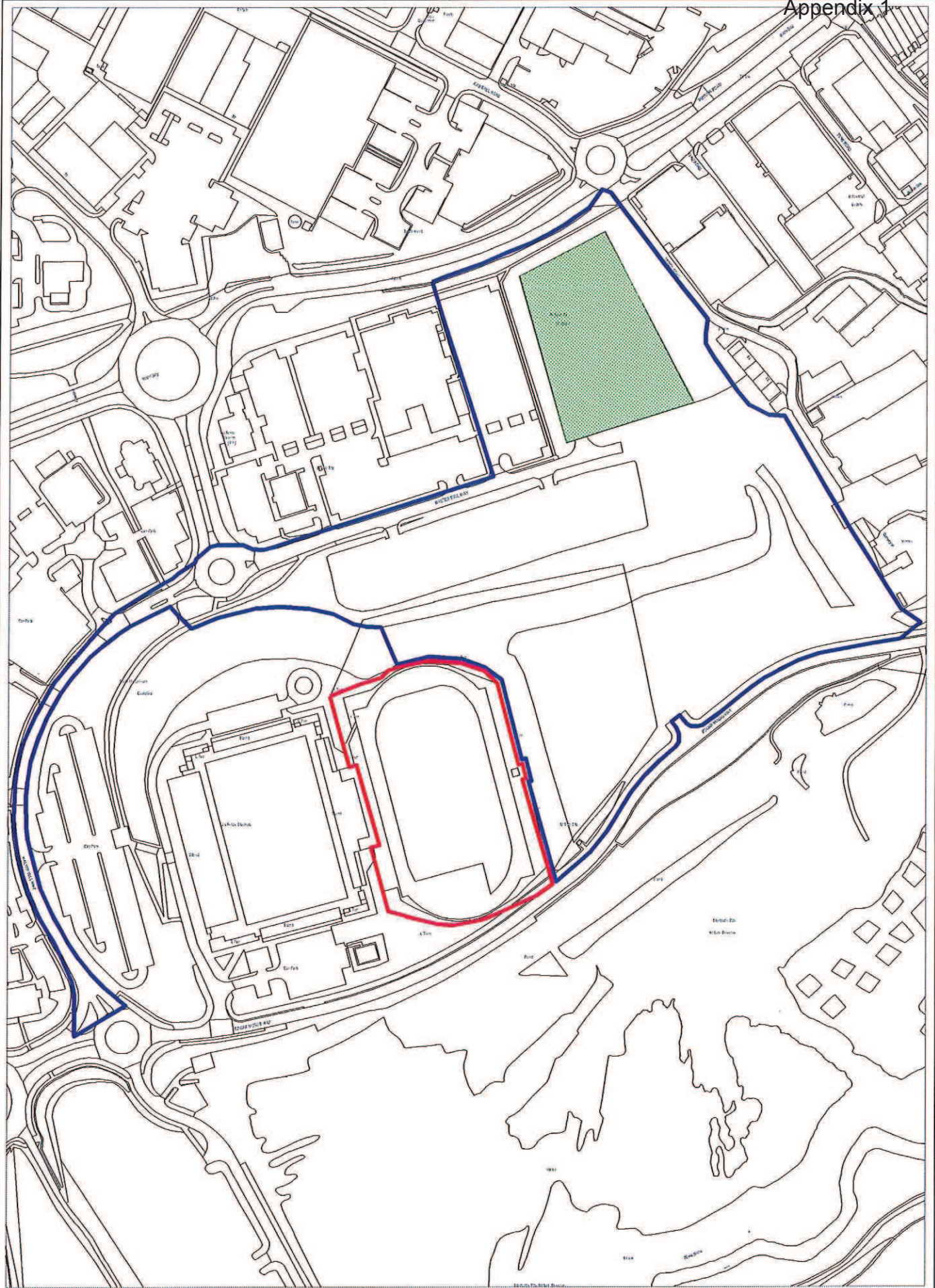
4.7 Other Implications

4.7.1 The proposed forms of development selected by the procured Developer may have potential planning implications in terms of existing policy. Similarly, the balance of uses proposed will need to be considered in the context of the emerging business plan for the NWEZ.

5. Background Papers

5.1 Asset Management files

Simon Dougall, Corporate Asset Manager, x 8177



Name: Jenny Mudge
 Date: 7th June 2012
 Scale: 1:3500
 Dept: Asset Management
 Project: Regeneration

Title
Proposed development area at Sixfields - Appendix 1

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Appendices

1



NORTHAMPTON
BOROUGH COUNCIL

CABINET REPORT

Report Title	Land at Eagle Drive, Delapre
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AGENDA STATUS: PUBLIC

Cabinet Meeting Date:	11 July 2012
Key Decision:	Yes
Listed on Forward Plan:	Yes
Within Policy:	No
Policy Document:	No
Directorate:	Regeneration, Enterprise & Planning
Accountable Cabinet Member:	Cllr Tim Hadland
Ward(s)	Delapre and Briar Hill Ward

1. Purpose

- 1.1 The purpose of this report is for Cabinet to consider the principle of this Council entering into contractual arrangements, which could lead to the disposal of land designated as public open space - by way of one or more long leases – of land located at Eagle Drive, Delapre for use as sports facilities.

2. Recommendation

2.1 That Cabinet:

2.1.1 Approves the principle of this Council entering into agreements with one or more of the following organisations

- (i) Northampton Rugby Football Club Limited
- (ii) Northampton Town Football Club Limited
- (iii) a properly incorporated charitable foundation to support the promotion of football in the local community (in memory of Richard Butcher) –

to grant leases, for terms in excess of 21 years, of land located off Eagle Drive, Delapre situated within the areas shown edged upon the attached plan at Appendix 1. Such agreements to limit the use of the land to that of sports pitches and ancillary facilities only and otherwise to be on terms to be approved by the Chief Executive in consultation with the Cabinet Member for Regeneration Enterprise and Planning.

- 2.2 That Cabinet authorises, in pursuance of 2.1, the advertisement as necessary of the proposed disposal of public open space in accordance with the requirements of the Local Government Act 1972, as amended by the Local Government, Planning and Land Act 1980, in respect of the land edged red on the plan at Appendix 1.
- 2.3 That Cabinet support the principle of the grant of a lease at below full market value to a properly constituted charitable organisation arising from the Richard Butcher memorial campaign, on the basis that the primary use of any land concerned would be connected with the ongoing provision of non-profit making, sporting opportunities for young people in Northampton. The specific terms and conditions of such a lease to be approved by the Chief Executive in consultation with the Cabinet Member for Regeneration Enterprise and Planning.

3. Issues and Choices

3.1 Report Background

- 3.1.1 This Council owns land located off Eagle Drive, Delapre, shown edged red upon the attached plan at Appendix 1 that forms part of the wider Delapre Park estate. The land is formally designated as public open space. A significant part of the land is presently utilised under a licence agreement for the grazing of horses, connected with the separate lease from this Council of Home Farm, utilised as an equestrian centre. The future of the land is under consideration, as part of a strategic process associated with the restoration of Delapre Abbey complex and identifying sources of capital and revenue funding to support that. This Council has successfully obtained funding following a Heritage Lottery Fund (HLF) stage 1 bid made in 2011. It is presently utilising those enabling funds to develop a much more detailed HLF Stage 2 bid, seeking approximately £3.5m towards substantive Abbey Complex restoration works. If this bid is to be successful, it will be necessary for the Council to demonstrate its own financial commitment to supporting the project.
- 3.1.2 Northampton Rugby Football Club Limited (NRFC) own freehold and leasehold land at Franklin's Gardens, St James. Part of the land under their control at this location is utilised for training pitches, which are also presently used to support community activity. NRFC have ambitions to expand their stadium facilities at Franklin's Gardens and wish to support this expansion through significant enabling development on land within their control, including on that area currently used for training pitch purposes. A redevelopment proposal is being prepared with NRFC's commercial partner and will, in due course, be the subject of pre-application planning discussions. NRFC require replacement training pitch facilities within Northampton to support their own and related community activity and to meet the requirements of key sporting bodies. NRFC have approached this Council regarding the use of land at Eagle Drive as an alternative location.

- 3.1.3 Northampton Town Football Club Limited (NTFC) have expressed an interest in land at Eagle Drive as an option they may wish to pursue further. The grant of any lease agreement would necessarily be conditional upon them obtaining a satisfactory planning permission for development at this location.
- 3.1.4 The family of the late Richard Butcher (a young professional footballer from Northampton) are leading a significant community campaign to bring forward football facilities in the Far Cotton and Delapre area of Northampton, in his memory, for use by local young people. The Council have been actively engaged with the family and its supporters, looking at possible options for accommodating the envisaged facilities, involving Council owned land within the desired search area. The formal incorporation of the campaign, into a properly constituted organisation with charitable status, is being progressed with the support of this Council. Whilst a proposal involving Council owned land at Briar Hill has been discussed with the Butcher family, the land at Eagle Drive, Delapre has been identified by them as being as the land option they would wish to pursue. The grant of any lease to this organisation would be conditional upon them:-
- (i) obtaining a satisfactory planning permission for this use at Delapre and
 - (ii) being able to demonstrate their ability, within a reasonable period, to raise the necessary finance for the physical development of their proposals. The Council could choose to provide some indirect financial assistance to their scheme, by way of agreeing a discounted rental basis, if it was sufficiently satisfied that the facilities provided would be widely accessible to local young people at low or nominal cost.
- 3.1.5 The Council has confirmed its support to the Town's major sport's clubs, to help fulfil their various expansion and improvement aspirations, as a priority issue it wishes to support. In its capacity as a landowner, distinct from the Council's separate role as a local planning authority, the provision of land to accommodate sporting requirements at an appropriate value is a legitimate method of helping to achieve this objective.
- 3.1.6 The Council in its capacity as a local planning authority, will necessarily form an independent view of the merits of any planning application made for enabling development at Franklin's Gardens by NRFC and its partners. Consequently, any proposed arrangement to grant a lease to NRFC would be conditional upon the outcome of any planning application that may be made in respect of existing land they control, as well as in respect of obtaining a planning permission relating to development at Eagle Drive.
- 3.1.7 The land edged red upon the attached plan at Appendix 1 represents a significant area of the land, situated to the western side of the Delapre Park estate. The land currently generates limited revenue income for the Council under a grazing licence. That use is linked to the operation of Home Farm for equestrian purposes. The letting of Home Farm also generates revenue for this Council. The future use of Home Farm for its present purposes may not be possible if the grazing land is not available.

3.1.8 Subject to

- (i) seeking alignment as far as is possible with the objectives of the HLF stage 2 bid, and
- (ii) with the planning and conservation issues that are relevant to the land (including it forming part of a registered Historic Battlefield site), there could be a number of possible options for use or development of the land edged red upon the plan. These could potentially generate a range of capital and/or revenue values. These may include higher value uses than for sporting facilities, although no formal development or planning appraisals have been completed to date of other alternative uses. The values that could be generated are potentially relevant to the Council's own funding support for the HLF stage 2 bid, raised at 3.1.1.

3.1.9 The land edged red upon the attached plan at Appendix 1 is very unlikely to be of sufficient size to be able to accommodate the full aspirations of all three organisations. It will be necessary to refine individual requirements and for there to be close continuing dialogue with all parties. It may be the case that the Council working with the organisations concerned may have to consider alternative land options, within or outside the Council's ownership, to meet the expressed total needs of the Clubs and of the Richard Butcher memorial campaign.

3.1.10 None of the organisations have, at this stage, made any detailed planning enquires concerning the use of land at Eagle Drive, Delapre. The types and locations of any proposed development would need to be considered carefully with planning officers (and English Heritage) prior to any applications being made. This may be a constraint on the extent of land that may be physically available and the type of any permitted development.

3.2 Choices (Options)

3.2.1 Option 1 – No Leases - Cabinet could choose not to support the recommendation contained in this report and not to grant leases, for sporting purposes, to any of the organisations set out at 2.1 above. This could prevent opportunities for appropriate enabling development at Franklin's Gardens that, in turn, could support employment creation and economic growth within the Northampton Waterside Enterprise Zone. It would also reduce the land options available to the Richard Butcher Memorial campaign and would reduce the range of possible options for NTFC to acquire land for training pitch purposes. A decision not to reach agreements that could lead to the grant of leases would, however, allow a fuller evaluation of possible other forms of development on that land, that might potentially generate higher values.

3.2.2 Option 2 – Grant of Lease to only one organisation - Cabinet could choose to offer an agreement linked to one of the organisations above only. It could, for example, choose not to facilitate what it may regard as inappropriate enabling development at Franklin's Gardens and thus require NRFC to identify alternative land. It could similarly decide only to offer alternative land at Briar Hill to the Richard Butcher Memorial Campaign. It could therefore further explore potential alternative training pitch options on Council owned land, or third party land elsewhere, with NTFC and/or NRFC. It is already noted above that the physical extent of the land at Eagle

Drive is unlikely to meet the full requirements of all of the organisations concerned. However, Cabinet could choose to make a decision to support only the ambitions of one or two organisations at Eagle Drive, Delapre.

- 3.2.3 Option 3 – Grant of Leases to more than one organisation -The Council could choose to support the recommendations at 2.1 to 2.3 above. This would support the aspirations of NRFC, NTFC and the Richard Butcher Memorial Campaign, whilst acknowledging the physical constraints that do necessarily limit the extent of all three organisation's full ambitions. Doing so may help to facilitate significant development at Franklin's Gardens, providing funding for NRFC expansion plans and generating employment. It may lead to new community football facility provision in Delapre, to support the vision of the Butcher family. It may help to address the needs of NTFC to identify a fixed home for some of their training requirements. It would though restrict the ability of the Council to pursue possible higher value uses of some of the land concerned. It could also lead to the determination of the lease of Home Farm by the present tenant, with the possible consequential loss of existing equestrian facilities at Delpare.

4. Implications (including financial implications)

4.1 Policy

- 4.1 Any planning application made by any of the organisations for sports facilities at Eagle Drive, Delapre would need to be considered by the Council, in its capacity as local planning authority, in the context of local and national planning frameworks. Similarly, in the case of proposed enabling development at Franklin's Gardens, that would (if successful) give rise to this replacement training pitches requirement, this would also have to be considered separately by the Council (as the local planning authority) and thus any decision made by Cabinet regarding the grant of leases at Delapre must be without prejudice to the outcome of the statutory process.

4.2 Resources and Risk

- 4.2.1 The costs of progressing conditional agreements with one or more of the three organisations would incur officer time. The Council would generate an income from the letting of the land for sporting purposes. The rental values would be determined by reference to the (undeveloped) values of other land in the Town let for sporting purposes only. Any costs of development would have to be met solely by the organisations concerned. If recommendation 2.3 were supported, this could lead to a discounted rent being agreed, which would reduce the overall income that might otherwise be achieved. If one or more organisations were unable to meet their obligations after the creation of new sports facilities, there could be the risk of the Council being left with the revenue costs of maintaining facilities or facing the reputational risks of closing them with loss of amenity to the community (if applicable). The progression of leases for sporting purposes would, as noted above, limit the potential scope for alternative - possibly higher value – forms of development on some of the land concerned.
- 4.2.2 The application to Heritage Lottery Fund (HLF) is due for submission in March 2013. The application will be for approximately £3.5million and will require match funding. The project currently has a funding shortfall of approximately £1million. The application to HLF will also require the submission of a Business Plan, which

sets out the sustainability of Delapre Abbey. Any development within the wider boundaries of Delapre Abbey will need to demonstrate how it will complement the emerging uses of Delapre Abbey and not compromise the sustainability of the Abbey.

4.3 Legal

- 4.3.1 The pertinent legal issues are dealt with generally in the body of this report. The disposal of land designated as public open space by way of lease for a term in excess of 21 years, would need to be advertised in accordance with statutory process and any objections received would need to be properly considered. Where there is any letting of land this must generally be in accordance with the obligation to meet best value for this Council, consistent with s.123 of the Local Government Act 1972. However, having regard to the policy approach adopted by the Cabinet of this Council in March 2007, there is scope to let land at below market value – subject to the total capital value equivalent of the discount being within the terms of the extant general consent issued by central government (i.e. not being greater than £2 million).

4.4 Equality

- 4.4.1 There are none specifically.

4.5 Consultees (External & Internal)

- 4.5.1 Richard Butcher Memorial Campaign, Northampton Town Football Club Limited, Northampton Rugby Football Club Limited, Delapre Abbey Preservation Trust, Friends of Delapre Abbey, Consultants employed by this Council in connection with HLF Stage 2 bid, neighbouring businesses, Ward Councillors.

4.6 How the Proposals deliver Priority Outcomes

- 4.6.1 Providing support to help the aspirations of the Town's sports clubs be fulfilled has been identified as a significant priority. The promotion of community participation in sport, with health and wider social benefits, is also a prioritised outcome.

4.7 Other Implications

- 4.7.1 The implications are set out generally in the report above.

5. Background Papers

- 5.1 Asset Management files

Simon Dougall, Corporate Asset Manager, x 8177

Appendices

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NORTHAMPTON
BOROUGH COUNCIL

CABINET REPORT

Report Title	ROYAL & DERNGATE THEATRE COMPLEX
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AGENDA STATUS: PUBLIC

Cabinet Meeting Date:	11 th July 2012
Key Decision:	Yes
Listed on Forward Plan:	Yes
Within Policy:	Yes
Policy Document:	No
Directorate:	Resources Directorate
Accountable Cabinet Member:	Alan Bottwood
Ward(s)	All

1. Purpose

- 1.1 The report seeks the agreement of Cabinet to confirm the Council's support for a continuing reduced rental arrangement in respect of the Royal and Derngate Theatre Complex, after taking into account the Council's costs in providing capital financing assistance to create a new Cinema "Pod" within the existing Complex

2. Recommendations

That Cabinet:

- 2.1 Support the use of Council capital funding for the creation of a Cinema "Pod" on the site of the Royal and Derngate Theatre Complex, on the basis that the additional facility created by Northampton Theatres Trust Limited (NTTL) will become part of the Council's overall property asset at this location
- 2.2 Support a continued reduction in the contractual rent payable by NTTL in respect of the Royal and Derngate Theatre Complex for a period of 11 years from 1st April 2012, to a level that reflects the full costs to this Council (as determined by the Director of Resources) of providing capital finance to support the creation of the Cinema "Pod" facility.

3. Issues and Choices

3.1 Report Background

- 3.1.1 The Royal and Derngate Theatre complex, including ancillary buildings and adjacent land, is owned freehold by this Council and is let to the Northampton Theatres Trust Limited (NTTL).
- 3.1.2 The rental arrangements for the theatre complex is now up for review and this report seeks to confirm the existing arrangements along with the consideration of financing for a Cinema “Pod” on the existing site.
- 3.1.3 The Theatre contributes significantly to the local economy of the town. With a turnover of just under £8m in 2011/12, the economic impact locally has been calculated to be £20m.
- 3.1.4 The work of the Theatre contributes significantly to Northampton and Northamptonshire in terms of the arts, culture and regeneration of the town.
- 3.1.5 The Theatre Trust intends to develop a small (approx 100 seats) specialist cinema 'pod' adjoining the rear entrance to the Royal & Derngate Theatre. The 'pod' will be self contained but will make use of the box office, restaurant and bar facilities, cloakrooms and other facilities of the host building.
- 3.1.6 The Cinema will screen a wide range of features spanning, independent, classic, documentary and world cinema films. It is not intended the facility would compete with the mainstream cinemas.
- 3.1.7 The Cinema is an important feature, together with other regeneration projects being delivered in the St Johns area. This part of the town centre is a focus for developing an attractive "cultural quarter" as part of an invigorated and enriched regional centre, which currently includes the Royal & Derngate Theatre (which has been subject to a major refurbishment over the recent years) and the central museum which houses the national shoe collection. In the very near future, the Northamptonshire Arts Collective will occupy their new premises in the Quarter.
- 3.1.8 Other projects currently in progress within the area are a major University facility, 100 bedroom hotel, commercial offices and family orientated restaurants. All these planned new facilities will uplift the local economy, introduce as more diverse mix of people, to achieve the Council's ambition to have a buoyant and vibrant town centre.
- 3.1.9 The St Johns cultural quarter also has within the Waterside Enterprise Zone whose success is dependant on several factions including a provision of a high quality town centre offered. The Theatres, along with the Cinema “Pod” helps deliver this offer.

3.2 Issues

- 3.2.1 The Theatre complex is let to NTTL under the terms of two leases both dated 10 September 2009. The leases are both for a term of 50 years commencing from 1 April 2003. The rent payable under the leases is £135,000 per annum, subject to five yearly reviews.
- 3.2.2 The Council, as the landlord is responsible for major external repairs to the Theatre complex and NTTL, as the tenant, are responsible for most revenue related repairs and reimburse 50% of the full insurance buildings insurance premium paid by the Council in relation to the premises.
- 3.2.3 In recognition of the significant funding obtained by the Trust from bodies external to this Council and the consequent investment made in the Theatre complex to re-configure and improve the buildings, an initial nine years rent free period was agreed from 1 April 2003. This period expired on 31 March 2012.
- 3.2.4 The permitted use of the Theatre is as an Arts Complex. This definition would allow the proposed development of some of the land adjacent to the main buildings, currently comprised within the lease area, as a cultural cinema without lease variation.
- 3.2.5 The Theatres, like a large number of Enterprises, are finding it financially challenging in the current economic environment. The Cinema "Pod", along with the continuation of the current rental agreement, is a critical part of R&D future business plan and is seen as an enabler to ensure that the theatres and related areas remain financially viable.
- 3.2.6 NBC, as the owner of the Theatre complex has an interest in any development on the site. The Theatre Trust has asked NBC to help facilitate the building of the Cinema "Pod".
- 3.2.7 As the Cinema "Pod" is being built on a NBC asset, the easiest and most financially efficient method of facilitating the building of the Cinema "Pod", is for NBC to fund the capital aspects of the building via its capital programme and then lease the building to the trust ensuring, as a minimum, that all NBC costs are covered by the rental. In that way NBC will own the whole asset. The estimated capital cost is £350,000.
- 3.2.8 Should the R&D trust cease to run the theatre and the building vacated NBC would incur substantial direct costs. There is the potential of a capital claw back in relation to the grant funding for the renovation of the Theatres, along with empty property holding costs which would include cost of security, utilities and maintenance, empty property rates and insurance.
- 3.2.9 The overall loss of the Theatre Complex would have an impact on the Town's economic, culture and regeneration.
- 3.2.10 This report therefore seeks to reconfirm concessionary rental arrangements in favour of NTTL, after taking due account of the funding arrangements for the Cinema "Pod", for a period of 11 years from 1st April 2012.

3.3 Choices (Options)

3.3.1 The Council could choose to support the Theatre Trust as outlined above or equally choose not to support the building of the Cinema “Pod” and / or seek to charge a rental on the Theatre Complex.

4. Implications (including financial implications)

4.1 Policy

None

4.2 Resources and Risk

4.2.1 There is a risk that without the stability of the current agreement with regard to the rental payments the Theatre Trust will have significant financial issues.

4.2.2 The proposal for the Cinema “Pod” will greatly enhance the Theatre Trusts overall financial position. The funding, and cost of funding, provided by NBC in the first instance will be covered, over the 11 year period by the proposed rental agreement.

4.2.3 Should the Theatre Trust become financial unviable, NBC would incur significant costs to mothball the Theatres, and would be challenged in finding another suitable use to mitigate these costs.

This would include a potential capital claw back in relation to the grant funding for the renovation of the Theatres, along with empty property holding costs which would include, on top of the cost of security, utilities and maintenance:

NNDR on empty property	£111,752
Insurance	<u>£ 52,060</u>
	£163,812

4.2.4 The overall loss of the Theatre Complex would have an impact on the Town’s economic, culture and regeneration.

4.3 Legal

There are no additional Legal issues other than what has been addressed in the main body of the report.

4.4 Equality

An initial Equalities Impact Assessment will need to be completed, as part of the Waterside Enterprise Zone business case to ascertain if there is a need for a full assessment

4.5 Consultees (Internal and External)

Internal: Management Board
Valuer to the Council
Cabinet Member for Finance
Cabinet Member for Planning, Regeneration & Enterprise
Legal Services – Solicitor to the Council

External: Theatre Trust

4.6 How the Proposals deliver Priority Outcomes

4.6.1 A successful Theatre helps deliver a number of corporate priorities, and very specifically

Priority 1, Northampton – on track, which includes:

- An economically prosperous, successful and vibrant Town Increased numbers of visitors
- A Delivery with partners of major town centre regeneration projects
- The Town's history, heritage and culture is promoted and preserved

Priority 3 - Celebrating our heritage and culture which includes:

- Increased tourism
- Promotion, protection and improvement of our heritage and other attractions
- Delivery of events to celebrate and enjoy the Town's heritage and culture
- Celebration of national events through a varied cultural programme

4.7 Other Implications

None

5. Background Papers

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Appendices

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NORTHAMPTON
BOROUGH COUNCIL

CABINET REPORT

Report Title	FINANCE AND MONITORING OUTTURN REPORT 2011/2012
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AGENDA STATUS: PUBLIC

Cabinet Meeting Date:	11 th July 2012
Key Decision:	No
Listed on Forward Plan:	Yes
Within Policy:	Yes
Policy Document:	No
Directorate:	Resources
Accountable Cabinet Member:	Cllr A Bottwood
Ward(s)	N/A

1. Purpose

- 1.1 This report provides the outturn position for the Council's General Fund, Housing Revenue Account, and Capital Programme for the financial year 2011/12.
- 1.2 This report also puts forward a Housing Revenue Account Capital Variation form for 2012/13 requiring approval.

2. Recommendations

- 2.1 That Cabinet note the outturn position for the General Fund and Housing Revenue Account for the financial year 2011/12.
- 2.2 That Cabinet note the net movement in General Fund Revenue Reserves of £200k, and the detailed movement in Earmarked Reserves shown in **Appendix 4**.

- 2.3 That Cabinet note the net movement in Housing Revenue Account Reserves and working balances.
- 2.4 That Cabinet note the outturn position for the Council's capital programme for 2011-12 and how the expenditure was financed.
- 2.5 That Cabinet approve the carry forward of unfinished capital schemes from 2011-12 into the 2012-13 capital programme.
- 2.6 That Cabinet approve the HRA Capital project variation for Community Energy Savings Programme (CESP) of £1.5m. for 2012/2013.

3. Issues and Choices

3.1 Report Background

- 3.1.1 The Council's budget is divided into two accounts. The General Fund (GF) and the Housing Revenue Account (HRA). These are kept separate with their respective sources of funding independent of each other. HRA expenditure and income relates to the Council's role as a housing landlord, and the GF relates to all other services. The Council approved the GF Revenue budget and HRA budget for 2011/12 on 28th February 2011.

3.2 General Fund Revenue Account

- 3.2.1 The 2011/12 GF budget preparation process identified a substantial gap in funding. This was bridged by a combination of efficiency measures and savings of £4.3m. There was also a requirement for the use of reserves and balances of £1.5m.
- 3.2.2 The final outturn position for the Controllable General Fund Service Accounts is an under spend of £1,219k as shown in the following table and detailed in **Appendix 2**:

	2011/12 Revised Budget £000	2011/12 Outturn £000	(Under) / Over Spend £000
Assistant Chief Executive	4,633	4,246	-387
Director of Planning and Regeneration	2,859	2,314	-545
Director of Finance and Support	14,761	14,548	-213
Director of Housing	225	309	84
Borough Solicitor	652	636	-15
Director of Environment and Culture	9,885	9,741	-144
Total Variations within Budget Managers Control	33,015	31,796	-1,219

- 3.2.3 Period 10 monitoring projections for the 2011/12 General Fund Controllable Service Revenue budget was a forecast under spend of £295k. The comparable final outturn position for Controllable Service budgets is an under spend of £1,219k giving rise to a difference between the forecast and actual Controllable outturn variance of £925k, (**Appendix 3** refers).
- 3.2.4 Many of the outturn variations have already been addressed as part of the 2012/13 budget setting process however, all outturn variations identified within the 2011/12 accounts will be investigated to identify if any

savings/overspends are ongoing and need to be reflected within the current forecast and future year budgets.

- 3.2.5 The 2012/13 budget monitoring report to the end of July (period 4), which will be presented to cabinet in September, will provide more detail concerning any recommended budget revisions and management actions required to ensure that the budget remains in balance for the current financial year. This provides a robust basis for the Medium Term Financial strategy and service delivery planning.

3.2.6. General Fund Budget

- 3.2.6.1 After a net contribution to General Fund Earmarked Reserves of £200k, the level of working balances carried forward to underpin the 2012/13 budget is £3.1m. The Council has undertaken a risk-based assessment of working balances. This risk assessment suggests that minimum level of balances, taking all known risks into account along with the Councils gross expenditure requirement, should be in the order of £3m. The year end unaudited outturn shows that this can be achieved as at 31 March 2012.

- 3.2.6.2 The Council also holds Earmarked Reserves of £16.2m (excluding HRA Reserve) to mitigate specific risks that the Council will be exposed to including the need for service improvement. **Appendix 4** to this report identifies the Earmarked Reserves.

3.2.7 Controllable Service Budget Outturn

- 3.2.7.1 In period 10 of 2011/12, the forecast outturn position reported to Cabinet for the Controllable Service budgets was an under spend of £295k.

- 3.2.7.2 Controllable Service Budgets include Employees, Transport Costs, Premises Costs, Supplies and Services, Transfer Payments, Contract Payments and Income. They exclude Capital Charges, Support Service Recharges, Provisions and Debt Charges.

- 3.2.7.3 **Appendix 3** to this report provides a comparison of the period 10 forecast and the final outturn position.

- 3.2.7.4 The final outturn position for the General Fund Account for 2011/12 including technical accounting adjustments is an under spend of £464k. **Appendix 1** to this report provides a detailed breakdown of the outturn position.

3.2.8 General Fund Balance

- 3.2.8.1 The following table identifies the movement in the General Fund Balance:

General Fund Balances		£000
	General Fund Balance as at 01.04.2011	2,672
Plus:	General Fund Surplus	464
	General Fund Balance as at 31.03.2012	3,136

3.3 Housing Revenue Account

- 3.3.1 The 2011/12 budget preparation process set a balanced budget which budgeted for a contribution of £1.7m to the HRA reserves.

- 3.3.2 Budget monitoring reports at period 10 had forecast a net underspend on direct costs of £381k with a revised contribution to reserves of £2.3m.

3.3.3 The Council followed Government legislation and bought out of the existing HRA Subsidy regime on 27th March 2012, moving it onto a self-financing HRA model from April 2012.

3.3.4 Housing Revenue Account Outturn

3.3.4.1 The final HRA outturn position for the HRA for 2011/2012 is an underspend of £663k against the Revised budget. This includes prudently setting aside a further £2.2m for financing the future capital programmes, including £120k roll forward of unspent Property Maintenance budget for the Strategic Business review of the service. A further contribution is being made of £347k to the Service Improvement Reserve. After contributions to earmarked reserves a small surplus of £107k remains, which will increase the HRA working balance to £5m. The Cabinet is asked to note these contributions to reserve levels. **Appendix 5** to this report provides a summary of the HRA. The major variations in the income and expenditure side of the account are detailed in the analysis and the notes contained in **Appendix 6**.

3.3.5 Controllable Service Budget Outturn

3.3.5.1 The HRA net expenditure over income reported above is inclusive of an underspend on the HRA's controllable budgets. The actual outturn shows a net underspend on Service Controllable budgets of £499k, (**Appendix 5** refers). This represents a change to the month 10 forecast underspend of £118k, (**Appendix 7**), reported to Cabinet on 7th March 2012.

3.3.6 Main Variances in Outturn 2011/12 Against Budget

3.3.6.1 The table below summarises the main variances detailed in **Appendix 6**. All outturn variations identified within the 2011/12 accounts will be investigated to identify if any savings/overspends are ongoing and need to be reflected within the current and future year budgets. The next 2012/13 budget monitoring report to Cabinet will provide more detail concerning any recommended budget revisions and management actions required to ensure that the budget remains in balance for the current financial year.

Table 1 - Main Summary of Variances of HRA Outturn

HRA Variance Description	Outturn Variance 31.3.12 £'000
Housing Revenue Account Subsidy	-765
General Management	326
Repairs and Maintenance	273
Special Services	-156
Increase in Bad Debt Provision	-273
Interest & Financing	-100
Other Variations	32
HRA Service Underspend 2011/12	-663
Net Contribution to HRA Reserves	556
HRA SURPLUS 2011/12	-107

3.3.7 Contribution to HRA Working Balances and Reserves.

3.3.7.1 The total balance on all HRA reserves and balances at 31/3/2012 is £11.34m, (**Appendix 8**). The contributions to working balances and earmarked reserves and their resultant balances are summarised in the table below.

Table 2 – HRA Working Balances and Reserves

	Balance 1.4.11 £'000	Movement In Year £'000	Balance 31.3.12 £'000
HRA Balances on Account			
HRA Working Balance	4,893	107	5,000
HRA Capital Programme Earmarked Reserve	12,860	-10,247	2,613
HRA Leaseholders Earmarked Reserve	1,000	-832	168
HRA Service Improvement & Project Reserve	821	179	1,000
Stock Options Appraisal	2,000	0	2,000
HRA Supporting People Reserve	558	0	558
TOTAL HRA BALANCES	22,132	-10,793	11,339

3.3.7.2 As at the 1 April 2011 the Council held earmarked reserves of £12.86m for financing the capital programme. Delivery of the 2011/12 Capital programme (paragraphs refers 3.4.5) has required as planned £12.4m of this reserve to be used for financing. A further £2.2 m has been earmarked to contribute to reserves at 31 March 2012 making the balance on this reserve £2.6m. This reserve will be managed in line with the requirements of the Asset Management Strategy and in line with the HRA Business Plan.

CAPITAL PROGRAMME

3.4 2011-12 Capital Outturn

3.4.1 The Council's final approved budget for capital programme expenditure in 2011-12 was £35.36m, a net increase of £3.78m from the original budget of £29.31m. The budget initially increased due to carry-forwards from 2010/11 of £12.79m, but decreased by £8.59m due to planned carry-forwards to 2012/13. Other changes largely relate to increases in external financing from grants and contributions.

3.4.2 The overall capital programme includes revenue expenditure funded from capital under statute (REFCUS). This is expenditure, such as grants to homeowners for disabled facilities, which can be funded from capital resources under statute and regulations.

3.4.3 Capital expenditure for 2011-12 totalled £33.09m against the final approved budget of £35.36m, a net underspend of £2.27m.

3.4.4 The position by Directorate is summarised below, with further details set out in **Appendix 9**, along with explanations of the reasons for any significant variances.

Capital Expenditure 2011-12	Final Approved Budget	Outturn	Variance
GF	£m	£m	£m
Resources	1.103	0.948	0.155
Customers & Communities	2.691	2.452	0.239
Regeneration, Enterprise & Planning	5.953	5.186	0.767
Housing General Fund	4.031	3.214	0.817
HRA			
Housing	21.582	21.291	0.291
Total	35.360	33.091	2.269

3.4.5 The table below shows how the capital programme for 2011-12 has been funded. In line with the approved Capital Strategy and the Treasury Management Strategy, capital receipts have been utilised to fund expenditure on short-life assets whilst prudential borrowing has been used where assets have a longer life.

Financing of Capital Programme 2011-12	General Fund	HRA	Total
	£m	£m	£m
Prudential Borrowing	2.856		2.856
Capital Receipts	4.280	0.698	4.978
Major Repairs Allowance		8.161	8.161
Government Grants	3.759		3.759
Third Party Contributions	0.764		0.764
Revenue Contributions	0.141	12.432	12.573
Total	11.800	21.291	33.091

Capital Carry forward 2011-12

3.4.6 The table below shows the amount of carry forward from 2011-12 into the 2012-13 capital programme. Details are shown on a scheme by scheme basis at **Appendix 9**.

Capital Carry forward 2011-12	£m
General Fund	
Resources	0.153
Customers & Communities	0.166
Regeneration, Enterprise & Planning	0.767
Housing General Fund	0.816
HRA	
Housing	0.880
Total	2.782

- 3.4.6.1 The carry-forward request for HRA schemes, which is required to finish incomplete schemes, is greater than the net underspend. The overall outturn included an overspend on Decent Homes of £0.5m due to additional properties being made decent ahead of schedule. This will be reflected in future updates of the HRA Business Plan.
- 3.4.6.2 The carry forward schemes will be incorporated into the 2012-13 agreed capital programme and monthly monitoring processes.

3.5 2012/2013 Capital Programme Project Variation

- 3.5.1 An opportunity has come forward under the HRA Capital Project Community Energy Savings Programme (CESP) to bring additional properties to Decent Homes standard by installing External Wall insulation and double glazed windows to 274 properties. Whilst carrying out external works a number of additional blocks were identified as qualifying for these works. The original CESP project was approved by Cabinet 25th May 2011. A project variation of £1.5m is required to deliver these works in 2012/13 whilst on site. This project variation will be financed by HRA resources.

3.6 Choices (Options)

- 3.6.1 Cabinet is invited to note the report and the explanations of the outturn position and reasons for the change since the forecast outturn position for the General Fund, Housing Revenue Account and Capital Programme.
- 3.6.2 Cabinet is asked to note the proposed movements in the General Fund and HRA reserves.
- 3.6.3 Cabinet are asked to agree the Capital budgets to be carried forward to 2012-13.
- 3.6.4 Cabinet are asked to approve the HRA Capital Project variation for 2012/13.

4. Implications (including financial implications)

4.1 Policy

- 4.1.1. The outturn position impacts on the level of reserves.

4.2 Resources and Risk

- 4.2.1 This report informs Cabinet of the General Fund Revenue budget, Housing Revenue Account budget and Capital Programme outturn.
The impact of individual outturn variances needs to be assessed against the current and future year's budgets.

4.3 Legal

- 4.3.1 There are no specific legal implications arising from this report.

4.4 Equality

- 4.4.1 There are no specific equality implications arising from this report.

4.5 Consultees (Internal and External)

- 4.5.1 Chief Executive, Directors, Heads of Service and Budget Managers have been consulted.

4.6 How the Proposals deliver Priority Outcomes

- 4.6.1 Annual outturn reporting contributes to the priority of delivering value for money to protect local services by sustaining effective and prudent financial management.

4.7 Other Implications

- 4.7.1 Not applicable

5. Background Papers

- 5.1 Cabinet Reports – Budget Setting and Budget Monitoring throughout 2011/12
- 5.2 Cabinet Report – CESP 25th May 2011.

Isabell Procter, Director of Resources, 01604 838757

Summary of General Fund Outturn Position 2011/12

Appendix 1

Key

"-" figure denotes a budget under spend or an income budget

"+" figure denotes a budget overspend or an expenditure budget

	2011/12 Revised Budget £000	2011/12 Projected Outturn as at Period 10 £000	2011/12 Outturn £000	(Under) / Over Spend £000
Assistant Chief Executive	4,633	4,146	4,246	-387
Director of Planning and Regeneration	2,859	2,505	2,314	-545
Director of Finance and Support	14,761	14,794	14,548	-213
Director of Housing	225	791	309	84
Borough Solicitor	652	738	636	-15
Director of Environment and Culture	9,885	9,578	9,741	-144
Total within Budget Managers Control	33,015	32,552	31,796	-1,219
Capital Expenditure charged to Revenue Account	134	119	119	-15
Provisions	0	481	481	481
Net Support Service Recharges	-4,856	-4,803	-4880	-24
Interest and Financing	1,899	1,711	1,411	-488
Parish Precepts & Grants	922	922	922	0
Government Funding	-14,207	-14,207	-14,207	0
Council Tax	-14,969	-14,969	-14,966	3
Council tax freeze grant	-351	-351	-351	0
Non specific grants			-989	-989
Technical Accounting Adjustments	-31,427	-31,096	-32,460	-1,033
General Fund (under) / over spend	1,588	1,456	-664	-2,252
Net Contribution to/(from) Reserves	-1,688	-1,556	200	1,888
General Fund Deficit (Surplus)	-100	-100	-464	-364
Balance b/fwd			-2,672	
Balance c/fwd			-3,136	

J:\ACS Section\Year End_11-12\Management Accounts\Outturn\2012 06 11 GF Outturn excelerator.xls

General Fund Revenue Budget
Service Budget Outturn Position 2011/12

Appendix 2

Key

"-" figure denotes a budget under spend or an income budget or improvement in outturn

"+" figure denotes a budget overspend or an expenditure budget or deterioration in outturn

	2011/2012 Revised Budget	Outturn	Outturn Variance	Explanation
	£000	£000	£000	
CX01 Chief Executive	200	180	-20	Various savings were achieved on supplies and services budgets.
Division Total - Chief Executives	200	180	-20	
LS01 Director LSP	72	75	4	
Division Total - Director of LSP	72	75	4	
DR04 Assistant Chief Executive	420	344	-76	Savings in a number of budgets across this area, none of which are individually significant.
GC05 Civic and Mayoral Expenses	95	95	-0	
GC05 Overview & Scrutiny	48	46	-2	
GC06 Councillor & Managerial Support	536	511	-25	Savings have been made in members allowances. This was a result of reducing the number of Cabinet members and the boundary review reducing the number of Councillors.
GC08 Communications	189	152	-37	Savings on the advertising and publicity budget.
LD02 Electoral Services	416	349	-67	The Borough Council Election was held in combination with the Referendum on the UK Parliamentary Voting System and costs were shared equally between these two areas, with the Referendum costs being funded by central government. Therefore, the Council's election costs were just under half of the original forecast.
LD08 Democratic Services	151	112	-39	Savings as a result of vacant posts throughout the year
Division Total - Assistant Chief Executive	1,853	1,608	-246	

General Fund Revenue Budget
Service Budget Outturn Position 2011/12

Appendix 2

Key

"-" figure denotes a budget under spend or an income budget or improvement in outturn

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	2011/2012 Revised Budget	Outturn	Outturn Variance	Explanation
	£000	£000	£000	
PI20 Performance and change	379	326	-53	Savings reflect lower costs incurred in relation to the design and publication of the Corporate Plan (£34k) and employee cost savings as a result of vacant posts (£18k).
Division Total - Head of Performance and Change	379	326	-53	
GC01 Head of Policy & Community Engagement	107	106	-2	
GC04 Policy	9	8	-1	
GC09 Community and Other Grants	1,161	1,137	-25	The underspend is a result of grants awarded not being increased until part way through the year - June, whereas as previous assumptions where that this would happen from April.
GC10 Community Developments	458	499	40	£40k overspend is incurred as part of the Community Centre transfer project.
GC11 Community Centres	349	257	-92	A saving of (£56k) relates to the correction of previous gas bills of a community centre which went back to November 2005. The remaining balance is due to savings achieved through employee related costs and income from Community Centres being higher than budgeted.
GC15 Emergency Planning	45	52	7	
Division Total - Head of Policy and Community Engagement	2,129	2,058	-71	
Directorate Total - Assistant Chief Executive	4,633	4,246	-387	

General Fund Revenue Budget
Service Budget Outturn Position 2011/12

Appendix 2

Key

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	2011/2012 Revised Budget	Outturn	Outturn Variance	Explanation
	£000	£000	£000	
DR02 Director of Planning & Regeneration	231	228	-2	
Division Total - Director of Planning and Regeneration	231	228	-2	
FA01 Asset Management	1,850	1,775	-76	Saving primarily reflects NNDR refunds received following appeal.
5 FA06 Other Buildings & Land	-1,423	-1,685	-262	Increased rental fee income (£232k) due to external rent income (back dated 5 years) being received following a successful outcome from ground rent review arbitration (£332k), offset by loss of income due to vacant properties £100k. Professional fees of £13k were incurred in relation to the rent review arbitration. There have also been various improvements made to reduce energy costs resulting in a saving of (£37k). There has been an overspend due to properties being vacant (which are normally leased out) incurring NNDR costs of £26k. Recovery of insurance premiums (£33k) for 2010/11 were processed in 2011/12.
RG01 Head of Regeneration & Development	90	91	1	
RG02 Regeneration & Investment	601	606	5	
RG05 Development	25	25	0	
RG12 Programme Coordination	5	5	0	
Division Total - Head of Regeneration and Development	1,149	817	-332	

General Fund Revenue Budget
Service Budget Outturn Position 2011/12

Appendix 2

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	2011/2012 Revised Budget	Outturn	Outturn Variance	Explanation
	£000	£000	£000	
PE02 Building Control	15	-11	-26	(£16k) of savings were made from various budgets, such as vehicle allowances, professional fees & subscriptions etc due to the reduction of the establishment from previous year. (£8k) saving as a result of the lowered requirements for structural engineering calculations.
PE03 Development Control	293	150	-143	The forecast primarily reflects the increase in fee income received for Development Control Services. There were also some savings made due to posts being held vacant.
PE06 Head of Planning	109	109	-0	
PE15 Joint Planning Unit Manager	289	288	-1	
PE17 Planning & Regen Central Support	276	273	-2	
RG01 Planning	787	748	-38	(£28k) of savings have been made through holding posts vacant.
RG09 Bus Shelters	-290	-290	0	
Division Total - Head of Planning	1,480	1,268	-211	
Directorate Total - Director of Planning & Regeneration	2,859	2,314	-545	

General Fund Revenue Budget
Service Budget Outturn Position 2011/12

Appendix 2

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	2011/2012 Revised Budget	Outturn	Outturn Variance	Explanation
	£000	£000	£000	
FA04 Non Distributed Costs	4,057	4,011	-46	This saving is due to pension strain payments for 2011/12 leavers less than budgeted.
Division Total - Corporate	4,057	4,011	-46	
DR03 Director of Finance & Support	342	326	-17	
Division Total - Director of Finance & Support	342	326	-17	
HR01 Human Resources	914	964	50	Extra costs were required to undertake systems development work to enable restructuring savings to be delivered.
HR02 Single Status	131	102	-29	Savings in Staff as a result of the HR restructure, offsetting costs above.
HR03 Training & Development	202	200	-2	
Division Total - Head of Human Resources	1,246	1,267	20	
FA02 Financial Services	1,495	1,494	-1	
FA03 Audit	392	308	-84	The saving is because of lower payments to both Internal and External Audit as a result of discounts and refunds being given in 2011/12
FA05 Investments	92	50	-42	Savings on bank charges are as a result of a new contract for banking services.
FA07 Head of Finance	82	83	0	
FA19 Exchequer Services	495	522	27	Extra resources have been utilised to support the demands placed by front line services. This is being managed with offsetting underspends in other areas of finance.
PR01 Procurement	166	165	-1	
RG07 Concessionary Fares	0	48	48	These are the residual costs arising from closure of the concessionary fares scheme.
Division Total - Head of Finance	2,722	2,670	-52	

General Fund Revenue Budget
Service Budget Outturn Position 2011/12

Appendix 2

Key

"-" figure denotes a budget under spend or an income budget or improvement in outturn

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	2011/2012 Revised Budget	Outturn	Outturn Variance	Explanation
	£000	£000	£000	
CS01	471	466	-5	
CS03	84	90	6	
CS04	1,531	1,625	94	In order to maintain a high level of service to the public in a time of increasing demand, additional agency staff were used in the Contact Centre, with the resultant overspend.
CS05	236	249	12	
FA08	1,094	993	-101	There is a (£67k) saving due to an NNDR rebate for the Guildhall whilst works were being carried out. (£44k) savings on cleaning costs due to a restructure of the cleaning service A wide range of other minor savings make up the rest of the variance.
PI02	2,616	2,553	-63	A vacant Customer Excellence Officer post in Business Development Structure has generated savings of (£22k). Changes to the arrangements for leasing of hardware have resulted in savings of (£29k). (£10k) savings on Ordnance Survey mapping service that were not required in 2011/12.
Division Total - Head of Customer Services & ICT	6,031	5,975	-56	
HS01	-44	-96	-51	The amount recovered from central government for benefit payments was greater than planned (£98k). £46k additional agency costs was incurred in the Benefits service to manage the increased work flow.
HS02	81	81	0	
HS03	326	315	-12	
Division Total - Head of Revenues and Benefits	363	300	-63	
Directorate Total - Director of Finance & Support	14,761	14,548	-213	

General Fund Revenue Budget
Service Budget Outturn Position 2011/12

Appendix 2

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	2011/2012 Revised Budget	Outturn	Outturn Variance	Explanation
	£000	£000	£000	
DR05 Director of Housing	179	169	-10	Mainly attributable to savings made in the training budget
Division Total - Director of Housing	179	169	-10	
CS02 Call Care	-209	-25	185	The overspend was due to loss of external contracts with corresponding loss of income of £237k and a wide range of variances across the service area.
HS05 Home Choice & Resettlement	-84	-90	-7	
HS12 Housing Options	380	350	-30	There were widespread variances across the service the primary one being savings of (£51k) for holding vacant posts in the Housing Strategy Team.
HS13 Head of Housing Needs	95	115	21	
PE09 Travellers Sites	12	4	-8	Savings were due primarily to homeless rent income exceeding expectation by (£68k) together with a wide range of variances across the service. Agency staff used to manage the Houses In Multiple Occupation (HIMO) service resulted an overspend of £47k.
PE12 Private Sector Housing Solutions	-173	-202	-29	There were widespread variances across the service the primary one being savings for holding vacant posts in the Housing Strategy Team.
RG03 Housing Strategy	25	-12	-37	
Division Total - Head of Strategic Housing	46	141	95	
Directorate Total - Housing	225	309	84	
LD03 Land Charges	-44	-76	-32	There was an increase in Land Charge fee income as a result of fluctuations in housing market activity.
LD04 Legal	696	712	16	
Division Total - Borough Solicitor	652	636	-15	
Directorate Total - Borough Solicitor	652	636	-15	

General Fund Revenue Budget
Service Budget Outturn Position 2011/12

Appendix 2

Key

"-" figure denotes a budget under spend or an income budget or improvement in outturn

"+" figure denotes a budget overspend or an expenditure budget or deterioration in outturn

	2011/2012 Revised Budget	Outturn	Outturn Variance	Explanation
	£000	£000	£000	
DR01 Director of Environment & Culture	285	186	-99	The savings are due mainly to admin posts being held vacant.
Division Total - Director of Environment and Culture	285	186	-99	
CE04 Leisure Contract	1,134	1,102	-32	CCTV costs were removed from the Leisure Trust management fee resulting in an underspend.
CE06 Museums and Arts	794	807	13	
CE27 Arts and Other Activities	59	48	-11	The value of grants provided has reduced. The budget for 2012/13 reflects this.
CE30 Leisure - NBC	0	-15	-15	The underspend has been caused mainly by unforeseen refunds for water services which relate to prior years.
CE31 Unity Leisure Project Costs	36	36	-0	
Division Total - Leisure and Culture	2,023	1,978	-45	
Division Total - Head of Neighbourhood Environmental Services	7,303	7,218	-85	The variance can be split into: (£370k) additional recycling credits income due to additional tonnages of recyclable materials collected and increases in prices for recycled materials. £460k pre contract and contract mobilisation costs; this is due to repairing vehicles to the required standard for return to the lease company and additional employee costs to cover staff training for the environmental services contract. There were savings of £140k that were achieved through reduced staffing levels in the Client Contract team.

General Fund Revenue Budget
Service Budget Outturn Position 2011/12

Appendix 2

Key

"-" figure denotes a budget under spend or an income budget or improvement in outturn
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	2011/2012 Revised Budget	Outturn	Outturn Variance	Explanation
	£000	£000	£000	
CE02 Community Safety	387	408	21	
LD05 Licensing	-261	-291	-30	There has been an increase in licensing income largely due to an increase in take up of the driver induction facility.
PE07 Pest Control	2	0	-2	
PE10 Commercial Services	358	357	-2	
PE11 Environmental Protection	438	407	-31	This is due to savings from the outsourcing of the animal welfare services.
PE16 Head of Public Protection	69	72	2	
SS01 Neighbourhood Management	746	658	-88	The savings are largely attributable to vacant posts within the service.
03 03 Division Total - Head of Public Protection	1,740	1,610	-130	
CE03 Events	341	310	-31	There was an increase in income as a result of the 'Night Lite run' event and other smaller receipts.
CE23 Town Centre Management	-25	-4	21	The increase in expenditure is mainly due to responsive and planned works that had to be carried out.
CE24 Car Parking	-1,970	-1,734	236	The main reason for this variance is that car parking income is less than originally expected. This is attributable to a downward trend in the usage of car parks (both daily and season tickets) and an increase in the VAT rate. There has been a delay in implementing the car park centralisation project due to technological restraints resulting in an unbudgeted spend of £28k in agency staff. There was also a further reduction in car parking income as a result of the new free parking policy £250k, however this was funded from reserves, so no variance is shown here.
CE25 On-Street Parking	0	-0	-0	
CE26 Bus Station	226	226	-0	
FA09 Markets	-39	-49	-10	The underspend was mainly due to over estimating electricity costs in 2010/11 (an over accrual).
Division Total - Head of Town Centre Management	-1,466	-1,251	216	
Directorate Total - Director of Environment & Culture	9,885	9,741	-144	
Total	33,015	31,796	-1,219	

General Fund Revenue Budget

Appendix 3

Comparison of 2011/12 Period 10 Forecast Outturn Variance and Actual Outturn Variance

Key

"-" figure denotes a budget under spend or an income budget or improvement in outturn

"+" figure denotes a budget overspend or an expenditure budget or deterioration in outturn

	Period 10 Forecast Variance	Outturn Variance	Forecast Vs Outturn	Explanation
	£000	£000	£000	
CX01 Chief Executive	-18	-20	-2	
Division Total - Chief Executives	-18	-20	-2	
LS01 Director LSP	-2	4	6	
Division Total - Director of LSP	-2	4	6	
DR04 Assistant Chief Executive	-65	-76	-12	
GC05 Civic and Mayoral Expenses	7	-0	-7	
GC05 Overview & Scrutiny	-2	-2	0	
GC06 Councillor & Managerial Support	-28	-25	3	
GC08 Communications	-37	-37	0	
LD02 Electoral Services	-91	-67	24	This was due to additional election costs coming through at the end of the year.
LD08 Democratic Services	-40	-39	1	
Division Total - Assistant Chief Executive	-256	-246	10	

General Fund Revenue Budget

Appendix 3

Comparison of 2011/12 Period 10 Forecast Outturn Variance and Actual Outturn Variance

Key

"-" figure denotes a budget under spend or an income budget or improvement in outturn

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	Period 10 Forecast Variance	Outturn Variance	Forecast Vs Outturn	Explanation
	£000	£000	£000	
PI20	-58	-53	5	
Division Total - Head of Performance and Change	-58	-53	5	
GC01	-1	-2	-0	
GC04	-1	-1	0	
GC09	-20	-25	-5	
GC10	37	40	3	
GC11	-36	-92	-55	A saving of (£56k) relates to the correction of previous gas bills of a community centre which went back to November 2005.
GC15	7	7	0	
Division Total - Head of Policy and Community Engagement	-14	-71	-57	
Directorate Total - Assistant Chief Executive	-348	-387	-39	

Comparison of 2011/12 Period 10 Forecast Outturn Variance and Actual Outturn Variance

Key

"-" figure denotes a budget under spend or an income budget or improvement in outturn

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	Period 10 Forecast Variance	Outturn Variance	Forecast Vs Outturn	Explanation
	£000	£000	£000	
DR02 Director of Planning & Regeneration	-3	-2	1	
Division Total - Director of Planning and Regeneration	-3	-2	1	
FA01 Asset Management	-73	-76	-3	
Other Buildings & Land	-256	-262	-7	
RG01 Head of Regeneration & Development	0	1	1	
RG02 Regeneration & Investment	34	5	-30	(£30k) of grant income was received from Arts Council England in relation to expenditure incurred on the Market Square in previous financial years.
RG05 Development	0	0	0	
RG12 Programme Coordination	0	0	0	
Division Total - Head of Regeneration and Development	-293	-332	-38	

General Fund Revenue Budget

Appendix 3

Comparison of 2011/12 Period 10 Forecast Outturn Variance and Actual Outturn Variance

Key

"-" figure denotes a budget under spend or an income budget or improvement in outturn

"+" figure denotes a budget overspend or an expenditure budget or deterioration in outturn

	Period 10 Forecast Variance	Outturn Variance	Forecast Vs Outturn	Explanation
	£000	£000	£000	
PE02 Building Control	-9	-26	-17	There was a higher recovery of dangerous structure income and recovery of professional costs after a fire incident in January which was not known until the end of the year.
PE03 Development Control	-150	-143	7	
PE06 Head of Planning	-1	-0	1	
PE15 Joint Planning Unit Manager	0	-1	-1	
PE17 Planning & Regen Central Support	-9	-2	6	
RG07 Planning	-27	-38	-12	
RG09 Bus Shelters	0	0	0	
Division Total - Head of Planning	-195	-211	-16	
Directorate Total - Director of Planning & Regeneration	-491	-545	-54	

General Fund Revenue Budget

Appendix 3

Comparison of 2011/12 Period 10 Forecast Outturn Variance and Actual Outturn Variance

Key

"-" figure denotes a budget under spend or an income budget or improvement in outturn

"+" figure denotes a budget overspend or an expenditure budget or deterioration in outturn

	Period 10 Forecast Variance	Outturn Variance	Forecast Vs Outturn	Explanation
	£000	£000	£000	
FA04 Non Distributed Costs	0	-46	-46	The pension strain costs turned out to be slightly less than estimated.
Division Total - Corporate	0	-46	-46	
DR03 Director of Finance & Support	-8	-17	-9	
Division Total - Director of Finance & Support	-8	-17	-9	
HR01 Human Resources	39	50	11	
HR02 Single Status	-30	-29	1	
HR03 Training & Development	0	-2	-2	
Division Total - Head of Human Resources	10	20	10	
FA02 Financial Services	-9	-1	8	
FA03 Audit	-54	-84	-30	Rebates and discounts on Internal & External audit not forecast as not advised to NBC.
FA05 Investments	-24	-42	-18	Variance on bank charges as new contract for banking services has incurred less costs than anticipated.
FA07 Head of Finance	0	0	0	
FA19 Exchequer Services	31	27	-3	
PR01 Procurement	5	-1	-6	
RG07 Concessionary Fares	48	48	0	
Division Total - Head of Finance	-3	-52	-49	

General Fund Revenue Budget

Appendix 3

Comparison of 2011/12 Period 10 Forecast Outturn Variance and Actual Outturn Variance

Key

"-" figure denotes a budget under spend or an income budget or improvement in outturn

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	Period 10 Forecast Variance	Outturn Variance	Forecast Vs Outturn	Explanation
	£000	£000	£000	
CS01 Administrative Services	-1	-5	-4	
CS03 Head of Customer Services & ICT	6	6	-0	
CS04 Customer Services	22	94	72	In order to maintain a high level of service, additional agency staff was used.
CS05 Print Unit	25	12	-12	Additional income (£10k) has resulted from printing work carried out for Leisure Trust and Enterprise such as recycling booklets etc.
FA08 Office Accommodation	-4	-101	-97	Savings achieved on employee costs due to restructuring of cleaning service and holding vacant posts amounted to (£65k) (£25k) was received from hiring of rooms and equipment.
PI02 Information Technology	-63	-63	0	There are savings on leasing of the hardware and pc's due to changes made to ICT leases.
Division Total - Head of Customer Services & ICT	-14	-56	-42	
HS01 Benefits	83	-51	-134	Various changes in subsidy recoverable predominantly in Rent Allowance and the bad debt provision of (£180k). There was an increase in employee costs in the benefit section to deal with the increased work flow
HS02 Head of Revenues & Benefits	-1	0	1	
HS03 Revenues	-13	-12	1	
Division Total - Head of Revenues and Benefits	69	-63	-132	
Directorate Total - Director of Finance & Support	54	-213	-267	

Comparison of 2011/12 Period 10 Forecast Outturn Variance and Actual Outturn Variance

Key

"-" figure denotes a budget under spend or an income budget or improvement in outturn

"+" figure denotes a budget overspend or an expenditure budget or deterioration in outturn

	Period 10 Forecast Variance	Outturn Variance	Forecast Vs Outturn	Explanation
	£000	£000	£000	
DR05 Director of Housing	4	-10	-15	Savings were made in the training budget
Division Total - Director of Housing	4	-10	-15	
CS02 Call Care	136	185	49	The forecast primarily reflects a reduction in income due to the loss of Call Care service contracts to external organisations.
HS05 Home Choice & Resettlement	-5	-7	-1	
HS12 Housing Options	-45	-30	15	The shortfall relates to a wide range of variances. The largest relates to £10k lower than anticipated income from other authorities.
HS13 Head of Housing Needs	11	21	9	
PE09 Travellers Sites	-31	-8	23	Anticipated income was not realised and agency staff costs also exceeded expectation.
PE12 Private Sector Housing Solutions	-11	-29	-18	The savings relate to a wide range of variances. The largest of these relates to higher than anticipated income from accommodation for homeless.
RG03 Housing Strategy	-33	-37	-4	
Division Total - Head of Strategic Housing	22	95	73	
Directorate Total - Housing	26	84	58	
LD03 Land Charges	10	-32	-41	There was an increase in land charge income during February and March.
LD04 Legal	72	16	-55	Recharges were carried out late in the year in relation to work carried out for other services and organisations.
Division Total - Borough Solicitor	81	-15	-96	
Directorate Total - Borough Solicitor	81	-15	-96	

General Fund Revenue Budget

Appendix 3

Comparison of 2011/12 Period 10 Forecast Outturn Variance and Actual Outturn Variance

Key

"-" figure denotes a budget under spend or an income budget or improvement in outturn

"+" figure denotes a budget overspend or an expenditure budget or deterioration in outturn

	Period 10 Forecast Variance	Outturn Variance	Forecast Vs Outturn	Explanation
	£000	£000	£000	
DR01 Director of Environment & Culture	-92	-99	-7	
Division Total - Director of Environment and Culture	-92	-99	-7	
CE04 Leisure Contract	-0	-32	-32	CCTV costs were removed from the Leisure Trust management fee resulting in an underspend.
CE06 Museums and Arts	1	13	12	
CE27 Arts and Other Activities	-5	-11	-6	
CE30 Leisure - NBC	19	-15	-35	The forecast variation relates primarily to unforeseen changes in the utility costs.
CE31 Unity Leisure Project Costs	8	-0	-8	
Division Total - Leisure and Culture	23	-45	-68	
Division Total - Head of Neighbourhood Environmental Services	307	-85	-392	There was (£280k) of recharges to other organisations and services that were carried out late in the year. There were also utility costs that were less than expected (£30k), and funding was drawn down from reserves for the market testing costs (£30k) incurred early in the year.

Comparison of 2011/12 Period 10 Forecast Outturn Variance and Actual Outturn Variance

Key

"-" figure denotes a budget under spend or an income budget or improvement in outturn

"+" figure denotes a budget overspend or an expenditure budget or deterioration in outturn

	Period 10 Forecast Variance	Outturn Variance	Forecast Vs Outturn	Explanation
	£000	£000	£000	
CE02 Community Safety	52	21	-31	There was further grant income received in the year which will be set aside for future years.
LD05 Licensing	-24	-30	-6	
PE07 Pest Control	-2	-2	-0	
PE10 Commercial Services	1	-2	-3	
PE11 Environmental Protection	-16	-31	-15	
PE16 Head of Public Protection	0	2	2	
SS01 Neighbourhood Management	-85	-88	-3	
72 Division Total - Head of Public Protection	-75	-130	-55	
CE03 Events	-18	-31	-14	
CE23 Town Centre Management	25	21	-4	
CE24 Car Parking	204	236	32	This is mainly attributable to fluctuations in car parking income.
CE25 On-Street Parking	0	-0	-0	
CE26 Bus Station	-17	-0	17	This change was as a result of increased security costs and less rental income
FA09 Markets	24	-10	-35	Changes in market rental assumptions.
Division Total - Head of Town Centre Management	219	216	-4	
Directorate Total - Director of Environment & Culture	383	-144	-527	
Total	-295	-1,219	-925	

Summary of General Fund Earmarked Reserves 2011/12

Appendix 4

Reserve	Audited Balance 1 April 2011 £,000	Reallocation of Reserves £,000	Earmarked 2011/12 £,000	Unearmarked 2011/12 £,000	Use of Reserves 2011/12 £,000	Unaudited Balance 31 March 2012 £,000
Supporting Business/Economic Growth	-386	38	-119	0	184	-283
Service Improvements/Performance and Change	-860	0	-23	0	65	-818
General	-7,230	462	-1,456	0	2,379	-5,845
General Grants	-3,477	0	-1,987	50	612	-4,802
Building Maintenance Reserve	-329	0	0	0	20	-309
Subsidy Equalisation	-500	0	0	0	0	-500
Debt Financing	-377	0	0	0	0	-377
Rent Deposit Scheme	-100	0	-60	0	0	-160
Leasing	-7	0	0	0	0	-7
Carbon Management & Salix	-124	0	-46	0	0	-170
Insurance Reserve	-2,302	0	-87	0	246	-2,143
Core Business Systems	-299	0	0	0	45	-254
Arts	-19	0	0	0	0	-19
Delapre Abbey	0	-500	-25	0	3	-522
	-16,010	0	-3,803	50	3,554	-16,209

Summary of Housing Revenue Account Outturn Position 2011/12

Key

"-" figure denotes a budget under spend or an income budget

"+" figure denotes a budget overspend or an expenditure budget

	2011/12 Revised Budget £000	2011/12 Projected Outturn as at Period 10 £000	2011/12 Outturn £000	(Under) / Over Spend £000
Rents - Dwellings Only	-44,753	-44,728	-44,789	-36
Rents - Non Dwellings Only	-1,134	-1,100	-1,107	27
Service Charges	-1,450	-1,453	-1,351	99
Other Income	-25	-25	-13	12
Repairs and Maintenance	10,307	10,544	10,580	273
General Management	4,920	5,065	5,247	326
Special Services	3,771	3,694	3,615	-156
Rents, Rates, Taxes & Other Charges	87	87	75	-12
Increase in Bad Debt Provision	450	400	177	-273
Rent Rebate Subsidy Deductions	811	811	818	7
Housing Revenue Account Subsidy	12,737	12,047	11,972	-765
Total within Budget Managers Control	-14,278	-14,659	-14,777	-499
Capital Charges	8,161	8,161	8,161	0
Interest and Financing	262	172	162	-100
Net Support Service Recharges	4,856	4,712	4,792	-64
Technical Accounting Adjustments	13,279	13,045	13,115	-164
HRA Under spend 2011/2012	-999	-1,614	-1,662	-663
Net Contribution to/(from) Reserves	999	1,599	1,555	556
Housing Revenue Account Deficit (Surplus)	0	-15	-107	-107
Balance b/fwd			-4,893	
Balance c/fwd			-5,000	

HRA Revenue Budget
Service Budget Outturn Position 2011/12

Key

"-" figure denotes a budget under spend or an income budget or improvement in outturn

"+" figure denotes a budget overspend or an expenditure budget or deterioration in outturn

	2011/2012 Revised Budget	Outturn	Outturn Variance	Explanation
	£000	£000	£000	
75 HS05	79	103	24	Take up of the under-occupation incentive scheme was successful. This exceeded expectations, and resulted in a higher volume of incentive payments to tenants and an overspend of £26k.
HS07	1,505	1,434	-71	Savings relate primarily to vacant posts held within the Sheltered Housing Team resulting in underspend of £68k.
HS 15	548	606	58	This overspend primarily reflects the additional software and support costs incurred in relation to upgrades to the IBS rent accounting system that were required during the year.
Division Total - Head of Strategic Housing	2,133	2,144	11	
HS04	5,757	5,910	153	There were loan fees of £65k (PWLB) in relation to the HRA buyout. Increase costs for IBS maintenance and training £64k. Some savings occurred following the outsourcing of the EMS contract as some tree maintenance and other works were delayed.
HS06	12,737	11,972	-765	Adjustments to Capital Allowances have reduced the payment required to Central Government. The amount payable is determined by a formula set out by the Dept. for Communities and Local Government.
HS08	-46,100	-46,265	-165	Primarily reflects a lower than expected contribution to the bad debts provision as a result of lower arrears.
HS16	3,651	4,023	372	£155k increased salary costs due to decent homes work that are largely offset through lower recharges (below the line). Increased repairs costs due to more boilers breaking down due to the cold winter £40k, £193k of costs relating to capital schemes were moved to revenue as they were not defined as capital expenditure.
SS18	7,545	7,440	-105	Savings on employees due to vacant posts during the year -£46k. Also the Property Maintenance service review has not yet taken place -£100k. Savings were made on vehicle and plant hire due to reduced number of temporary staff and spot hire costs. These were offset by overspends on mobile phone costs due to Motorola PDAs being implemented.
Division Total - Head of Landlord Services	-16,411	-16,921	-510	
Directorate Total - Housing	-14,278	-14,777	-499	

HRA Revenue Budget
Service Budget Outturn Position 2011/12

Key

"-" figure denotes a budget under spend or an income budget or improvement in outturn

"+" figure denotes a budget overspend or an expenditure budget or deterioration in outturn

	2011/2012 Revised Budget	Outturn	Outturn Variance	Explanation
	£000	£000	£000	
	-14,278	-14,777	-499	
Total				

Comparison of 2011/12 Period 10 Forecast Outturn Variance and Actual Outturn Variance

Key

"-" figure denotes a budget under spend or an income budget or improvement in outturn

"+" figure denotes a budget overspend or an expenditure budget or deterioration in outturn

	Period 10 Forecast Variance	Outturn Variance	Forecast Vs Outturn	Explanation
	£000	£000	£000	
77				
HS05	85	24	-61	Expenditure for the under occupation scheme was funded from reserves at year-end.
HS07	-104	-71	33	This was due to the high use of the community rooms and increase in costs of transportation for staff working late / night shifts.
HS 15	79	58	-20	The forecast relates to an unexpected high use of online forms with subsequent lower printing costs resulting in a variance.
Division Total - Head of Strategic Housing	59	11	-48	
HS04	14	153	139	Various including: £64k unexpected fees for the HRA buyout, £27k Increased software costs for IBS open Housing system, and compensation and severance costs not anticipated £42k.
HS06	-690	-765	-75	The amount payable is determined by a formula set out by the Dept. for Communities and Local Government.
HS08	65	-165	-230	Underspend primarily reflects a lower contribution to bad debts provision as a result of lower rent arrears levels than had been anticipated.
HS16	197	372	174	Overspend largely reflects the revenue costs relating to capital schemes that were identified at year-end.
SS18	-27	-105	-78	Primarily reflects greater than expected income in relation to works carried out by the Commercial Team.
Division Total - Head of Landlord Services	-440	-510	-70	
Directorate Total - Housing	-381	-499	-118	

Summary of HRA Earmarked Reserves 2011/12

Earmarked Reserve	Analysis of Transfers to and Transfers (from) Reserves					
	Balance 01/04/11 £000	Reallocation of Reserves £000	Earmarked 2011/12 £000	Unearmarked Reserves 2011/12 £000	Less Actual Use of Reserves Approved £000	Balance 31/03/12 £000
Capital Programme Reserve	12,860		2,208		(12,455)	2,613
Leaseholder Reserve	1,000				(832)	168
Service Improvement & Project Reserve	821		347		(168)	1,000
Stock Options Appraisal	2,000					2,000
Supporting People Reserve	558					558
Total (Excluding HRA Reserve)	17,239	0	2,555	0	(13,455)	6,339

General Fund Capital Outturn & Carry Forward Requests

2011/12

Appendix 9

Project Code & Project Description	Revised Budget	Outturn	Outturn (Underspend) / Overspend	Carry Forward Request	TOTAL Carry Forward Request 2011/12	Committed or fully grant forward request	Uncommitted carry forward request	Comments from Project Manager
	£	£	£	£		£	£	
Chris Cavanagh (CC4)								
BA122 - Fire Safety Improvement Works	74,500	19,678	-54,822	54,100	54,100	54,100		The carry forward on this scheme is required as scheme was not fully completed by 31st March.
BA131 - Danes Camp Roof Renewal	0	-30	-30					
BA132 - St Crispin Changing Rooms, Toilet, Car park	0	0	0					
BA133 - St Crispin Football Pitches and Play Provision	0	0	0					
BA136 - Water Management Works	70,000	77,387	7,387					
BA137 - Improvements to Car Parks	150,277	148,964	-1,313					
BA138 - Cemeteries Refurbishment Works	31,827	56,129	24,302					
BA139 - Works to Churchyards (footpaths and boundary walls)	25,000	17,257	-7,743	2,000	2,000	2,000		Progress and cost of works completed exceeded anticipated 2011/12 spend but still within the overall budget as carried over to 2012/13
BA140 - Corporate Properties - DDA Issues	2,000	-2,942	-4,942					The carry forward is for retention due to be paid in 2012/13
BA141 - Unexpected in year Failures	0	275	275					
BA142 - Refurbishment of Parks	139,197	138,319	-878					
BA169 - Northampton Skatepark	1,000	1,293	293					
BA172 - Shelleys / Ladybridge Greenspace Play Facilities	54,584	54,584	0					
BA179 - Abington Park, Changing Room refurbishment	12,000	11,803	-197	197	197	197		Carry forward is required as this scheme is grant funded.
BA180 - Strategic Property Investment	500,000	0	-500,000	500,000	500,000		500,000	Unable to identify property investment acquisition, within agreed parameters, in 11/12.
BA181 - Refurbishment Abington Park Cottages 1&2	75,335	74,691	-644					
BA182 - Central Museum - Replacement of Air Conditioning Units	40,000	40,000	0					
BA183 - Timber Footbridge Replacements	102,000	103,326	1,326					
BA184 - Improvements to Ridings Car Parks	37,249	35,543	-1,706					
BA185 - Improvements to Escalators - Greyfriars Bus Station	24,720	24,844	124					
BA186 - Improvement to Parks Infrastructure	53,000	67,844	14,844					
BA187 - Racecourse Bowling Green Footpaths	12,000	10,814	-1,186	350	350	350		Progress and cost of works completed exceeded anticipated 2011/12 spend but still within the overall budget as carried over to 2012/13
BA188 - Royal and Derngate Roof Replacement Works	73,834	80,236	6,402					The carry forward is for payment for works due to be carried out in 2012/13
BA189 - Corporate Asset Improvements	63,727	67,943	4,216					
BA191 - Replacement of Air Conditioning at Westbridge Depot	129,890	129,144	-746					
BA194 - Guildhall Renewals	31,000	0	-31,000	31,000	31,000	31,000		Identified works delayed until 2012/13 programme to take advantage of economies of scale.
BA195 - Promoting Northampton's Heritage	0	0	0					
BA196 - Grosvenor/Greyfriars - Stagecoach Relocation	2,000,000	2,000,000	0					
BA197 - Delapre Abbey Restoration Minor Projects	100,000	99,708	-292					
BA202 - Becketts Park Victorian Promenade Restoration	252,442	252,442	0					
BA368 - Upton Park Pedestrian & Cycle Bridge	595,955	505,489	-90,466	90,466	90,466	90,466		There has been a delay in completion of works due to adverse weather conditions
BA374 - Abington Museum - Installation of Basement Level Radon Ventilation	0	0	0					
BA887 - Grosvenor Greyfriars Car Park Improvement Works	1,173,533	1,095,265	-78,268	78,000	78,000	78,000		The carry forward on this scheme is required as scheme was not fully completed by 31st March.
BA888 - Market Square LED Lighting	51,793	8,764	-43,029	0	0			Project completed. This scheme was grant funded.
BA889 - Mayford Car Park - Drainage Works	0	0	0					
Total for Head of Regeneration and Development	5,876,863	5,118,771	-758,092	756,113	165,647	256,113	500,000	
Derrick Simpson (DS1)								
BA130 - Centralisation of POF Carparking	39,095	16,509	-22,586	0	0			Project completed. The quotes provided were higher than the actual costs incurred.

General Fund Capital Outturn & Carry Forward Requests

2011/12

Appendix 9

Project Code & Project Description	Revised Budget	Outturn	Outturn (Underspend) / Overspend	Carry Forward Request	TOTAL Carry Forward Request 2011/12	Committed or fully grant forward request	Uncommitted carry forward request	Comments from Project Manager
	£	£	£	£	£	£	£	
BA902 - Grosvenor Car Park - Parking Machines	33,650	32,147	-1,503		0			
Total for Head of Town Centre Management	72,745	48,656	-24,089	0	0	0	0	
Fran Rodgers (FR2)								
BK010 - Countrywide Climate Friendly Communities	183,902	85,391	-98,511	98,511	98,511	98,511		Carry forward is required as this scheme is grant funded.
BK011 - Places of Change	711,499	711,499	0					
BK013 - Empty Homes Programme	0	2,201	2,201					
BK014 - CBL Sub-regional scheme	41,201	14,208	-26,993	26,993	26,993	26,993		Carry forward is required as this scheme is grant funded.
BK015 - DFG's Owner Occupiers	2,667,784	2,048,386	-619,398	619,398	619,398	619,398		Total amount has been committed in terms of approval and on site, but not spent in the financial year. 100% will be spent in 2012/2013.
BK029 - Hot Property 3	1,392	0	-1,392	1,392	1,392		1,392	
BK042 - Ecton Lane Improvements	0	5,059	5,059					
BK043 - Ecton Lane Remedial Works 2	0	-6,678	-6,678					
BK044 - GOEM Decent Homes Assistance	424,319	354,267	-70,052	70,052	70,052	70,052		Total amount has been committed in terms of approval and on site, but not spent in the financial year. 100% will be spent in 2012/2013.
Total for Head of Strategic Housing	4,030,097	3,214,334	-815,763	816,346	816,346	814,954	1,392	
Julie Seddon (JS14)								
BA164 - Playbuilder - Dallington	49,300	49,000	-300	300	300	300		Carry forward is required as this scheme is grant funded.
BA167 - I Love My Parks	220,000	217,746	-2,254	2,254	2,254		2,254	
BA204 - EMS - Containers	208,000	208,105	105					
BA205 - EMS - Food Waste Caddies	408,568	408,568	0					
BA206 - EMS - Westbridge Depot Refurbishments	450,000	450,000	0					
BA460 - Wheeille Bins & Recycling Boxes - Town Growth	16,394	-3,316	-19,710					
Total for Director of Environment and Culture	1,352,262	1,330,102	-22,160	2,554	2,254	300	2,254	
BA166 - Development of Shoe Resource Centre								
	0	-1,135	-1,135					
BA193 - Refurbishment - Northampton Museum and Art Gallery								
	305,976	322,928	16,952					
Total for Head of Leisure and Culture	305,976	321,792	15,816	0	0	0	0	
Marion Goodman (MG3)								
BA111 - Partnership Information Hub GIS	36,130	22,975	-13,155	13,155	13,155	13,155		This is a carry forward as needed as grant funded. There are still invoices outstanding.
BA157 - COM; Telephony (VoIP)	54,706	47,598	-7,108	7,108	7,108		7,108	Work still to be carried out on unified comms/video conferencing
BA173 - Multi-Function Devices (MFD's)	118,169	88,541	-29,628	29,628	29,628		29,628	Carry forward for works relating to phase 2 office works.
BA192 - Content Management System Upgrade for Websites	30,000	26,350	-3,650	3,650	3,650	2,799	851	Carry forward is required for final works from supplier
BA198 - Purchase of Terrapin Buildings	7,500	7,500	0					
BA207 - IT Infrastructure - Servers and Network Storage	142,300	141,848	-452					
BA644 - One Stop Shop Transformation	172,636	179,781	7,145					
BA743 - Electronic Record Management	0	0	0					
BA764 - CRM Development	142,805	113,139	-29,666	29,666	29,666		29,666	There has been a delay with the implementation of integration of NDL middleware with line of business applications. This funding is still required to develop those integrations over the course of the next year
BA786 - Data Network Improvements	41,692	36,958	-4,734	4,734	4,734		4,734	The carry forward is required for additional network equipment wif hubs
BA808 - IT Network Replacement Programme	70,814	36,578	-34,236	34,236	34,236		34,236	The carry forward is required for additional network equipment - switches
Total for Head of Customer Services and ICT	816,752	701,268	-115,484	122,477	122,477	15,954	106,523	
Robin Bates (RB4)								
BA145 - Cliftonville Move; New ways of working	741,258	721,163	-20,095	20,095	20,095	50,000	5,246	
BA154 - COM; Furniture	66,384	67,825	1,441	-1,441				

General Fund Capital Outturn & Carry Forward Requests

2011/12

Appendix 9

Project Code & Project Description	Revised Budget	Outturn	Outturn (Underspend) / Overspend	Carry Forward Request	TOTAL Carry Forward Request 2011/12	Committed or fully grant funded carry forward request	Uncommitted carry forward request	Comments from Project Manager
	£	£	£	£		£	£	
BA155 - COM; Filing & Storage	0	-250	-250	250	250			The final payment was approved after the end of the financial year and a retention is being held on the project.
BA156 - COM; ICT Server Room	0	-6,342	-6,342	6,342	6,342			
BA158 - COM; Multifunctional Printers	20,000	0	-20,000	20,000	20,000			
BA159 - COM; Site Exit	10,000	0	-10,000	10,000	10,000			
Total for Corporate	837,642	782,396	-55,246	55,246	56,687	50,000	5,246	
BA209 - Hosted Debit and Credit Card Payments	0	0	0	0	0	0	0	
BA730 - Core Financials	46,240	44,798	-1,442	0	0	0	0	
Total for Head of Finance	46,240	44,798	-1,442	0	0	0	0	
BA878 - Money 4 Youth; Youth Capital Fund	46,712	0	-46,712	0	0	0	0	
Total for Head of Policy and Community Engagement	46,712	0	-46,712	0	0	0	0	
BA160 - COM; Expansion 4 Home Working	27,676	27,954	278	0	0	0	0	
BA164 - COM; IT Equipment New ways of working	90,159	90,706	547	0	0	0	0	
BA165 - COM; Document Management	100,000	1,929	-98,071	98,071	98,071	0	98,071	Project is part of the 12/13 improvement plan.
Total for Head of Revenues and Benefits	217,835	120,589	-97,246	98,071	98,071	0	98,071	
Steve Elsey (SB11)								
BA210 - Jeffrey Room Audio and Visual Improvements	60,500	53,961	-6,539	6,539	6,539	6,539	0	Additional works and equipment are required to finalise the project. This carry forward is to be funded by a grant.
BA883 - Planning IT Improvements (HPDG)	15,955	12,788	-3,167	3,167	3,167	3,167	0	This scheme is grant funded. The carry forward is required to fund future works.
Total for Head of Planning	76,455	66,749	-9,706	9,706	6,539	9,706	0	
Steve Elsey (SE3)								
BA109 - Camp Hill Multi Use Game Area (MUGA)	0	-1,122	-1,122	0	0	0	0	
BA176 - CM-Draught Proofing Guildhall	8,260	4,869	-3,391	0	0	0	0	
BA208 - Eastfield Park Improved Park Entrance	35,000	34,833	-167	0	0	0	0	
BA211 - Extension of Duston Cemetery	45,000	2,550	-42,450	42,450	42,450	0	42,450	The work to extend the cemetery can only proceed once a number of statutory approvals have been obtained.
BA872 - Night Safe & Target Hardening - SSNP	8,021	9,335	1,314	0	0	0	0	
Total for Head of Public Protection	96,281	50,465	-45,816	42,450	42,450	0	42,450	
TOTALS	13,775,860	11,799,920	-1,975,940	1,902,963	1,268,021	1,147,027	755,936	

HRA Capital Outturn & Carry Forward Requests										Appendix 9
2011/12										
Project Code & Project Description	Revised Budget	Outturn	Outturn (Underspend / Overspend)	Carry Forward Request	Committed or Fully Grant Funded Carry Forward Request	Uncommitted Carry Forward Request	Comments from Project Manager			
	£	£	£	£	£	£				
Fran Rodgers (FR2)										
BA742 - Housing Systems Replacement (FISH)	88,850	95,437	6,587							
BH006 - Woodside Way New Build	0	-15,996	-15,996				Retention cost less than forecasted			
Total for Head of Strategic Housing	88,850	79,442	-9,408	0	0	0				
Head of Landlord Services (Mary Wood) (HOLS)										
BH003 - Garages Roofs & Doors Replacement	20,000	14,799	-5,201	5,201		5,201				
BH009 - Fire Safety Works - communal areas	323,958	325,323	1,365							
BH011 - Capital Improvement Works	100,000	98,402	-1,598	1,598		1,598				
BH013 - Digital Aerial Upgrade	23,010	24,669	1,659							
BH014 - Estate Regeneration	110,306	17,082	-93,224	93,224		93,224	Carry forward required in order to finalise works. List has been drawn up and tender work/section 20 works are underway.			
BH019 - Window Restrictors	4,892	4,891	-1							
BH020 - Electrical Works	210,000	178,097	-31,903	31,903		31,903	Carry forward required to complete improvement works. Contractors are on site.			
BH021 - Communal Boilers	260,000	204,457	-55,543	55,543		55,543	Carry forward required for works due for completion in 2011/12			
BH022 - Community Energy Savings Programme (CESP)	950	10,775	9,825				This is the cost of programme works by Eon and the Major Works team to combine external insulation and windows.			
BH023 - External Gas Supply Replacement	100,000	54,450	-45,550	45,550		45,550	Carry forward required to cover any gas pipe thefts			
BH140 - Disabled Grant - Major Repairs	1,705,611	1,824,066	118,455				Disabled Grants overspend is offset by Disabled Alterations underspend.			
BH302 - Disabled Alterations Capital Schemes	167,986	82,855	-85,131							
BH304 - Complete Roofs	718,691	342,582	-376,109	376,109		376,109	Carry forward required to complete roofing works. Contractors are on site. Work was not complete due to material delays and weather			
BH305 - Structural Surveys & Repairs (Red Criteria)	218,975	222,225	3,250							
BH317 - Decent Homes and Poor Condition Improvement	12,383,357	12,883,475	500,118				Additional properties have been made decent ahead of schedule.			
BH321 - Door & Window Replacement	26,732	23,237	-3,495	3,495		3,495				
BH324 - Gas Appliance Replacement - Planned Ptnrship	2,100,400	2,100,400	0							
BH325 - Gas Appliance Replacement - Responsive	509,456	529,560	20,104				Increased costs due to a larger number of aged boilers that had to be replaced.			
BH329 - Health & Safety Capital Schemes	103,418	111,992	8,574				Additional asbestos works completed in year.			
BH338 - Capital Voids	1,000,000	910,443	-89,557	89,557		89,557	Carry forward required to complete voids works. Contractors are on site.			
BH345 - Kitchen replacement	579,886	573,928	-5,958	5,958		5,958	Carry forward required to complete Kitchen works. Contractors are on site.			
BH351 - Door Entry Updates	303,285	258,166	-45,119	45,119		45,119	Carry forward required to complete Door Entry works. Contractors are on site.			
BH354 - Lift Refurbishment	267,216	287,139	19,923				Increased costs for lift refurbishment works			
BH364 - Environmental enhancements to housing land	255,228	128,707	-126,521	126,521		126,521	Carry forward required. Full works list has been drawn up and tender work/section 20 works are underway.			
Total for Head of Landlord Services	21,493,357	21,211,719	-281,638	879,779	0	879,779				
TOTALS	21,582,207	21,291,161	-291,046	879,779	0	879,779				

Appendices



NORTHAMPTON
BOROUGH COUNCIL

CABINET REPORT

Report Title	Corporate Performance Outturn 2011-12
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AGENDA STATUS: **Public**

Cabinet Meeting Date:	11 July 2012
Key Decision:	No
Listed on Forward Plan:	Yes
Within Policy:	Yes
Policy Document:	No
Directorate:	Resources
Accountable Cabinet Member:	Cllr Alan Bottwood
Ward(s)	n/a

1. Purpose

- 1.1 To inform Cabinet of the Council's outturn performance for 2011-12 monthly and quarterly performance indicators (1 April 2011 to 31 March 2012).

2. Recommendations

- 2.1 That Cabinet note the contents of the report and recommends actions to be taken, if any, to address the issues arising.

3. Issues and Choices

3.1 Report Background

- 3.1.1 Performance data is collected across a range of locally developed indicators which are collected on a monthly, quarterly or annual basis and they form the basis of our performance monitoring process. Cabinet members receive detailed information on all the measures monitoring the Corporate Plan within their portfolios on a regular basis.

3.1.2. This report summarises the outturn performance data for 2011-12 (1 April 2011 to 31 March 2012). The appended report details:

Introduction – Summary of overall corporate priority performance

Part 1 – Performance overview by corporate priority – A performance dashboard overview for each of the corporate priorities and summary detail against the priority outcomes

Part 2 – Summary of all corporate measures performance by priority – Scorecards by priority detailing all corporate measure performance for the year

3.2 Issues

3.1.1 Progress against Corporate Plan priorities

Overall, two out of three Corporate Plan priorities met their targets (blue or green status) and one priority shows red status. 68% of measures (where data is available) have met their targets.

3.2.2 Overall indicator performance against targets

- 53% of indicators have ‘blue’ or ‘green’ status and have achieved target
- 15% of indicators have ‘amber’ status
- 32% of indicators have ‘red’ status

3.2.3 Data Quality

The Council has processes in place to ensure that the data and information it provides to support management decision-making is as reliable as possible. The Council has a strategy to improve data quality and service areas are working to achieve the objectives within it. This is closely linked to the Council’s risk assessment processes and is monitored each month as part of the Council’s Performance Management Framework.

3.3 Choices (Options)

3.3.1 Cabinet are recommended to review the appended performance report

4. Implications (including financial implications)

4.1 Policy

4.1.1 A number of corporate measures are monitored on a monthly basis to track progress towards delivering our priorities, as detailed in the Council’s Corporate Plan. Service areas annually develop objectives, measures and targets to ensure the delivery of the Corporate Plan through the service planning process. The monitoring of progress is through the Performance Management Framework.

4.2 Resources and Risk

4.2.1 The service areas Service Plans underpin the delivery of the Corporate Plan priorities. All objectives, measures and actions within the Service Plans are

risked accessed and challenged before final approval. The challenge process includes the agreement of performance targets and the capacity / ability to deliver the plans with appropriate resource set aside to do so.

4.3 Legal

4.3.1 There are no specific legal implications arising from this report

4.4 Equality

4.4.1 There are no specific equalities implications arising from this report.

4.5 Consultees (Internal and External)

4.5.1 Heads of Service and Management Board are consulted as part of the performance monitoring process on a monthly basis.

4.5.2 Performance data (financial and non financial) is published on the NBC website.

4.6 How the Proposals deliver Priority Outcomes

4.6.1 Performance monitoring (financial and non financial) by exception and using it to improve performance is good practice in terms of efficient and effective management. It focuses on the key areas and therefore contributes directly to the 2011-12 priorities of 'Being a responsive Council' and 'Providing quality Services'.

4.7 Other Implications

4.7.1 There are no other implications arising from this report.

5. Background Papers

5.1 Outturn Performance Report for 2011-12.

**Catherine Wilson, Head of Business Change
Resources - Ext 7103**



NORTHAMPTON
BOROUGH COUNCIL

2011 - 2012 Outturn Report



Part 1

Introduction

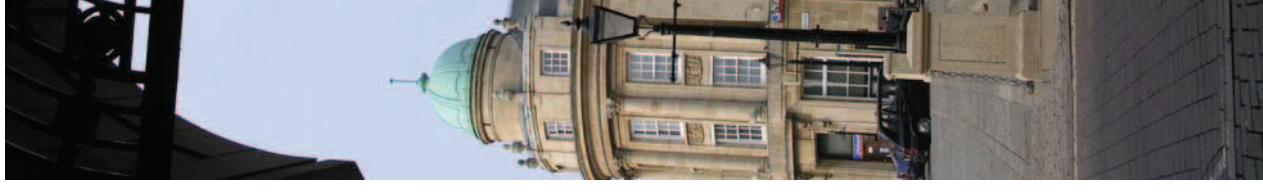
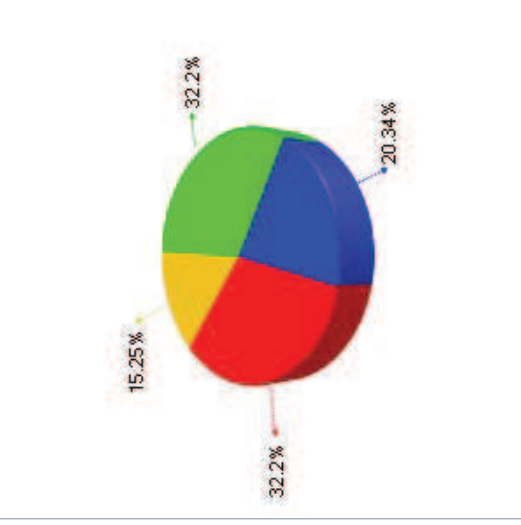
Two of the Corporate Plan priorities have performed well during 2011-12. Overall, 67.8% of performance measures (where data is available) reached their targets. Part 1 of this report provides an overview of each priority performance during 2011-12. A full summary of all of the performance measures by priority can be found in Part 2. Performance is shown for 2011-12, 2010-11 and 2009-10 for comparison. A direction of travel indicates if performance has improved, deteriorated or remained the same since last year.

Are we achieving our priorities?

08

- Exceptional or over performance
- ★ On or exceeding target
- Within target tolerance
- ▲ Outside agreed target tolerance

	YTD	Performance indicator alert summary			
YOU	★				Total
YOUR TOWN	▲	▲	●	★	12
YOUR COUNCIL	★	19	9	19	59



YOU



Supporting you when you need it

Ensuring homes are available for local people

Encouraging healthy, active, green living

Key

- Exceptional or over performance
- On or exceeding target
- Within agreed tolerances
- Outside agreed target tolerance

You



PERFORMANCE SUMMARY

The average time taken to re-let council homes has further improved during the year to 21.32 days, better than the target of 22 days and compared to 23.61 days the previous year.

There has been a significant increase in the number of people presenting themselves as homeless. This has led to an increase in temporary accommodation requests and homelessness acceptances. Temporary accommodation increased from 27 households last year to 38 in 2011-12. Despite the increase it was lower and better than our target of 75 households. During 2011-12, 2,006 households received support and advice from the Council to resolve their housing needs. DCLG figures for February 2012 placed NBC the 9th best performing council for homelessness prevention.

In the annual rough sleepers survey conducted in November 2011, 15 people were found rough sleeping compared to four last year. The Council, in partnership with NAASH (Northampton Association for the Accommodation of Single Homeless), was chosen in December 2011 as one of only 40 projects to receive funding from the DCLG for the 'No second night out' initiative. The project provides support to new rough sleepers focusing on debt management, employment and family mediation with some of the funding also being used to provide 24 hours supported housing for up to 11 people who would otherwise be sleeping on the streets.

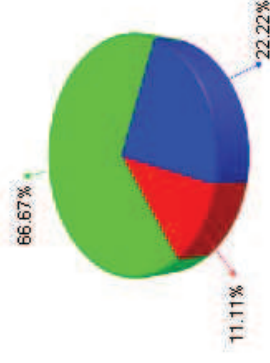
101 affordable homes were delivered in 2011-12 meeting our target of 100, including Oasis House, Rylands and Upton.

Despite an increasing volume of claims the processing of new housing and council tax benefit and changes reduced to 9.3 days compared to 11.3 days last year and performed better than the target of 11.

A year after the establishment of the Northampton Leisure Trust there has been over 875,000 visits to the Leisure Centres, a 3% increase compared to last year. Schemes such as the Street Football Sessions continue to do well with 9,164 participants this year and 2,054 people have enrolled in the swimming program which was supported by the introduction of Junior Direct Debit.

YOU: Performance Alert Summary

	1		0		6		2	Total	9
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Helping create a clean, green and safe Northampton

Delivering inviting and enjoyable open spaces

Driving the development of a confident, ambitious, successful Northampton

Key

-  Exceptional or over performance
-  On or exceeding target
-  Within agreed tolerances
-  Outside agreed target tolerance

Your Town

PERFORMANCE SUMMARY

A number of enhancements have been made to the museum during 2011-12 including the ground floor gallery and entrance. Despite the building works, overall visitor numbers were higher than expected at 519 museum visits in person per 1,000 population. The number of visits to/usage of the museums per 1,000 population also exceeded the target of 591 at 635.

From June 2011, Enterprise Managed Services Ltd (EMS) began the delivery of environmental services on behalf of the Council and Daventry District Council in a new strategic partnership. Enterprise are responsible for delivering services including household waste and recycling, street cleaning, parks, cemeteries and grounds maintenance.

Street and recreation land cleanliness assessments for litter, detritus, graffiti and fly posting remained within targets on the whole. All recreation land has been assessed as having good standards of cleanliness when sampled for litter and detritus. Street cleansing standards for litter and detritus achieved targets; 4.33% of sampled areas fell below standard for litter (target 5%) and 6.44% for detritus during the year (target 8%). Graffiti was slightly above the target of 2% at 2.28% of sampled areas falling below required standards over the year. Fly-posting was also above the 0% target at 0.61%. Overall, cleanliness standards remain good.

The amount of waste collected per household and sent to landfill reduced to 481kg compared to 497kg last year, continuing the downward trend since 2008-9. There was an increase to 42.37% from 38.77% in household waste was sent for reuse, recycling and composting. Although an increase on the previous year, performance was below the target of 47% due to the dry spring in 2011 resulting in less green waste and the later roll out of the food waste collection.

Food waste collections were introduced in January 2012 which increased the number of bins collected from 793,841 each month to 992,299. The new rounds have impacted on missed bin and complaint numbers for the year whilst the new rounds settled in. Of all the collections per month in 2011-12, 0.07% were missed, of which 85% were put right in 48 hours. There were 1,260 complaints received for the year overall. The food waste collection has positively impacted upon the amount of residual waste collected per household, which has declined.

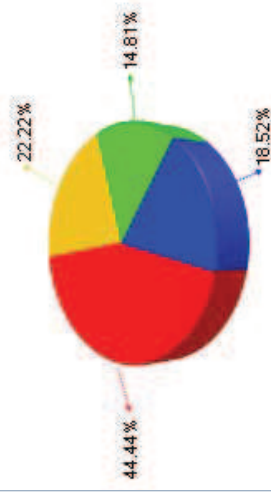
Once reported, 99.35% of fly-tipping incidents in areas covered by EMS were removed within two working days.

Overall, the percentage of planning applications determined within 13 weeks increased to 986 compared to 838 last year. Of the 986 planning applications, 927 (94%) were determined within 13 weeks. There were 276 minor planning applications, of which 235 were determined within 8 weeks (85%). Although the target of 87% was not met, performance improved compared to 2010-11 against an increase in the volume of applications following the transfer of development control powers back from WNDC in April 2011.

All large scale major planning applications continued to be determined by WNDC during 2011-12 with power being returned to NBC in March 2012. However, the determination of small scale major applications processed in 13 weeks decreased for the second year from 75% to 58% during 2011-12. Nineteen applications were received with eleven determined within 13 weeks. This was a significant increase in the quantity and complexity of applications received compared to the previous

Your Town

	12		6		4		5	Total	27
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year, including the need for more S106 agreements which prolonged the timescales.

There were 691 other planning applications received of which 622 were determined in 8 weeks (90%). This was below the target of 93%. There were a greater number of Change of Use applications (increased from 73 to 109 this year) compared to householder applications which tend to be more complex.

The target of a 10% reduction in serious acquisitive crime was not met by the Northampton Community Safety Partnership which recorded a 5.6% increase. An increase in crimes was recorded from August onwards with November 2011 seeing a 52% increase compared to November 2010. The main crime type causing the increase is the theft of items from vehicles which saw an 18% increase compared to last year. Serious acquisitive crime will continue to be a priority for the Partnership over the following year.

Overall crime in Northampton increased by 1.5% in 2011-12. Rises in acquisitive crime have impacted on the increase most, such as vehicle crime, robbery, theft/handling, burglary other, cycle theft and shop lifting.

The Council supported 13 events in and around the town centre in 2011-12. These included a number of annual events such as Diwali, Music Festival, Annual Dog Show and Christmas. A further five events were held in parks and open spaces including the Carnival, Umbrella Fair, Beer Festival and the Dragon Boat Race.

Town centre footfall fell by 6.41% in 2011-12 compared with 2010-11. This can in part be attributed to the success of the Pride of Lions event in the summer of 2010 which attracted thousands of visitors into the town centre, as well as the inclement summer weather and the challenging economy facing businesses and families. The number of vacant properties has also been impacted upon by the economic situation increasing to 77 at year end. The free one hour parking has been well received with 70,000 car users taking advantage of the offer since introduction in 2011.



- Being a responsive council
- Providing quality services
- Satisfying our customers

Key

- Exceptional or over performance
- On or exceeding target
- Within agreed tolerances
- Outside agreed target tolerance

Your Council

PERFORMANCE SUMMARY

The percentage of operational council property that is in good or satisfactory condition has been maintained through the year and is above the target of 80% at 84%.

The percentage of invoices paid within 30 days has exceeded the target of 95% at 98% and has improved significantly on the previous year.

The number of working days lost to sickness absence remains below target at 11.88, an increase of 0.42 FTE days compared to the previous year. This the highest rate for the last two years with mental health issues remaining the highest short and long term reason for absence. Over 2012-13 a case management approach will be implemented to support managers to not only reduce absence, but to also look at changing culture, motivating staff, empowering and engaging change.

Fewer ombudsman enquiries were received (15) than anticipated (target 20). Each investigation took an average of 21 days to respond to against the ombudsman target of 28 days.

Customers are regularly surveyed on their overall satisfaction with the service provided by our Customer Service Officers. In 2011-12, 91% of those surveyed were satisfied.

The percentage of calls to the Contact Centre answered was 88%, a decrease compared to 94% the previous year. Higher call volumes were experienced with the introduction of new food waste collection rounds and the year end billing, which saw an additional 2,700 calls being received.

The percentage of customers waiting less than 15 minutes in the One Stop Shop did not achieve the target of 95% at 85% and has decreased compared to the previous year of 97%. Cross Training has affected performance and shadowing on the front desk has increased enquiry times. However, performance is showing an improving trend despite footfall increasing. A number of actions have been taken including extending appointment times from 15 to 30 minutes, increasing floor walkers to assist customers in using the self service area and installing a telephone in the reception area for customers to resolve queries quickly via the contact centre.

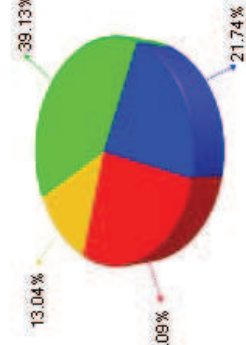
The authority took part in the Stonewall Workplace Equality Index 2012 for the first time this year and has been ranked 210 out of 363. Actions have been identified with Stonewall to improve the experience of our lesbian, gay and bi-sexual staff and our ranking in coming years. The Employee Opinion Survey showed that 73% of staff stated a level of satisfaction with their current job.

Local residents are regularly asked for their opinions. In 2011-12, 36% of residents felt they could influence decisions, 47% felt informed about local services, 53% are satisfied with how the Council runs things and 34% feel the Council provides value for money.

There are a number of projects which are being brought forward now at quite a pace and these are key to strengthening the local economy and attracting more investment and development. Becketts Park saw further improvements over the year with the completion of the marina and the restoration of the promenade. Funding for the development of a new bus interchange has been secured. Student accommodation has been approved at planning committee for St.Johns. Northampton was also successful in achieving Enterprise Zone status for the town's waterside area in August 2011.

Your Council

	6		3		9		5	Total	23
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Collection rates remain positive despite the economic situation. 97.29% of Council tax was collected against a target of 97.5%. This is an improvement of 0.14% compared to the previous year and the best rate for several years. This has been attained despite an economic climate of comparative austerity and through adherence to a robust recovery timetable. In addition, the retendering of our Bailiff and Debt Collection Agencies has resulted in a more effective and efficient collection processes being introduced. Next year's performance will be affected by the welfare reforms being introduced and we will continue to monitor the effect of the reforms and our working practices accordingly. 99.74% of non-domestic rates were collected, above the target of 99.65% following fair but firm recovery processes. It is anticipated that this collection rate will be impacted upon by the new deferral scheme introduced by Central Government for 2012-13.

The amount of council house rent lost due to empty properties throughout the year was 1.44%. While this did not achieve target it is a significant improvement on the 2010-11 return of 1.87%. With a reduced number of properties that are empty at any one time it is expected that the amount of rent lost will continue to decrease through 2012-13. The year end collection rate for current tenant's rents was 99.87%. This is a slight reduction on the collection rate for 2010-11 and below target, but is expected to be among the top half of that achieved by housing providers nationally. Total current tenants arrears at the year end totaled £1,359,835, which equates to 2.97% of the total collectable debit. Although the target was not achieved it is an improvement on the year end figure for 2010-11 which was 3.15%.

The total of debt outstanding and not in recovery or overdue was 4.43%. This was below target and significantly better than the previous year of 7.95%.

Part 2: The measures that tell us how we have performed under each priority

The following pages detail the performance of the measures that feed the Corporate Priorities.

2011-12 performance is compared to 2010-11 and the latest quartile is displayed where available. Quartile information is based on 'All England' data.

Where population or household figures are required, the following values have been used:

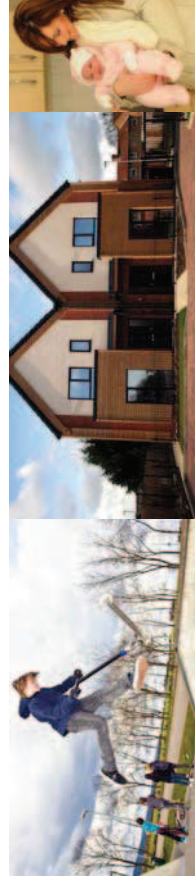
Population: 212,100

Number of households: 91,975

Key

-  Exceptional or over performance
-  On or exceeding target
-  Within agreed tolerances
-  Outside agreed target tolerance
-  Good to be low: Better
-  Good to be low: Worse
-  Good to be High: Better
-  Good to be High: Worse
-  No change
-  No data or target available
-  No data available
-  No target available





Supporting you when you need it
 Ensuring homes are available for local people
 Encouraging healthy, active, green living

Measure ID & Name	2011-12 Outturn	2011-12 Target	2010-11 Outturn	2009-10 Outturn	Direction of Travel (10-11 to 11-12)	Latest Quartile	Comment
Smaller is Better HI 01 Average time taken to re-let local authority homes (days) (M)	21.32	22.00	23.61	23.99		Top Quartile. Q3, Housemark.	
Smaller is Better HI 07 Number of households living in temporary accommodation (NI156) (M)	38	75	27	9			
Bigger is Better HI 09 Homeless households for whom casework advice resolved their situation (M)	2,006	2,000	2,147	901		Top Quartile. Q3, Housemark.	
Smaller is Better HI 10 Total number of people sleeping rough on the streets (A)	15	8	4	11			This is an annual measure collected in November each year.
Smaller is Better HI 33 Percentage of non-decent council homes (NI 158)(A)	?	46.00 %	?	51.74 %			Awaiting externally provided survey results.
Bigger is Better HI 36 Number of affordable homes delivered (NI 155)(Q)	101	100	114	303			
Bigger is Better LT01 Total Visits to Leisure Centres	875,567	850,056	867,503	856,859			Leisure Trust PI from April 2011
Bigger is Better LT02 Total No. of people enrolled in swimming program	2,054	2,000	>>	>>	>>		Leisure Trust PI from April 2011
Bigger is Better LT03 Total Attendance to Street Football Sessions (M)	9,164	9,090	>>	>>	>>		Leisure Trust PI from April 2011
Smaller is Better RB01 Time taken to process Housing Benefit/CTB new claims and change events - days (M)	9.3	11.0	11.3	10.2		Upper Median. 2011 - Q3 - LGINform - All England	

YOUR TOWN



Helping create a clean, green and safe Northampton

Delivering inviting and enjoyable open spaces

Driving the development of a confident, ambitious, successful Northampton

Measure ID & Name	2011-12 Outturn	2011-12 Target	2010-11 Outturn	2009-10 Outturn	Direction of Travel (10-11 to 11-12)	Latest Quartile	Comment
Bigger is Better CH04 Visits to museums in person per 1,000 population (M)	519.09	510.15	602.95	?			
Bigger is Better CH08 No of visits to/museums per 1,000 population (M)	635.22	591.94	722.50	?			
Smaller is Better ESC01 No. of missed Bins/Boxes as a % of those collected	0.07 %	0.02 %	0.02 %	0.02 %			Enterprise Managed Services PI from June 2011. Previous outturn results are NBC data.
Bigger is Better ESC02 No. missed bins put right in 48hrs	84.92 %	100.00 %					Enterprise Managed Services PI from June 2011. Reported from Jan 2012.
Smaller is Better ESC03n No KG household waste collected, not sent for reuse, recycling or not composted (M)	44,060,550	30,411,311	45,523,709	46,375,561		Residual Waste 2010-11: Lower Median. LG Inform, All England	Enterprise Managed Services PI from June 2011. Previous outturn results are NBC data.
Bigger is Better ESC04 % household waste recycled and composted (NI192)	42.37 %	47.00 %	38.77 %	38.24 %		Upper Median. 2010-11 LG Inform, All England	Enterprise Managed Services PI from June 2011. Previous outturn results are NBC data.
Smaller is Better ESC05 % of Land and Highways assessed with litter falling below acceptable level - Litter (NI195a)	4.33 %	5.00 %	3.00 %	5.00 %			Enterprise Managed Services PI from June 2011. Previous outturn results are NBC data.
Smaller is Better ESC06 % of Land and Highways assessed with litter falling below acceptable level - Detritus (NI195b)	6.44 %	8.00 %	7.00 %	12.00 %			Enterprise Managed Services PI from June 2011. Previous outturn results are NBC data.
Smaller is Better ESC07 % of Land and Highways assessed with litter falling below acceptable level - Graffiti (NI195c)	2.28 %	2.00 %	4.00 %	5.00 %			Enterprise Managed Services PI from June 2011. Previous outturn results are NBC data.

Measure ID & Name	2011-12 Outturn	2011-12 Target	2010-11 Outturn	2009-10 Outturn	Direction of Travel (10-11 to 11-12)	Latest Quartile	Comment
Smaller is Better ESC08 % of Land and Highways assessed with litter falling below acceptable level-Fly/Posting (NI1195d)	0.61 %	0.00 %	1.00 %	2.00 %			Enterprise Managed Services PI from June 2011. Previous outturn results are NBC data.
Bigger is Better ESC09 % of Fly Tipping incidents removed within 2 working days of notification (SO2)	99.35 %	100.00 %	100.00 %	100.00 %			Enterprise Managed Services PI from June 2011. Previous outturn results are NBC data.
Smaller is Better ESC10 Level of quality against an agreed standard - Open Spaces & Parks - Litter (%)	1.39 %	5.00 %	5.00 %				Enterprise Managed Services PI from June 2011. Previous outturn results are NBC data.
Smaller is Better ESC11 Level of quality against an agreed standard - Open Spaces & Parks - Detritus (%)	4.51 %	8.00 %	4.00 %				Enterprise Managed Services PI from June 2011. Previous outturn results are NBC data.
Smaller is Better ESC12 Level of quality against an agreed standard-Open Spaces & Parks - Graffiti & Fly Posting (%)	6.25 %	2.00 %					Enterprise Managed Services PI from June 2011. Previous outturn results are NBC data. New definition 2011-12
Smaller is Better ESC14 No. of justified complaints	1,260	1,000					Enterprise Managed Services PI from June 2011. Previous outturn results are NBC data. First year of reporting for this measure.
Bigger is Better NI157a LM Percentage of 'large scale' major planning apps determined within 13 weeks (M)	0.00 %	0.00 %	0.00 %	0.00 %			All applications in this category were determined by WNDC for the year ending 31 March 2012. Responsibility passes back to NBC as from 1 April 2012
Bigger is Better NI157a SM Percentage of 'small scale' major planning apps determined within 13 weeks (M)	57.89 %	75.00 %	75.00 %	100.00 %		n/a	
Bigger is Better NI157b Percentage of 'minor' planning apps determined within 8 weeks (M)	85.14 %	87.00 %	87.15 %	83.24 %		Upper Median. Q3, 2011, LG Inform, All England	Page 11 of 16

Measure ID & Name	2011-12 Outturn	2011-12 Target	2010-11 Outturn	2009-10 Outturn	Direction of Travel (10-11 to 11-12)	Latest Quartile	Comment
Bigger is Better NI157c Percentage of 'other' planning apps determined within 8 weeks (M)	90.16 %	93.00 %	92.89 %	92.04 %		Upper Median. Q3, 2011, LG Inform, All England	
Smaller is Better PP06 % change in serious acquisitive crime from the baseline (M)	5.60 %	-10.00 %	-5.16 %				New definition 2011/12
Smaller is Better PP08 % change in most serious violence from the baseline (M)	-3.85 %	-5.00 %	-2.40 %				New definition 2011/12
Smaller is Better PP09 Overall crime (rolling figure) compared to baseline (M)	20,518	20,222	20,222				First year of reporting
Bigger is Better TCO01 Number of events delivered in partnership: Town Centre (Q)	13	6					First year of reporting
Bigger is Better TCO02 Number of events delivered in partnership: parks and open spaces (Q)	5	6					First year of reporting
Smaller is Better TCO04 Number of vacant properties in the town centre (Q)	77	60	45				New measure 2010-11
Bigger is Better TCO05 Percentage increase in Town Centre footfall compared to previous year (Q)	-6.41 %	2.00 %					First year of reporting
Bigger is Better TCO09 Number of visitors receiving free one hour parking (Q)	69,465	53,000					First year of reporting

YOUR COUNCIL



Being a responsive council
 Providing quality services
 Satisfying our customers

	Measure ID & Name	2011-12 Outturn	2011-12 Target	2010-11 Outturn	2009-10 Outturn	Direction of Travel (10-11 to 11-12)	Latest Quartile	Comment
Bigger is Better	AST03a Percentage of buildings where condition is good or satisfactory (HY)	84.46 %	80.00 %	73.30 %				New measure in 2010-11
Bigger is Better	BV008 Percentage of invoices for commercial goods & serv. paid within 30 days (M)	98.06 %	95.00 %	87.09 %	95.47 %			
Smaller is Better	BV012_12r Ave. no. of days/shifts lost to sickness for rolling 12 month period (M)	11.88	9.00	11.46	11.58			
Smaller is Better	CEX01 Total number of Local Government Ombudsman First Enquiries (cases completed) (Q)	15	20					First year of reporting
Smaller is Better	CEX02 Av no. of days taken to deal with LG Ombudsman First Enquiries (cases completed) (Q)	20.67	28.00					First year of reporting
Bigger is Better	CS05 Percentage satisfied with the overall service provided by the Customer Service Officer (M)	91.16 %	90.00 %					
Bigger is Better	CS13 Percentage of ALL calls into the Contact Centre answered (M)	88.02 %	95.00 %	93.57 %	91.40 %			
Bigger is Better	CS14 One-Stop shop: Percentage of all cust. waiting less than 15 mins (excl. licensing) (M)	85.12 %	95.00 %	96.96 %				New measure 2010-11

Measure ID & Name	2011-12 Outturn	2011-12 Target	2010-11 Outturn	2009-10 Outturn	Direction of Travel (10-11 to 11-12)	Latest Quartile	Comment
- Measure ID & Name							
Bigger is Better FIN27 NBC procurement savings for the year against costs of NBC procurement (M)	£443,008	£370,000	£462,737		↘		New measure 2010-11
Smaller is Better HI 04 Percentage void rent loss (M)	1.44 %	1.00 %	1.87 %		↗	Median Quartile. Q3, Housemark.	New definition 2010/11
Bigger is Better HI 12 Rent collected as a proportion of rent owed on HRA dwellings % exc.arrears brought forward (M)	99.87 %	100.10 %	100.29 %		↘	Median Quartile. Q3, Housemark.	New definition 2010/11
Smaller is Better HI 13 Rent arrears as a percentage of the annual debit (M)	2.97 %	2.80 %	3.15 %		↗	Median Quartile. Q3, Housemark.	New definition 2010/11
Bigger is Better HR31 employee opinion survey - staff satisfaction survey results collated annually in March (A)	73.00 %	80.00 %			↔		First year of reporting
Smaller is Better HR32 Equality Index. NBC to be in top 200 of Stonewall ranking workplace index by Jan. each year (A)	210	200			↔		First year of reporting
Bigger is Better RB04 (prev BV010) Percentage of non-domestic rates due for the year, which have been received (M)	99.74 %	99.65 %	99.65 %	99.16 %	↗		
Bigger is Better RB05 Council Tax Collection Rate (in year cash and benefit)	97.70 %	97.60 %	97.15 %	?	↗		

	Measure ID & Name	2011-12 Outturn	2011-12 Target	2010-11 Outturn	2009-10 Outturn	Direction of Travel (10-11 to 11-12)	Latest Quartile	Comment
Bigger is Better	RB06 Percentage of Council Tax collected (M)	97.29 %	97.50 %	97.15 %	96.34 %		Top Quartile. 2010-11, LG Inform, All England	
Smaller is Better	RB07 Total % of debt outstanding, not in recovery and overdue (M)	4.43 %	8.00 %	7.95 %				
Bigger is Better	RB08 Council Tax Debt collected, as a percentage of agreed amount to collect (M)	133.06 %	100.00 %	?	?			
Bigger is Better	REP06 % of people who feel they can influence decisions in their locality	35.60 %	35.60 %					First year of reporting
Bigger is Better	REP07 % overall, how well informed do you feel about local public services	46.90 %	46.90 %					First year of reporting
Bigger is Better	REP08 % satisfied with how the council runs things	53.50 %	53.50 %					First year of reporting
Bigger is Better	REP09 % residents who feel council provides Value for Money (VFM)	33.70 %	33.70 %					First year of reporting

Project progress

			Comment
 T: PL01 Central Area Action Plan project progress (M)		★	
 T: PL02 Joint Core Strategy project progress (M)		★	
2010-12 REG05.1 Grosvenor/Greyfriars Development		★	
2010-11 REG05.6 St. Johns Cultural Quarter		★	
2010-12 REG02 Becketts Park - Phase 1 and 2		★	