NORTHAMPTON BOROUGH COUNCIL

CABINET

Your attendance is requested at a meeting to be held at the Jeffery Room, Guildhall on Monday, 3 July 2006 at 6:00 pm.

M. McLean
Chief Executive

AGENDA

K= Key decisions

|			
	1.	APOLOGIES	
	2.	MINUTES	
	3.	DEPUTATIONS/PUBLIC ADDRESSES	
	4.	DECLARATIONS OF INTEREST	
. . . .	5.	ISSUES ARISING FROM OVERVIEW AND SCRUTINY COMMITTEES Report of Public Engagement and Communications Task and Finish Group (copy herewith)	Cllr Malpas
.K..	6.	CAPITAL PROGRAMME 2006/07 MONITORING (LCPFSP) Report of Corporate Manager (Finance and Asset Management) (copy herewith)	A. Betts x 8718
. . . .	7.	REVENUE BUDGET 2006/07 (LCPFSP) Report of Corporate Manager (Finance and Asset Management) (copy herewith)	A. Betts x 8718
K	8.	PAY & GRADING REVIEW- CHOICE OF JOB EVALUATION SCHEME (BIPSE-G) This item has been combined with the following one.	
.K..	9.	PAY & GRADING REVIEW- IMPLEMENTATION RESOURCES (BIPSE-G) Report of Corporate Director (Human Resources) (copy herewith)	A. Tillson 7590
	10.	ITEM WITHDRAWN	
. . . .	11.	ANTI SOCIAL BEHAVIOUR STRATEGY (BIPSE-G) Report of Community Safety Manager (copy herewith)	D. Ferguson x 8731
.K..	12.	NEIGHBOURHOOD MANAGEMENT (BIPSIE-G) Report of Corporate Manager (Citizen Engagement) (copy herewith)	S. Silver x 8530
	13.	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:-**

.... 14. LAND AT REAR 20-22 STATION ROAD (LCPFSP)   (3)   J. Hume
x 7686

Report of Asset Manager (copy herewith)

.K.. 15. OPTIONS FOR NEW LEASE OF ROYAL AND   (3)   S.
DERNGATE THEATRES TO NORTHAMPTON   McFadyen
THEATRES TRUST (LCPFSP)   x 8177

Report of Asset Manager (copy herewith)

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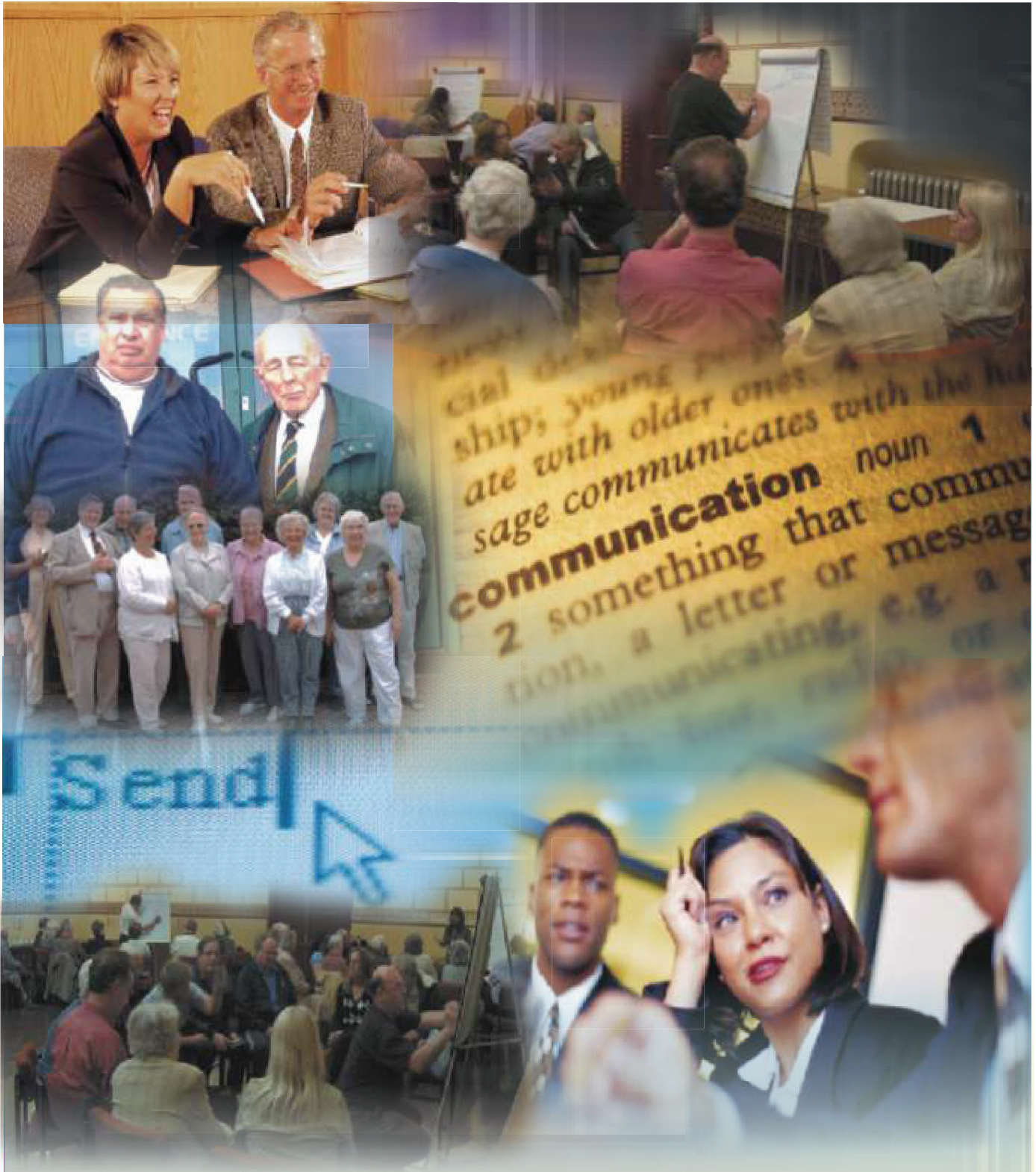
NORTHAMPTON
BOROUGH COUNCIL

To review how the Council consults and involves residents and residents satisfaction with their levels of involvement

**Report of the Overview and Scrutiny
Public Engagement and Communications Task and Finish Group**

JUNE 2006

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APPENDICES

FOREWORD

Following a referral from Northampton Borough Council's Improvement Board, the Overview & Scrutiny Committee was asked to review the way that the Council consulted with and engaged its citizens.

It set up a Task & Finish Group consisting of Councillor Christopher Malpas (Chair), Councillor Brandon Eldred, Councillor Michael Hill, Councillor Anjona Roy and Councillor Andrew Simpson to carry out the work.

The purpose of the Task and Finish Group's review was to be able to demonstrate the extent to which that the Council consults and involves a satisfactory cross section of residents and that the residents are satisfied with their levels of involvement. It was decided to adopt the specific criteria which had been set within in Northampton Borough Council's Strategy for Communications and Consultation:-

> `*To have by July 2006 more than 50% of residents feeling we consult and involve them and to increase to 55% residents who are satisfied/very satisfied with us by April 2006*'

Although the review was thoroughly scoped at the onset, the subject area expanded as evidence was taken. Mid-review, the Task and Finish Group realised that the work needed to be refined and refocused.

The review was designed to examine a diverse range of information. Interviews were arranged with key front line employees and senior staff from NBC. Information was taken from Councils who gained beacon status for their achievements in the 'Getting Closer to Communities' category. There was a visit to the London Borough of Haringey. Baseline information was received and desktop research was carried out using the Internet. Focus Groups were conducted with current consultees, and a consultation visit to the Council's Youth Forum took place.

The Task and Finish Group commenced in late November 2005 and concluded in May 2006.

The review proved to be interesting and informative giving clear evidence of ways that the Council can progress.

Councillor Christopher Malpas
Chair of the Public Engagement and Communications Task and Finish Group

Acknowledgements to all those who took part in the Review:-

- Councillors Michael Hill, Anjona Roy and Andrew Simpson
- Councillor Brendan Glynane (Chair of the Overview and Scrutiny Committee),
- Thomas Hall (Corporate Manager)
- Kay Atkinson (Corporate Manager) and Lindsey Ambrose (Area Partnerships and Forums Co-Ordinator) for assisting at the Focus Groups
- Councillor Tony Woods for facilitating a session at the Focus Group.
- Zena Brabazon, Head of Neighbourhood Management, and her team at the London Borough of Haringey, for arranging the visit to Neighbourhood Management Services and making the Group feel so welcome.
- Tracy Tiff for all her work during this project.
- Margaret Martin of the Consortium

EXECUTIVE SUMMARY

Following a referral from Northampton Borough Council's Improvement Board, the Overview and Scrutiny Committee was asked to review public engagement and communications within the Council. A Task and Finish Group was therefore set up to investigate how the Council consults and engages with its citizens.

Communications and Public Engagement is a key priority in Northampton Borough Council's Recovery Plan and there is a need to ensure that consultation and community engagement are used effectively by the Council.

The Task and Finish Group established that there is a need for: -

- Clear details of the integrity of customer satisfaction measurement
- Effective consultation
- Consultation mechanisms that ensures residents feel they are consulted and involved across all services to affect service improvement.
- A comprehensive consultation process/strategy that is fit for purpose for the Council.

The Task and Finish Group determined that there were already a number of examples of consultation within the Council but there was a need for them to be co-ordinated and brought up to a consistent standard. This Overview and Scrutiny Task and Finish Group has made a number of recommendations around consultation methods, citizen engagement and internal processes and procedures. The recommendations that the Task and Finish Group is proposing are aiming at increasing public engagement within the Council and the introduction of improved, standardised consultation methods.

A significant amount of evidence was heard and these are included as appendices to the report.

Northampton Borough Council

Overview and Scrutiny

Report of the Public Engagement and Communications
Task and Finish Group

1.   Purpose

The purpose of the Task and Finish Group was to review the way the Council consults and involves its citizens, to evaluate how robust mechanisms are and to suggest areas for improvement.

2.   Context

Communications and Public Engagement is a key priority in Northampton Borough Council's Recovery Plan because it was highlighted in the Audit Commission's CPA progress Report, June 2005 that: -

> "*Consultation and community engagement are not used effectively by the Council. The Council does not yet have strategies in place to develop these tools.*"

The Task and Finish Group needed to be selective in its approach, as consultation and engagement is a very wide area. It chose therefore to focus on two key outcomes from Northampton Borough Council's Strategy for Communications and Consultation: -

"*To have by July 2006 more than 50% of residents feeling we consult and involve them and to increase to 55% residents who are satisfied/very satisfied with us by April 2006.*"

The Group established that there is a need for: -

- Councillors to have a true picture of the integrity of customer satisfaction measurement (that they are for example, truthful, honest, and decent) and to understand that it is measured in the right way.
- Clear recommendations about how effective consultation should happen.
- Scrutiny of consultation mechanisms to ensure as many residents as possible feel they are consulted and involved across all services to affect service improvement.
- The identification of the risks that could prevent the overall targets being achieved.
- A comprehensive consultation strategy and process that is fit for purpose for the Council.
- Evaluation of the Communication and Consultation Strategy.

The Council's Recovery Plan (March 2006 to September 2006) states that good quality citizen engagement is required for:

- *"Services that are directly shaped by our customers and convenient to them*
- *Clear, timely, effective and accurate two way communication with residents, stakeholders and employees*
- *Continually improving local and national reputation and profile*
- *Celebrate successes on the journey to Excellence"*

Mid-review, the Group realised that it had taken on a very large remit and the original scope was therefore not likely to be completed within the allotted time frame. After looking at the evidence and information gathered, Councillors agreed that further work was required to complete the review and therefore extended the completion date from March to May 2006.

3.   Evidence

In scoping the review it was decided that evidence would be taken from a variety of sources:

3.1   Corporate Manager (Citizen Engagement)

Thomas Hall, Corporate Manager, NBC, who provided Public Engagement and Communication baseline information, which detailed a sample of the types of consultation that was taking place. It was apparent that consultation had been uncoordinated in the past with services undertaking their own consultation as the need arose. In certain service areas considerable sums were spent on consultation but Area Partnerships often felt that they were not aware of the consultation, not invited to partake and there was no feedback. (Appendix B refers - minutes of 14 December 2005 meeting)

3.2   Front Line Employees

Key front line employees were interviewed regarding consultation in respect of:

- The Budget – Alison Betts, Finance Manager
- Planning (Development Control) – Derrick Simpson, Project Manager
- Area Partnerships and Forums – Sean Silver, Community Development Manager, Lindsey Cameron, Participation Team Leader, Lindsey Ambrose, Area Partnerships and Forums Co-Ordinator

The key points from the interviews were: -

- Timing for the budget consultation was significant if people are to believe their views will be acted upon
- Development Control is an example where a high number of people are consulted. It demonstrates where there needs to be a compromise

between the cost, numbers consulted and the quality of the consultation which the Council would need to address.

- The Council could make more use of Area Partnerships as forums for consultation.

(Appendix C refers minutes of 2 March 2006 meeting)

3.3   Best Practice Visit

Councillors Christopher Malpas, Michael Hill, Andrew Simpson and Brendan Glynane (Chair of the Overview and Scrutiny Committee) visited the London Borough of Haringey, a Beacon Council for Getting Closer to its Communities. A presentation from the Head of Neighbourhood Management was given, followed by a question and answer session. The Group had a tour of the work of Neighbourhood Management and met with a Cabinet Councillor, the Beacon Co-Coordinator, the Communications Manager and community workers. The Group felt that a lot of the procedures and policies used by the London Borough of Haringey could be adopted by Northampton Borough Council. (Appendix D refers – notes of the visit to the London Borough of Haringey)

The key points from the visit were: -

- Difference between informing and consulting
- Neighbourhood Management
- Having a learning mindset
- Citizens with rights and responsibilities not just residents
- Developing civic pride
- Giving citizens a genuine say in what happens in local decision making

3.4   Beacon Councils

Examples of best practice were required from Local Authorities who had achieved Beacon status for Getting Closer to Communities, including:

- Tameside Metropolitan Borough Council
- London Borough of Croydon
- Wiltshire County Council
- London Borough of Haringey

(Appendix E gives examples of the above)

Examples of best practice included:

- The use of corporate branding to promote the Council
- Consulting within neighbourhood working to engage with citizens

3.5   Desktop Research – Council website

Councillor Andrew Simpson carried out desktop research (web based) and as a result concentrated on the City of Westminster Council.   He perceived Northampton Borough Council's website to be very good but he felt that Westminster's navigation was better structured.   Northampton Borough Council's website was still very departmentalised and used a lot of jargon. Westminster published a questionnaire on its website `*what do you think of the Council and its website.'*   At the top of the homepage, different languages were detailed and the user could click on the link to be directed to the relevant language.   Westminster had a one-city vision for the Council – branding Westminster as one city.   The London Borough of Haringey also used corporate branding (Better Haringey), although it concentrated on identifying more localised areas to give a feeling of `neighbourhood communities.' As a result of the information provided, the Task and Finish Group supported the effective use of branding in encouraging citizen engagement.

The key findings were: -

- Feedback form on the website
- Different languages supported clearly
- The website was constructed around service areas rather than departments, based on what the citizens wanted to do
- The website included a vision for the city

3.6   Focus Groups – Community

Focus Group sessions entitled *Because your Opinion Matters* were held on different days and times in April 2006 to ensure the widest possible attendance. They were called to ascertain the public's perception of how well Northampton Borough Council consults. Feedback from the Focus Group sessions was varied and the results are annexed to Appendix F.   Proformas were available at the Focus Group sessions for individuals wishing to discuss issues that were outside the remit of the purpose of the Focus Group. (Copy attached– Appendix G). The Group felt it would be useful for the proforma to be adapted so that it could be used generically within the Council.

The main comments from the six groups sessions were: -

Good Consultation that has been carried out by Northampton Borough Council

- Area Partnerships and Forums

Features of Poor Consultation that has been carried out by Northampton Borough Council

- Consultation feedback, including that from Area Partnerships
- Councillors' responses to citizens telephone calls
- The use of over-complex language

- The lack of consistent, professional approach to consultation
- Response from the Council (including letters, telephone, email etc)

Features of Consultation that could improve

- Residents' ability to challenge/review decisions
- Engagement at local level in service improvement and consultation
- Use of Community Centres for meetings and consultation events
- Timing and location of meetings
- Provide information about the role of Councillors
- Clarify the roles of Northampton Borough Council and Northamptonshire County Council, but provide a seamless service
- Communicate results of consultation and actions from it – follow it through

Over the course of this review, issues that would improve communication were: -

- Alternative means of communicating, for example, access to electronic communication, such as PC's located in the one stop shop.
- Better identification of Ward Councillors

3.7   Questionnaires

Consultation Questionnaires were issued to attendees at the Focus Group sessions, individuals who requested a copy and a wide distribution list. All completed questionnaires were analysed.   It was apparent from the completed questionnaires that the majority of individuals understood why the Council wished to consult with them. The majority had taken part in Council consultations and about half thought that their views were not taken into account. Individuals completing the questionnaires comprised mainly adults and many of them had a background of being engaged with the Council's processes. It is recognised that this is not a representative sample and the Group acknowledges there is future work to be done identifying the views of citizens it has not managed to engage with.

The issues identified from the questionnaires that citizens voted to be their top three priority issues for the future -

- Transportation	13 votes
- Revive Town Centre	11 votes
- Security/Policing	10 votes

Some of the questionnaires did not have all sections or boxes completed. The comprehensive results of the consultation questionnaires are attached at Appendix H.

3.8   Youth Forum

Councillor Malpas attended a meeting of the Youth Forum on 18 April 2006 and informed the young people of the Focus Group Sessions.   It was apparent from the questionnaires completed by the Youth Forum that only half of the attendees understood why the Council wishes to consult with its citizens.   The majority had taken part in Council consultation and most considered that their views were not taken into account.

The issues that the Youth Forum voted to be its top three priority issues for consultation were: -

*   Budget   13 votes
*   Employment for young people   7 votes
*   Youth Clubs/things to do   6 votes

The comprehensive results of the Youth Forum completed questionnaires are attached at Appendix I.

3.9   Northampton Borough Council's existing Consultation Protocol

The Task and Finish Group received a copy of Northampton Borough Council's Consultation Protocol that was currently in existence.   It was felt that this needed to be expanded upon and suggested amendments were made (Appendix J refers)

4   Conclusions

4.1   The Group determined that there were already a number of examples of consultation within the Council but that they were not necessarily co-ordinated or of equal quality, and the cost and effectiveness of consultation exercises was not uniformly collected or available.

*   Every public facing service should be in a position to know how its customers regard it.
*   A plan should be developed showing how services will get to that position.
*   There is the need for a more coherent approach. The Council wants to be a customer focussed organisation but cannot judge its success in this, as it does not measure it.
*   There is a need for a clear mechanism for consultation supported by a consistent style.   Consultation guidance should be produced and issued to all Council service areas. All consultation data should go to one central unit, which should be centrally collated (Community intelligence – access of information).

4.2   The Group felt that the target below was a good target but the timescales to achieve such a stretching target were unrealistic:

"To have by July 2006 more than 50% of residents feeling we consult and involve them and to increase to 55% residents who are satisfied/very satisfied with us by April 2006."

In the course of preparing the Communications Strategy, figures had been proposed by consultants as no measurements were in place; these had been accepted by Cabinet. There was a need to look at the figures as a longer-term aspiration. Measurement had not as yet been looked at in detail.   A standard satisfaction survey was due in the autumn. (Appendix C refers minutes of 2 March 2006 meeting.)

4.3   Evidence was taken from the service areas, budget, planning, area partnerships. Forums were chosen because they were of broad and significant impact on the citizens and Council involving large numbers of individuals. It became evident that:

Good Practice

(a)   Rapid improvement in consultation is possible with much more engagement than in previous years, by learning from good practice.

Consultation and Change

(b)   There needs to be a clear link from consultation to change, and this needs to be communicated back to the people who the Council consults.   For example, if views emerge through consultation, they must be able to affect decisions, and the people consulted need to know that they have affected decision-making. Greater use of the media to explain changes would be helpful. This applies to all the examples looked at.

Timing

(c)   Timing is significant, if people are to believe their views will be acted on.

Types of Information

(d)   It is necessary to review the kind of information presented to support consultation, to ensure that it can be understood and addresses the issues people need to know about in order to make informed comments.

Development Control

(e)   Development Control is an example of very high volume consultation.   There is a compromise between cost, numbers consulted and quality of consultation, which the Council would

need to address. This is an opportunity to reach a large volume of citizens.

There are challenges in assessing satisfaction with consultation or process, independently from satisfaction with the result (e.g. if the planning application is approved when you did not want it to be, would you be pleased with the process?) More imaginative ways of assessing views and the effectiveness on the process may be needed.

Development Control consultation also provides an example of the difficulty of consulting all the interested people effectively, which may suggest a continuing need to open up greater and more accessible information channels for all sectors of the community (e.g. website).

As with other forms of consultation, it was not clear why some people did not respond and whether there are any patterns which would help us to reach out to these people.

Area Partnerships and Forums

(f)   The Council could make more use of Area Partnerships and Forums as opportunities for consultation. But there is a tension between the Council setting the agenda in deciding what is to be consulted about, and local people raising issues of their own concern. Consultation is only one form of citizen engagement and it should be supplemented with mechanisms which allow citizens to initiate or add to the debate.

Area Partnerships are not always truly representative in nature and there is no clear analysis or knowledge who attends and who stays away.

There is no clear route for the issues raised at Area Partnerships to influence the Council's decision-making.

Area Partnerships provide, potentially, a locality perspective and an opportunity for consultation. This opportunity is not therefore exploited to its potential.

4.4   It would be advantageous to re-convene the Focus Group in 12 months time using the same questions to ascertain whether the views or participants have changed. This could constitute part of the monitoring process for the outcomes of this review.

4.5   The Council does not know enough about which groups are reached by its consultation and engagement mechanisms, and which are left out. This creates a risk of false confidence in the results. (Appendix C refers). The consultation agenda needs to be balanced by the provision

of regular and systematic opportunities for diverse groups of citizens to raise issues of concern and see something done about them. Different people have different requirements and there is a need have different forms of consultation for widespread accessibility to the process.

4.6   Using the results of consultations is variable. There needs to be a method by which outcomes of consultation can be seen to be built in to decision-making, service planning and priority setting processes and the demonstrable evidence for these excluded.   A section on the bottom of reports asking who was consulted is not enough especially, if nothing is done with the outcomes. A summary of the consultation should also be attached.

4.7   Consultees were often frustrated that, when they did take part, they did not see or hear the results. Any consultation exercise should be planned to include this feedback.

4.8   The costs and benefits of these exercises do not appear to be calculated and accounted for. There appears to be no dedicated budget for consultation which makes for difficulty in producing a co-ordinated Council consultation mechanism.

4.9   It appears that the Council tends to set an agenda for consultation, determining what questions are to be asked. There needs to be an opportunity for citizens to be part of the agenda setting rather than just the Council.

4.10   "Northampton Now" is a Council produced document and is clearly not reaching out to citizens effectively as it was not mentioned as a means of consultation from the Focus Group sessions or in any of the other consultation undertaken by this Task and Finish Group.

4.11   On the basis of good practice Councils that the Task and Finish Group examined, it was felt that the Council would engage more citizens effectively if it developed neighbourhood working and consulted within these structures.

4.12   Currently there is no way of measuring how Councillors, in their role as Community Leaders, help to achieve the consultation and engagement targets in the Council. Councillors are part of the public face of the Council and need to be supported and engaged in the process.

4.13   The Council needs to embrace the national developments in a more strategic sense. Text (SMS) messaging has been piloted at Liverpool City Council and Renfrewshire Council as a means of consulting effectively with harder to reach groups.

4.14   Clear signposting and branding helps citizens to understand who is asking what of them and who is providing certain services. This was

demonstrated well by the London Borough of Haringey, Tameside Metropolitan Borough Council and the City of Westminster. This could be particularly valuable where there is confusion as to the role of Borough and County Councils.

4.15　It was significant that where more effective consultation existed in the Council there were specific employees who had responsibility for this area of work.

5.   Recommendations

For ease of delivery, the following series of recommendations are grouped in specific areas: -

1   Management and Resources

1.1   Northampton Borough Council identifies a member of staff, from the Communication or Community Development Service Area, with specific responsibility for consultation for the Council.

1.2   There is a need for a budget for providing advice on consultation.   Each service area must provide for consultation in its own budgets.   The relevant budgetary measures should be allocated in the next budget process.

1.3   All consultation exercises should be planned to include feedback to the participants.

1.4   The costs and benefits of these exercises should be calculated in full   before the process starts.

2   Information and Co-Ordination

2.1   All consultation data and the results of analysis should be accessible from a central source.

2.2   The outcomes of all consultations should be made available to all services.

3   Systems and Protocols

3.1   Appropriate corporate consultation mechanisms should be in place by the autumn to give the Council meaningful results.   A baseline should be established in order that progress can be monitored.

3.2   Northampton Borough Council should adopt an effective consultation protocol to circulate internally and externally within the Council.   A starting draft has been produced by this Task and Finish Group. (Appendix J refers)

3.3   A Corporate Policy and implementation process on consultation and engagement should be produced.

3.4   The proforma used at the Focus Group sessions should be adapted so that it can be used generically within the Council.

3.5   The results of consultations need to be built in to decision-making, service planning and priority setting processes in the Council.

3.6   Northampton Borough Council should make use of neighbourhood working for consultation processes and wider working potential.

3.7   Plain language should be used in all Council documents in order that any member of the public is able to access Council material.

3.8   It would be helpful for a guidance to be produced on Council and Local Authority terminology.

3.9   Councillors should be supported in their role liaising between the Council and the community and be provided with appropriate means and methods for feeding back the outcomes of consultations in their communities.

4   Engagement with Diverse Communities

4.1   Current methods of consultation should be supplemented with other mechanisms to reach a larger and more diverse population allowing citizens to initiate or add to the debate. For example – Community Groups could be encouraged and supported to bring issues, concerns and ideas directly to the Council.

4.2   A corporate brand that helps Northampton Borough Council to bring consistency and inspire confidence should be developed.

5   Future Work and Review

5.1   The consultation exercise undertaken as part of the review by this Task and Finish Group be used as the benchmark in 12 months time to see what improvements the Council has made in that period of time.

5.2.   Another piece of focussed work should be undertaken to ensure that the Council is accessing all groups in the community in a systematic and regular way.

5.3   It is proposed that the Task and Finish Group reviews progress of this review in six months (December 2006/January 2007).

Public consultations work plan 2006

External Consultation	Geoff Wilkins / Kath Suer		Plan & review ongoing (Commenced) Secondee agreement made Geoff Wilkins & Mairi McLean - Done
Kath Suer to devote 50% of time as a secondee	Geoff Wilkins	05/05/06	Agreed by Ella Yeshin/Kath Suer Agreed with Mario Abela/Thomas Hall - Done
Consolidate plan for existing consultations to produce calendar	Kath Suer	31/05/06	Only statutory consultations planned – consolidated to work plan
Develop consultation framework based on Beacon Councils who have won awards	Geoff Wilkins Kath Suer	31/05/06	GW contacted 7 Beacon Councils for "Getting Closer to the Communities" Process documentation obtained
Develop "Near-term" Consultation Plan	Geoff Wilkins Kath Suer	16/06/06	Completed – see attached
Gain indications of magnitude of cost and approach, views and inputs from prospective suppliers (MORI, RBA, BMG, Research for today etc.)	Geoff Wilkins Kath Suer	15/07/06	In process
Initiate procurement / tendering process	Geoff Wilkins Mario Abela Alison Betts	17/07/06	
Manage delegation of consultations to corporate managers Sweep departmental consultations into corporate programme	Kath Suer Geoff Wilkins	1/08/06	

Assess costs, budget Review and agree	Geoff Wilkins Kath Suer Mario Abela Alison Betts	11/08/06	
Identify Funding & commit	Mario Abela	18/08/06	
Complete instructing supplier(s) for September 1 commencement	Geoff Wilkins Kath Suer	24/08/06	
Initiate consultation programme for 2006 (Completion 15-12-06)	Corporate managers	24/08/06	
Set up review, quality assurance, audit guidelines	Geoff Wilkins Kath Suer	24/08/06	
Resolve permanent staff appointment (recruitment)	Mario Abela Kath Suer	24/08/06	
Ongoing review, quality assurance, audit	Consultation Manager Communications Manager	Commence 1/09/06 ongoing	
Develop guidelines and protocols for External Consultations	Consultation Manager Communications Manager	29/09/06	
Progress and project management reviews	Consultation Manager	Commencing 15/09/06 fortnightly	
Agree future performance measures and objectives	Performance Manager Communications	31/10/06	

	Manager		
Feasibility Review of Information Management Systems requirements (Consultation, analysis and database management)	Consultation Manager Communications Manager	31/10/06	
Plan next phase	Consultation manager Communications manager	01/11/06	

Draft corporate public consultation plan 2006

Public consultation	Status	CM / Mgr	Supplier
Budget	Planned for September	Alison Betts	None identified
Corporate plan	Planned for September	Ella Yeshin / Simone Wade	None identified
Customer service	In process	Kay Atkinson	MORI (Collaboration with NCC & others)
Customer contact centre	Ongoing customer telephone survey	Kay Atkinson	None required
Tenants	Early stage planning	Fran Rodgers	None identified
Benefits	Early stage planning	Fran Rodgers	None identified
Planning	Early stage planning	Christine Stevenson	None identified
Waste, recycling, streetscene	Government survey in place	Carl Grimmer	MORI (Govt. sponsored)
Waste, recycling, streetscene		Carl Grimmer	Not known
Environmental health		Christine Stevenson	None identified
Community safety		Thomas Hall / Deborah Ferguson	None identified
Communities / equality / diversity		Thomas Hall / Sean Silver	None identified
Sports & Leisure		Christine Stevenson	None identified
Promoting the local economy (The town centre)		David Taylor (Director) / Chris Cavanagh	None identified
Staff survey	Planned for September	Howard Crabtree	None identified

Geoffrey Wilkins June 2006

BIBLIOGRAPHY

- Audit Commission's CPA Report, June 2005

- Northampton Borough Council's Recovery Plan, March 2006 to September 2006

- Key Lines of Enquiry for Corporate Governance Inspection (2005 version)

- Northampton Borough Council's Communication Plan

- Communications, Consultation and Engagement – Report for Northampton Borough Council

- Engagement – Northampton Borough Council's Strategy for Communications and Consultation

- Northampton Borough Council Corporate Identity Handbook

- Area Partnership Attendance – November 2004 - January 2006

- The Beacon Council Scheme 2004 – Application Form _ Wiltshire County Council

- West Wiltshire Community Strategy 2004-2005

- Tottenham and Seven Sisters Area Assembly News – October 2005

- Haringey Residents Survey 2005/06:digest

- Tameside Metropolitan Borough Council – Consultation Strategy 2003/04

- Croydon City Council – Neighbourhood Partnership and Community Involvement

- Policing: Engaging Local People (September 2003) – National Extension College

Appendices

NORTHAMPTON BOROUGH COUNCIL

PUBLIC ENGAGEMENT AND COMMUNICATIONS
TASK AND FINISH GROUP

REVIEW SCOPE

To have by July 2006 more than 50% of residents feeling we consult and involve them and to increase to 55% residents who are satisfied/very satisfied with us by April 2006

1 PURPOSE/OBJECTIVES OF THE REVIEW

To be able to demonstrate that the Council consult and involve more residents and that the residents are satisfied with their levels of involvement.

2 POTENTIAL OUTCOMES

- Councillors have a true picture of the integrity customer satisfaction measurement (for example, true, honest, decent) and understand that it is measured in the right way.
- Clear recommendations about how effective consultation should happen.
- Scrutiny of consultation mechanisms to ensure all residents feel they are consulted and involved across all services to affect service improvement.
- The identification of the risks that may occur that would prevent the overall targets being achieved.
- A comprehensive consultation process/strategy that is fit for purpose for the Council.
- Evaluation of the Engagement Strategy.

3 INFORMATION REQUIRED

- How each service area is approaching the targets
- Who is taking responsibility for these targets across the Council
- What is the current percentage of residents who feel consulted and involved – and why do they feel consulted and involved
- Best practice within Northampton (other public bodies) and best practice external to Northampton
- What budget is allocated to achieve the targets
- How do Councillors in their role as Community Leaders help to achieve the targets

- What feedback mechanisms are in place when a resident contacts the Council or takes part in consultations
- How the Council measures the satisfaction of residents
- The current IT system's effectiveness to meet the Council's requirements.
- The use of text messaging as a means of engaging particularly young people, in the consultation mechanisms
- The methods used to conduct previous survey(s)/consultation.
-

4 FORMAT OF INFORMATION

Baseline Data
- Existing surveys
- Officer briefings/reports/presentations
- Residents `Mystery Shopping' exercises
- Past examples of public engagement (good and bad)
- Interviews
- Marketing/public relations expert
- Specialists in public opinion surveying
  Newspaper reporter/editor

5 METHODS USED

- Interviews of key front line staff
- Focus Groups
- Random sample of residents
- Visit/talks from other organisations
- Desk top research/ web based
- Questionnaires
- Examples of best practice

6 CO-OPTION TO THE TASK AND FINISH GROUP
Suggestions:

- Residents
- Other Councillors

7 TIMETABLE

November to March 2006

8 RESPONSIBLE OFFICERS

Lead Officer   Thomas Hall
Co-Ordinator   Tracy Tiff

9 RESOURCES AND BUDGET

Communications Officer, one day a week, until the end of the Review

10 FINAL REPORT

Completed by March 2006. Presented by the Chair of the Task and Finish Group to the Overview and Scrutiny Committee and then to Cabinet.

On the basis of the recommendations being accepted, we will baseline the data previous to the findings compared to the data after the implementation of the recommendations.

11 MONITORING PROCESS

Key milestones identified under review

Review dates established and evidence required

Review the impact of the report after six months (September 2006)

NORTHAMPTON BOROUGH COUNCIL

Public Engagement and Communications Task and Finish Group

Wednesday, 14 December 2005

Present:

Councillor Brendan Glynane
Councillor Andrew Simpson
Councillor Anjona Roy
Thomas Hall
Margaret Martin

Apologies:
Councillor B Eldred
Councillor C Malpas
Councillor M Hill

1   Minutes of last Meeting

The minutes were accepted and no further discussion was required.

2   Baseline Data

Thomas Hall issued a copy of the baseline data for discussion. This is work in progress and is a sample of the types of consultation that are taking place. There are gaps eg planning, streetscene and it is anticipated that more information on consultation conducted by NBC will be available by the end of the year.

It is apparent that consultation has been unco-ordinated in the past with services undertaking their own as the need arose. There are no corporate standards for consultation.

Discussion followed on what constitutes the "general public", who was the consultation particularly aimed at, more detail required on the frequency of consultation and the numbers of people consulted and responding. To ensure 50% of residents feel we have consulted with them we need to establish types and numbers of those we do consult with and get a sense of scale.

In certain service areas considerable sums are spent on consultation but Area Partnerships often feel that they are not aware of the consultation, not invited and there is no feedback.

The outcomes from consultation should be fed back and explanations provided as to why we sometimes are not able to deliver what we are asked for.

Suggested questions to gather more information:
- Is any feedback given post consultation
- Costs
- Are others consulting on the same topic or related matters]
- How do we ensure it is representative
- Value for money
- Evaluation

Need to look at other authorities who have good communication and consultation arrangements – a starting point for this would be those councils who have been recommended or have won awards in this field with Local Government Chronicle or APSE.

UCN may be able to assist in involving young people.
Agreed in the future to look at external bodies; companies/ charities to look at the methodology used to engage people - how do they obtain public opinion which feeds into providing better products / services also what budget they allocate to such projects.

Public Relations Plan is part of the strategy as well as the development of a proactive approach to promoting our message.

Summary:

T Hall to continue to populate the data adding size of consultation and the perception rating (internal view) of its effectiveness

Key Lines of Enquiry especially Theme 1 are very relevant to the work of this group and could be incorporated.

This meeting has identified the gaps

Next meeting will look at the data.

Thomas please note:

Future meeting dates to be arranged with Tracy Feltham on her return
Root and Branch structure available on the intranet but can be copied to all councillors.

NORTHAMPTON BOROUGH COUNCIL

**PUBLIC ENGAGEMENT AND COMMUNICATIONS
TASK AND FINISH GROUP**

2 March 2006

PRESENT:

Councillor C Malpas	Chair
Councillor M Hill	
Councillor A Simpson	
Councillor Glynane	Chair of Overview and Scrutiny Committee
Thomas Hall	Corporate Manager
Lindsey Ambrose	Area Partnerships and Forums Co-Ordinator
Margaret Martin	Consortium

1 APOLOGIES

An apology for absence was received from Councillor A Roy.

2 DECLARATIONS OF INTEREST

There were none.

3 MINUTES

The minutes of the meeting held on 17 February 2006 were agreed as a true record.

4 REVIEW OF DESKTOP RESEARCH AND 5 FEEDBACK FOR VISIT TO BEST PRACTICED AUTHORITY

Consideration of items 4 and 5 were taken together.

T Hall, Corporate Manager, had sent an email to the Task and Finish Group suggesting Local Authorities of best practice that Councillors could carry out desktop research. Results of the desktop research would be presented to the next meeting on 16 March.

L Ambrose had obtained information from Tameside Metropolitan Council, Beacon Council for Getting Close to its Communities.   She had also attended a presentation on the Authority's Area Committees and Decentralisation – District Assemblies.

Tameside MBC disseminated its good practice and its key messages are:

- Involving Citizens
- Strong Partnership
- Innovative Consultation Mechanisms
- Engaging Young People

Sharing Practice through practical help

- Practice based website
- How to Guides
- Themed Open days
- One to One visits

Resourcing the Dissemination Plan

- Partnership Approach
- Training and Event Organisation
- Practical Advice
- Use of Mainstream Resources

Tameside MBC has eight District Assemblies for a population of 225,000 based on recognisable local townships. They were introduced in 1998. The District Assemblies have decision-making powers. Their remit is mainly street scene, but there is some variance between the District Assemblies, each having their own budgets.

L Ambrose was not aware of published terms of reference for the District Assemblies. M Martin confirmed that Nottingham City Council's Area Partnerships had published terms of reference. The terms of reference was the same for each Area: Partnership and linked in to the Local Plan.

Tameside MBC's District Assemblies involved young people. Breakfast meetings were held to involve the business community.

The Task and Finish Group was informed of the District Assembly Framework:

- 6 to 12 Councillors in each Assembly
- Some Councillors sat on two Assemblies because of Ward/Township boundary differences
- 2-3 business representatives
- 2-3 voluntary/community group representatives
- 1-2 residents/tenant representatives
- 2-3 elected high school representatives (14-16 year old students)
- Local Police, fire service and the public.

An issue that Tameside had was how to make the District Assembly representative, **the Task and Finish Group felt that this was a question that could be asked when it visited a Council of best practice.**

Attendance at the District Assemblies was around 1,800 per year out of a population of 45,000 per District Assembly. The Task and Finish Group felt this to be an example of good engagement and also commented that on a scale basis, attendance at NBC's Area Partnerships was comparable. NBC's Area Partnerships also had regular attendees and for contentious issues, in particular planning, a lot of people would attend the meeting.

Part of the meeting of the District Assembly became *Open Forum – Have your Say (question time)*, approximately 12 questions per meeting were asked by the public.

The minutes of the meetings of the District Assemblies were referred to Tameside's Full Council.

The Chair perceived the District Assemblies to be of a similar format to Northamptonshire County Council (NCC)'s old Area Committee System.

T Hall advised that there was a need to ensure that NBC's Area Partnerships networked with neighbourhood management. There were a number of directions that could be followed but there was a need to ensure that they linked up properly.

M Martin suggested that a copy of Tameside MBC's consultation/Engagement Strategy be obtained for the Task and Finish Group's information. It would also be advantageous to have details of its satisfaction feedback and also details of how the Council consults with individuals who did not attend District Assemblies.

T Hall advised that strengthening NBC's Area Partnerships could only be part of the Task and Finish Group's recommendations.

Tameside MBC had also introduced *Tameside Voice – Tameside-Wider Voluntary and Community Sector (VCS) Forum* – an effective, accountable and representative structure. It embraced diversity of Tameside's communities through a wide range of member networks and forums. It enabled everyone who wanted to get involved and have a say and promoted the interests of Tameside communities, organisations and residents at all levels of strategic partnership working. **Councillor Glynane supported Tameside Voice, commenting that NBC had a perfect venue to hold such an event – the Great Hall.**

The Task and Finish Group was then referred to the London Borough of Croydon. It had ten Neighbourhood Partnerships, which were first set up in 2000. The purpose of the Partnerships was to consult, encourage comment on the provision of service locally and influence policies of the Council and its partnership agencies as they affected particular geographical areas. Croydon

had similar problems to NBC with its Area Partnerships. Often people would come to an Area Partnership meeting to voice concern; therefore the Partnerships lacked meaningful consultation.   It held a review of its Partnerships and found that different Council departments were using the Partnerships differently and inconsistently, but these Partnerships were part of what made the London Borough of Croydon a Beacon Council. **It was suggested that it would be beneficial to ascertain what Croydon had done since its review.**

The Task and Finish Group commented: -

- Beneficial to hold an event similar to Tameside Voice, possibly the week before Full Council
- Advantageous for Area Partnerships to have decision-making powers.
- Planning issues achieved high attendance at Area Partnership meetings.

L Ambrose confirmed that she would attend the Group's next two meetings.

The Task and Finish Group was reminded that T Hall had carried out research into other Local Authorities of good practice and had forwarded details to the Group for information, which contained details for the Local Government Chronicle's annual awards, which included `Community Involvement'.  Councils that were short-listed included Brighton and Hove, Bristol City and Cambridgeshire CC.  Tameside MBC was a `Beacon' Council for Getting Closer to Communities and the Institute of Public Relations has a good Local Government section, which makes a series of awards in relevant categories, which includes awards for Internal Communications (Liverpool City Council) and Civic Newspaper (Colchester Borough Council). **T Hall suggested that from the work carried out, the Task and Finish Group had identified areas that it required more information on, what the key issues were and that key learning issues that should be brought back from other Local Authorities. He undertook to provide this information.**

As the Group had received information from Tameside it was suggested to visit another Local Authority of best practice. T Hall confirmed that he would devise a list of questions that could be asked on the visit.

A visit to a best practice Local Authority would be arranged possibly to a London Borough on 20th or 21st March. Councillors Malpas, Hill and Simpson expressed an interest on attending. As soon as a visit had been arranged, Councillors would be issued with the details.

6   REVIEW OF ORIGINAL SCOPING DOCUMENT

The Task and Finish Group reviewed its original scoping document, identifying whether there were any issues that required further information or analysis.

The purpose of the review was to be able to demonstrate that the Council consults and involves more residents and that the residents are satisfied with their levels of involvement.

The Task and Finish Group discussed potential outcomes: It was emphasised that they were potential outcomes and the Group had taken a too big remit initially.

1   Councillors have a true picture of the integrity customer satisfaction measurement (for example, true, honest, decent) and understand that it is measured in the right way.   The Group commented that the Council had various pieces of consultation being undertaken but there was not a central unit to `pull it all together'.   There has not been a robust analysis of the measurement of customer satisfaction. There are however specific indicators, for example tenant satisfaction, but there are plenty of areas with no such indicators. **A potential conclusion could be that there were no standards; every public facing service should be in a position to know how its customers regarded it. A plan should be developed showing how services get to that position. There was the need for a more coherent approach. The Task and Finish Group recognised that the Council wants to be a customer focussed organisation but cannot judge its success, as it does not measure it.**

2   Clear recommendations about how effective consultation should happen.   At an early meeting the Task and Finish Group had made suggestions regarding consultation. **There was a need for a clear mechanism, with some central theme. Consultation guidance should be produced and issued. All consultation data should go to one central unit, which should be centrally collated. (Community intelligence – access of information).**

3   Scrutiny of consultation mechanisms to ensure all residents feels they are consulted and involved across all services to affect service improvement. Councillors commented that this potential outcome related to 2 above.

   4   *The identification of the risks that may occur that would prevent the overall targets being achieved*. **The Group had ascertained that no measurement was in place. Targets had been set as part of the Recovery Plan, for example:** *To have by July 2006 more than 50% of residents feeling we consult and involve them and to increase to 55% residents who are satisfied/very satisfied with us by April 2006.* **T Hall confirmed that in the course of preparing the Communications Strategy, figures had been proposed by consultants, which had been accepted by the Cabinet. He felt there was a need to look at the figures as a longer-term aspiration, especially as we were already in March. Regarding measurement, T Hall advised that this had not as yet been looked at in detail. A standard satisfaction survey was due in the autumn. He added that there were some Local Authorities that set similar target but they were usually good or excellent**

Councils. The Group suggested that its recommendations could include that this was not a realistic target and there was a need for appropriate methods to be in place by the autumn to give the Council meaningful results.

5   A comprehensive consultation process/strategy that is fit for purpose for the Council. **A Communications Strategy had been produced and approved. A Consultation Protocol was also in existence but was rarely used. The Protocol had not been approved and at this stage was guidance only. Councillors suggested that it could be recommended that the Consultation Protocol be adopted. The Group requested that a copy of the Consultation Protocol be presented to the next meeting.**

6   Evaluation of the Engagement Strategy. This potential outcome relates to 5 above.

The Task and Finish Group then discussed the information required section of its Initial Scoping Document:

1   How each service area is approaching the targets.

2   Who is taking responsibility for these targets across the Council?

3   What is the current percentage of residents who feel consulted and involved – and why do they feel consulted and involved

1 –3 above had been dealt with whilst discussing potential outcomes.

4   Best practice within Northampton (other public bodies)(and best practice external to Northampton and 5 What budget is allocated to achieve the targets **Northampton Today was a Council produced document. Departments should be able to measure success; therefore there was a need for a budget. There should also be a central pot for consultation. A recommendation could be that the Council lacks specialist knowledge in consultation and there is a need for a consultation budget, whether or not the Council is successful in its bid to for funding from the Capacity Building Fund. Budget Heads would be reviewed in May and within these budgets there is a need for allocation to continuous consultation. It was also important that there was one common budget for consultation.**

6   How do Councillors in their role as Community Leaders help to achieve the targets **In respect of what Councillors expectations were via public meetings, surgeries etc. how did Councillors know that the public was satisfied with them? The Group felt that there was no way of measuring this. One of the political groups had; produced a feedback form measuring caseload work. Political Groups did things differently, based on political parties and the wards. The Task and Finish Group commented that Councillors were the public face of the Council. The recommendation could state that Councillors needed to be supported in**

their role, being provided with the correct information and models of feedback.

7   What feedback mechanisms are in place when a resident contacts the Council or takes part in consultations. Covered during discussion of the potential outcomes.

8   How the Council measures the satisfaction of resident Covered during discussion of the potential outcomes.

9   The current IT systems effectiveness to meet the Council's requirements. **A Central Unit does not exist. The recommendation could state that there was a need for a Central Unit to bring all information together on a central database system.**

10   The use of text messaging as a means of engaging particularly young people in the consultation mechanisms **As a Council the use of text messaging is not used. Text messaging could be used to consult with harder to reach groups. The recommendation could state that all mechanisms to consult be investigated, such as website feedback forms and SMS (text) messaging as a means of communication.**

11   The methods used to conduct previous survey(s)/consultation. This information had been acquired at the Group's January meeting, when employees from: Planning, Finance and Area Partnerships and Forums had been interviewed.

7   DATE OF NEXT MEETING

The next meeting would be held on Thursday 16 March commencing at 6.15pm and the agenda would include: -

- Desktop Research
- Consultation Protocol
- Visit to Best Practice Local Authority
  (a) Authority to visit
  (b) Set of questions to put to employees on their consultation methods

The meeting concluded at 8.00 pm

Public Engagement and Communications
Task and Finish Group

Visit to London Borough Of Haringey – 21 March 2006

NBC attendees

Councillor Christopher Malpas
Councillor Andrew Simpson
Councillor Michael Hill
Councillor Brendan Glynane   Chair of Overview and Scrutiny Committee
Margaret Martin   Consortium

London Borough of Haringey attendees

Zena Brabazon   - Head of Neighbourhood Management –
                                  (Lead on Beacon bid)

Marcelle Fletcher   - Neighbourhood Renewal
Elaine Cunnea
Councillor Liz Santry
Janette Gedge   - Consultation Manger (Communications &
                                  Consultation Unit)

Zena Brabazon went through a presentation covering the Council's Beacon Council Award for Getting Closer to the Communities. The Council didn't deliberately set out to win an award.

Key to achieving it was the move towards Neighbourhood Management which started in Haringey in 2001

Key position at start of process

- Haringey has also been a poor/weak council in the past
- The need to build a relationship with local people
- Neighbourhood Management started in 2001
- Haringey citizen's were focused on environmental problems in the area such as rubbish, graffiti
- Group set up for Neighbourhood Management

Key point – You need a learning `mindset', this helps in:
- Trust building
- Confidence

Key Point – You need to deliver real improvements on environment (Haringey helped with money/funding from SRB and Neighbourhood Renewal Funds)

Key Point – The poorer areas get the worst services
- Haringey had a split between the poorer east of the Borough and the more affluent West.
- Neighbourhood Renewal Funds were directed into the east

- Building community involvement in the east before introducing across the Borough
- Comprehensive research into problems in the east

Key Principles

- Be proactive
- Re-shape SRBs to have Neighbourhood Partnership Boards
- 'Get out and onto the ground' – tackling issues such as dumped furniture where people can see the difference
- Council Officers/staff placed in Neigbourhood Centres
- Neighbourhood Partnership Boards are officially within the structure of the Council
- Grasping ethnic mix helps understand community engagement
  - affluent white west
  - racially mixed east
  - large transient population/asylum seekers (concentration in Tottenham part of Borough)

Key point – Leaflet language translation – tells people what the leaflet is about rather than all points (4 languages French, Somali, Kurdish & Turkish)

Baseline studies were conducted in 3 Neighbourhoods
The results all came out with the same issue:
- Crime & Environment was the number 1 priority

Key Point – Haringey view we have" Citizens not just Residents"

There is 5,000 homeless in the Borough - How do you get new people to feel are citizens of Borough ?

Key Point – Developing Civic Pride is key to getting closer to community

Do this by giving citizens a genuine say is what happens through:
- Local issues/decision making (within Neighbourhoods/streets)
- Providing money for "street audits" so citizens can say what changes they would like e.g. lighting improvements, litter bins
- Council 'putting money where its mouth is" – but also explaining to citizens if something can't be done and getting them to make the choice

'Better Haringey' – 'branding that pulled the whole activity together' – developed organically

- Green-it, clean-it, light up

- Local people/including police – building relationships

- Feedback, continuous learning & respect

- Partnership Police Team engaged

- Always bring residents in
- Using services

- £5m from Haringey into "Better Haringey" campaigns

- Strong brand with "Better Haringey"
    - 94% recognition by citizens

- Continually thinking about communication

Consultation – Talk about what residents/citizens want
                   – 1100 households
                   – Consultation with special groups
                   – Community consultation

Key Points:
- Always ask
- Devolve money & decision to residents
- Community takes responsibility for consultation itself – get them to run the surveys and do consultation
- Deliver and remind people you have delivered

Haringey has:
Community Workers   = 7
Youth Team   = 2
Consultation & Communications Unit = 3

Area based planning of council services and citizen priorities with staff all working in Neighbourhood Management (these relate to:

                                        → Assemblies/Partnerships

Janette Gedge presentation:
- Consultation who does it ? – each business & service areas do their own
- But 3 posts in C&C Unit which undertakes:
    - the Annual Residents Survey
    - Provides coaching/mentoring/support to other service areas (internal consultancy)
    -

Key point – there is a big difference between informing and consulting

People need engagement in development of their area this is helped by :

- Having a Community Development Worker on the ground
- Thinking laterally – e.g. using library services for other services
- Hard to reach groups/do something for them – "Mountain went to Mohamed"
- Give money for small projects e.g. clearing litter

Key resource for information:

www.partnerships.org.uk Also a good article by David Wilcox called 'the framework of participation'

Key point – Haringey had no plan for Beacon Council bid

Zena Brabazon – 'it's not about ticking boxes it's about having a good story to tell'

- Council structure - Area Champions – Directors/Corporate Managers – each has a responsibility for an area

- Key is to engage with Voluntary Groups

- Communications important - Communications Post within Neighbourhood Management Team:

    - Branding helps
    - Regular Press Releases
    - Neighbourhood newsletters
    - Leaders Brief – every week
    - "Make the Difference"

What has not worked ?

There are risks from effective engagement as follows:
- Council,staff and councillors are highly accountable to residents
- How sustainable is it ?
- Managing community engagement through the Government's
- NDC (New Deal for Communities)
- Need for collective responsibility
- Can be a minefield

Making
The
Difference

BE++ER HARINGEY

October 2005

Tottenham an[ ]
Area Assembly
NEWS

**Covering Areas: Tottenham Hale,
Tottenham Green and Seven Sisters**

Life through the Lens

SNAPSHOTS of Tottenham's best-loved and most hated buildings were on show at the last Tottenham and Seven Sisters Area Assembly.

The Assembly asked some local residents to take digital cameras and capture what they did and didn't like, especially the kind of housing they would they like to live in and the style of buildings they do not want to see in Tottenham.

The aim was to encourage a discussion about housing design and local development from residents' points of view. Resident photographers Maureen Wright, Patricia Sawyer and Steve Isaacs gave presentations showing photographs of their 'housing loves and hates'.

Among the favourites were the almshouses in Beaufoy Road, which were built in the 1900s

Love: Innovative Design in Northumberland Park

but still look good today, the new build in Hornsey Park Road, the mosque in Wightman Road, Jarrow Road on the Ferry Lane Estate and the houses on Northumberland Park, modern buildings and seating in communal areas. Patricia, a 14-year-old from the Bridge NDC area, said she did not like 'No Ball Games' signs and felt that young people should be given somewhere else to play ball.

She added that there are too many football and basketball facilities, which are too male dominated, but nowhere to play netball. Other dislikes included developments that have not been landscaped, tatty play areas, too much rubbish, boarded up shops, too much grey and broken street furniture. Overall, well-kept buildings and clean surroundings

HARINGEY COUNCIL

1

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Life through the Lens

Continued from page 1

were deemed to be important by all three participants, although there was some disagreement about the use of bright turquoise on new builds across the borough. The New River Village development was loved by some, while graffiti was seen as "ugly" by one photographer and "art" by another.

Hate: No one likes rubbish
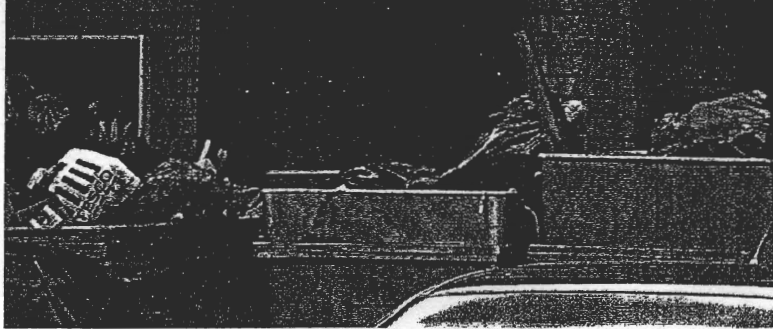
Coming Soon

THE bids have been submitted, counted, assessed and consulted on - soon this year's successful Making the Difference projects will be revealed. More than 200 ideas to improve local neigh-bourhoods were submitted by residents from the seven Area Assembly Areas. Of these, up to 70 will be taken forward by the Council. We will be announcing the winning projects later this Autumn through the Area Assemblies.

Tackling Homelessness in Tottenham

HARINGEY has one of the worst homeless problems in the country, with more than 5,000 people in temporary accommodation.
The Council's Housing Partnerships Manager Geoff Turner said there is not enough housing in the borough to meet current need.
Almost 4,000 households are overcrowded and require an extra bedroom, while more than 1,000 need two more bedrooms. House prices in Tottenham are too high for average wage earners with the average income at £28,000 and the minimum house price at about £123,000.
In order to tackle homelessness, development is taking place - and

will continue to take place - across the borough.
Mr Turner said Haringey is working to ensure new developments are sustainable, linked to local infrastructure and that heritage is preserved. Consultation is important and benefits such as local labour schemes and local lettings can be achieved with new developments, he added.
Also in place is a homelessness strategy, including earlier intervention for people about to be made homeless, mediation services, debt and welfare counselling, more options other than Council housing, landlord accreditation, rent deposit schemes and keyworker

schemes. In addition, Haringey is putting empty private houses back into use, using derelict sites for development and implementing shared ownership schemes.
Interim Housing Strategy and Development Manager Denise Gandy explained that although asylum seekers are dealt with by an outside agency, the Council has a legal duty to provide them with housing, usually privately rented accommodation until their status is confirmed.
Councillor Isidoros Diakides agreed to meet with residents from the Tiverton Estate in Seven Sisters after the meeting about a development in their area.

2
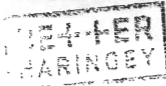
Haringey Peace Week

Haringey has enjoyed its biggest annual celebration of peace. Haringey Week of Peace was held from September 11 to 18, with events across the borough.

The Peace Alliance was started in Haringey in 2000 and the first peace week in the country was held here. The event is now held in 15 boroughs. The aim of the week is to bring communities together to raise awareness of community safety and engage residents in peace initiatives.

The theme for this year's celebration was community relationships, with a particular focus on families and friendships among diverse groups.

Activities included sports events, a superfit challenge for young people and parents, family seminars, the domestic violence bus tour, faith events and an open air gospel concert. The week culminated in the Haringey Peace Festival on Sunday 18 September, an all day event with music, family fun, information, talent competitions, freestyle dancing, clowns and more.

A Peace Walk went from Wood Green High Road to Finsbury Park, where a pan London Peace Concert concluded the day, with local artists performing alongside Terri Walker and other guest artists. The Week of Peace is organised by a steering group chaired by the Haringey Peace Alliance, which included members from all of Haringey's community groups.

Mr Ogbo added that the Peace Alliance is keen to work with residents and that suggestions on what people would like to see happening in their area are always welcome.

Contact the Peace Alliance at 117 Bruce Grove, Tottenham, N17 6UR. Tel: 020 8808 9439.

Have your Say

Residents have told us environmental issues are one of their top priorities.

This is why we are now holding Streetscene and Enforcement Surgeries before every Area Assembly where you can raise any concerns about the street environment or enforcement issues like rubbish, noise, overgrown hedges or trading matters. You can speak directly and in confidence to Streetscene and Enforcement Officers who will take the issues forward on your behalf.

Streetscene and Enforcement Surgeries are held from 7pm before every Area Assembly. If you are unable to come to the meeting you can phone the Council on 020 8489 0000 to be put through to the right team.

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Transforming Tottenham

A PREVIOUSLY troubled Tottenham street was just one of the sites given a makeover over the past year with Making the Difference funding.

Improvement work in Houghton Road took place in March, which included narrowing, new bollards and landscaping in response to residents' concerns that the road was being used as a short term car park and dumping ground which invited anti-social behaviour.

Other projects in the area made possible through Making the Difference funding, included clearing the huge flower troughs around the corner in Pelham Road and planting mature trees and flower beds.

Neighbourhood Management would like to thank all the residents who took the time to submit their ideas to improve their area.

before

after

Affix
stamp
here

Anara Javadova,
Neighbourhood Management,
Tottenham Town Hall,
Approach Road,
Tottenham
N15 4RY

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Are You Making the Difference?

This is your chance to participate in what's going on in your area.

Area Assemblies are the place for residents to contribute ideas on how Haringey can improve the areas where they live and talk directly with councillors. Discussions take place on the issues residents think are important. Regular topics at Area Assemblies include, refuse collection, traffic, public transport, green spaces, schools, regeneration and parking – all the topics that affect residents' lives

directly. Discussion groups are often set up so everyone gets the chance to talk and there is also a 'soapbox' at the end of each meeting for residents to raise issues of burning importance in their area.
After each meeting we publish an Assembly newsletter telling you how the Council is responding to each of the issues raised.

Over the past year the Tottenham and Seven Sisters Area Assembly has:
- Reached agreement with Transport for London about new environmental improvements on Tottenham High Road - including realignment of bus stops, changes to pedestrian crossing

times and changes to traffic railings
- Initiated systems for better future planning of school places and health provision to support new local housing development, and more opportunity for local residents to influence planning decisions
- Provided opportunities for residents to talk with London Buses about practical improvements to local bus routes
- Introduced the new Bernie Grant Arts Centre to local residents, with discussions about how the wider local community can benefit from its facilities.

✂ --

Want to receive regular mailings about the Area Assembly?

If you wish to be included in the Council's database please complete the form below.

Please print clearly

Name _____

Address _____

_____

_____

_____ Post code _____

Telephone _____

Email
The quickest and easiest way to keep up-to-date is by email. The Neighbourhood Management Service is developing a new email database and residents will soon be able to request to receive all of the Area Assembly publicity electronically. To take part please provide your email address in clear, large print.

Email _____

BE++ER
HARINGEY

Improving Tottenham Leisure Centre

RESIDENTS are set to get a healthy boost through plans to improve Tottenham Green Leisure Centre.

Andy Briggs, Interim Head of Leisure Centres, updated the last Assembly on the plans.
The proposals are for a new health and fitness suite, dance studio and young persons' gym, improved library shop frontage and a new reception IT system desk. They also involve the completion of all urgent maintenance works and dividing the pool hall reception lobby. The centre's outside green area

will also be made more welcoming and the play equipment improved.
Mr Briggs agreed to investigate the condition of the ground floor toilets next to the changing rooms and to look at enhancing the range of programmes on offer, which could include the introduction of classes for specific groups, such as older women.

The improvements are part of a four-year drive to improve leisure services across the borough, to ensure centres are safe to enter and use and are clean and well presented.
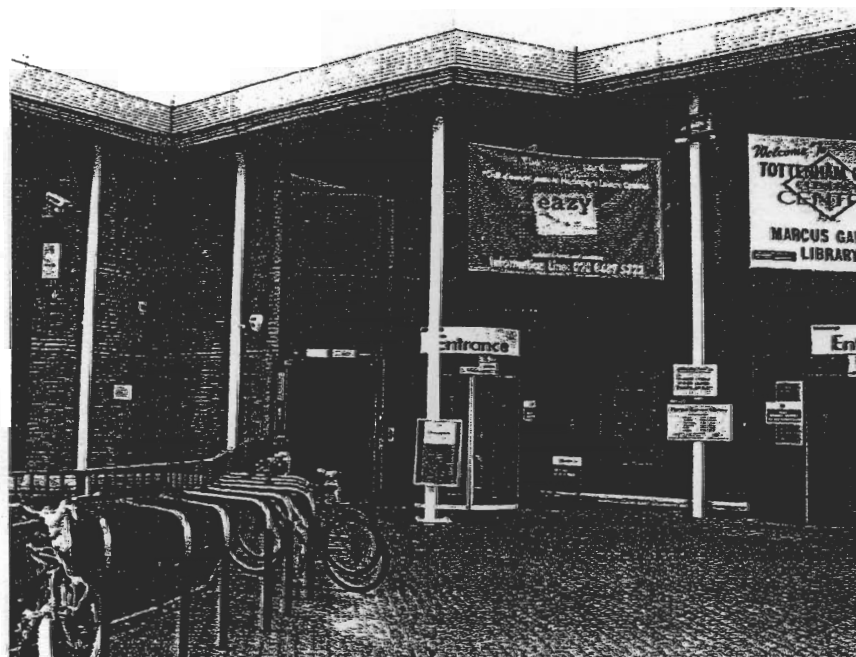The new facilities are due to be ready by January.
Mr Briggs told the group that investment had also been secured to improve facilities at White Hart Lane and Park Road Pools.

Want to know more?

For more information about the Tottenham and Seven Sisters Area Assembly and Neighbourhood Management in the area, please contact Bob Goldsmith on 020 8489 4531 or email bob.goldsmith@haringey.gov.u

Area Assembly Meetings and Listening Events - You Talk, We Listen

Where are Assemblies held?

How do Assemblies work?

When are Area Assembly Meetings Held?

How do I know what's happened after the Assembly meeting?

Who can come to Assemblies?

Contact us

Haringey's Assemblies are the place for you and other local residents to contribute ideas on how we can improve the area where you live, meetings where you can talk directly with councillors.

Where are Assemblies held?

Assemblies are held in local community buildings - such as schools, libraries and church halls. They are informal, so you do not need to read lengthy reports before coming along or know how local government works.

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How do Assemblies work?

Discussions take place on the issues you think are important, led either by council officers or community groups. Regular topics include refuse collection, traffic, public transport, green spaces, schools, regeneration, parking - all the topics that interest local people. We often set up discussion groups within meetings so that everyone gets an opportunity to talk.

There is also a 'soapbox' at the end of each meeting for you and other residents to raise issues that are of burning importance in your area.

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When are Area Assembly Meetings Held?

Assembly dates for 2005/2006 Municipal Year are listed below

Cycle Two

All Assemblies will be considering the following topics:

- 'The Managing the Difference Programme' : establishing residents' priorities
- Residents' Chance to Quiz the 'Top Bosses' - Executive Member Accountability
- Area Assemblies and Scrutiny - (with the exception of the Tottenham & Seven Sisters Assembly and the St Ann's & Harringay Assembly who will discuss the topic in the following cycle).

Cycle Four 2006

Assembly	Date	Venue
Wood Green	Monday 27th February 7.30pm	Bounds GreenSchool Bounds Green Road London, N22
Tottenham & Seven Sisters	Thursday 2nd March 7.30pm	High Cross Church Colsterworth Road N15
Muswell Hill	Monday 6th March 7.30pm	Alexandra Park School Rhodes Avenue LondonN22
Northumberland Park & White Hart Lane	Saturday 11th March 12.30pm	Bruce Castle Museum Lordship Lane Bruce Castle Tottenham, N17 8NU
St Ann's & Harringay	Monday 13th March 7.30pm	St John's The Baptist Church Hall Wightman Road London, N8 0LY
West Green	Wednesday 15th March 7.30pm	Phoenix Millennium Centre 386 West Green Road Tottenham, N15
Crouch End	Thursday 16 March 7.30pm	St Mary's School (Music Hall) RectoryGardens N8 7QN

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How do I know what's happened after the Assembly meeting?

After each meeting we publish an assembly newsletter telling you how the council is responding to each of the issues that were raised. For copies of newslettersd, visit the Area Assembly Newsletters page.

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Who can come to Assemblies?

Anyone can attend Assemblies. If we can help you to attend meetings or you require further information, please contact us.

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Contact us

For further information, please contact:

Marcia Connell

Tel 020 8489 4543

Email marcia.connell@haringey.gov.uk.

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To increase the involvement of people in the life of their communities and in the decision making processes that affect their quality of life and the services they receive

WHY THIS IS A PRIORITY:

- Healthy communities have a high degree of involvement from members of the community playing roles in making decisions about the services provided to the public, and also giving of their time to support and help others through voluntary organisations and community groups.

- There is a concern that there is a danger of the public playing less active roles in their community. The process of 'civil renewal' aims to support active citizens and encourage them to take formal roles in contributing to local decision making, or informal roles within community or voluntary groups, or helping improve the quality of life in their neighbourhood by working with the public sector agencies to be honest and model citizens.

OUR AIM IS TO:

- Foster more effective communication between stakeholders about local concerns

- Involve local people, including young people, in decision-making about their community

- Encourage active citizens to be involved in local activities

- Build community capacity by supporting individuals, and organisations in respect of finance, and other resources such as premises and equipment

- Develop community cohesion where by people further not only their own interests but also those of other people in their community

OUR KEY TARGETS ARE TO:

- Increase the number of people involved with voluntary or community organisations

- Continue to attract at least 5% of 'new' people to each Neighbourhood Partnership on average over the year

- Ensure that at least 65% of those attending Neighbourhood Partnership meetings are local people

- Increase the percentage turnout for local elections

Improving community involvement

- Further develop the capacity of Neighbourhood Partnerships through supporting the steering groups and ensuring they are supported by all public sector agencies
- Develop further local improvement plans in some Neighbourhood Partnership areas
- Co-ordinate support to enable Croydon to bid more effectively for external funding to support community activity
- Undertake a programme of capacity checking for voluntary organisations
- Improve opportunities for voluntary organisations to access suitable accommodation for their activities
- Develop the support available to enable people to undertake volunteering opportunities, particularly through Investing In Volunteering
- Accredit the Community Champions course to ensure it provides a recognised qualification
- Develop a process to ensure that community consultation is co-ordinated between public sector agencies
- Continue to develop methods to enable young peoples views to be heard and taken into account
- Implement the Compact Action Plans and include other public sector agencies such as the Police, Croydon College, and the Learning and Skills Council
- Develop a framework to improve the co-ordination of the number of Community Development initiatives operating in Croydon
- Further develop a corporate social responsibility programme to maximise business support for voluntary and community organisations
- Involve local people in the delivery of Neighbourhood Action Plans for North West Croydon and Fieldway/New Addington
- Provide a training and development package for Neighbourhood Partnership Chairs and Vice-Chairs
- Complete arrangements for new Community Housing Panels to link up with Neighbourhood Partnerships
- Arrange programme for Senior Police Officers to take part in each Neighbourhood Partnerships

DURING THE NEXT FEW YEARS, WE WILL:

- Review the lessons learnt in developing action plans and apply it to all neighbourhoods
- Implement Neighbourhood Action Plans in conjunction with local people
- Develop methods to improve local election turnout in 2006
- Explore the scope for greater involvement of local people in the direct management of aspects of public services

More information can be obtained from:

David Freeman, Policy Manager (Voluntary Organisations), Croydon Council

☎ 020 8604 7042

email: david.freeman@croydon.gov.uk

John Sheridan, Business Manager, Neighbourhood Partnerships, Croydon Council

☎ 020 8686 4433

email: john.sheridan@croydon.gov.uk

Who will make sure it happens?

Steve Phaure,
Chief Executive,
Croydon Voluntary
Action

Will Tuckley,
Head of Policy and
Executive Office, Croydon
Council

Community planning in Wiltshire an overview

There are 20 Community Areas within Wiltshire each of which has a Community Plan. The plans are laid out in chapters dealing with the eight th identified in the overall strategic plan for the County which is called "A County fit for our children". This overall plan was adopted by the Wiltshire Board in 2004 and helps inform and is informed by the twenty separate plans at a Community level. Some towns have been formally included in Regional Development Agency's Market and Coastal Towns Initiative (MCTI). In most cases Town and Parish council's are actively involved in the community planning partnerships across the County.

1. Malmesbury - population 17,410
There is a recently established community planning partnership. The area's first community plan was published in 2001. This plan has now been updated and a new plan covering 2005-15 published. There is no formal Development Trust established for this area. There is an Area Committee which is organised by NWDC.

2. Wootton Bassett - population 30,660
A draft community plan is in the process of consultation. An area committee organised by NWDC covers the area. A community planning partnership has recently been formed.

11. Devizes - population 30,020
Published its first community plan in 2001. A strategic action plan is currently underway. The area has MCTI status. The area has its own Devizes Development Partnership made up mainly of local businesses and members in the community. There is also a 3 tier Members forum.

5. Calne - population 20,680
There is an active community planning partnership established for the area which began in 1998 following a Visioning event that was held for local residents and organisations. There has been a community survey of residents undertaken in 2003 which has helped draft the areas community plan which covers 2004-14. The area was granted MCTI status in 2004.

6. Marlborough - population 21,960
There is an active community planning partnership established for the area and a local Development (MADT). The area had a resident survey in 2003 r results of which have informed the areas first comm plan published in 2004. There is a 3 tier member's fe active across the area.

3. Chippenham - population 40,580
There has been a Chippenham Community Forum since 1999. A draft community plan is in the process of consultation. An area committee organised by NWDC covers the area. A community planning partnership will be established summer 2005.

12. Pewsey - population 10,4
Has an active community planning part specially formed local Development Tru "Pewsey Area Community Trust" (PACT the doing arm of the partnership. The a community plan was published in 2002 plan is due to be published late in 2007 had a residents survey in 2001 and a regu fayre is held annually. The area has recent MCTI status.

4. Corsham - population 18,740
There is an active community planning Partnership established for the area. Community planning in some form has been around since 1999. A household survey of residents was undertaken in early 2005 and the results have been feed into the areas draft community plan which is due to be published summer 2005. There is an area committee organised by NWDC which covers the area. The area has also been granted MCTI status.

8. Melksham - population 23,3
Melksham 1st is the community planni set up for the area. The areas first comm published in 2003 which has now been second plan published in 2004, and an action plan for community projects. A b event was held in early 2005 to agree h would be jointly funded. There are plan community planning partnership a Deve The area has been granted MCTI status.

7. Bradford on Avon - population 15,780
There is an active community planning partnership made up of a co-ordinating group and various sub-groups. The area benefited from a residents survey in 2002 and a community open day in 2003. There is a local Development Trust which is being encouraged to play a wider community role. The areas first community plan is Due to be published summer 2005.

13. Tidworth - population 14,
The community planning partnership is redevelopment of the area alongside the Tidworth Development Trust. The areas published in 2003 and a brokering table c for 2005. The area has MCTI status.

9. Trowbridge - population 42,540
There has been an active community planning partnership based in the town since 1999. The area had the first residents survey in 2001 and a number of key partnership groups have been formed particularly around the redevelopment of the town centre. The area's community plan was published in 2004. The new community area planning partnership is called Trowbridge Futures. The area has MCTI status.

14. Warminster - population 2
Active community planning partnership first plan in summer 2005. There is no Trust for the area although the possibili one is being explored. A residents survey in 2003 which has helped shape the co The area has MCTI status. The Army is a as a garrison town.

10. Westbury - population 17,700
There is an active community planning partnership called the Westbury Area Action Group (WAG) and the area's first residents survey was undertaken in 2004. The first community plan was published in May 2005. The area has a Development Trust and has been granted MCTI status.

15. Amesbury - population 31
Published it's second "Stonehenge" com 2004 following an earlier plan established Has been given MCTI status. There is no Trust or active community planning par There is a Northern Area committee of S Council that covers the area. There has be survey.

20. Mere - population 5,740
Smallest of the community areas in terms of population the area published it's first community plan in 1999. A revised "More and district" plan has recently been issued in early 2005. There is no formal community planning partnership and the area is covered by the Western area committee of Salisbury District Council which it shares with Wilton and Tisbury.

19. Downton - population 16,890
Published it's first community plan in 1999. This plan has recently been revised and a second one "Souther Area" plan published in 2005. The area is covered by the Southern area committee as part of Salisbury Distri Council, a working group of which lead on producing the revised plan.

16. Tisbury - population 7,390
A revised "Nadder Valley" community plan was published in 2004 following an earlier plan published in 1999. There is no local Development Trust, or community planning partnership established. A Western area committee of Salisbury District Council covers the area alongside More and Wilton.

17. Wilton - population 10,870
Has an active "Weaving Wilton's Future" group connected with it's MCTI status. The area is covered by the Western area committee of Salisbury District Council which it shares with Mere and Tisbury. There is no local Development Trust. The area has benefited from a residents survey in 2003 by the Town Council. Recently a second "Four Rivers" community plan has been published following one developed back in 1999.

18. Salisbury - population 44,450
Had it's first community plan in 1999 which has been updated and a second plan published in 2004. There is a specific Salisbury City area committee of the Salisbury District Council established. Salisbury City is too big to receive MCTI status. There is no local Development Trust or community planning partnership established.

Because Your Opinion Matters ......

Consultation

**Evaluation of the Focus Group Sessions
Held on 20th and 21st April 2006**

The Overview and Scrutiny Public Engagement and Communications Task and Finish Group held Focus Group Sessions on 20th and 21st April 2006 so that it could hear the public's views and opinions on how well it thought the Council consulted. The results of the Focus Group sessions helped to inform the Task and Finish Group's review.

18 individuals attended the session on 20th April. After a brief introduction by Councillor Malpas, Chair of the Public Engagement and Communications Task and Finish Group, the Group completed questionnaires on how well the public thought the Council consulted. After a short break the meeting split into three Groups facilitated by Councillors Malpas, Hill and Simpson. The Groups discussed what they felt the Council had consulted on well, poorly and what they thought could be improved (results attached at annex 1). During the group sessions, the completed questionnaires were analysed. The Chair summed up the session by inviting the Councillor facilitators to report back the findings from their individual groups. T Hall, Corporate Manager (Public Engagement) then gave a précis of the results of the completed questionnaires. An attendance booklet was circulated for all those to sign who wished to receive a copy of the Task and Finish Group's final report.

The Focus Group session held on 21 April followed the same format as above. 29 individuals attended and split into three Groups facilitated by Councillors Malpas, Roy and Councillor Woods, a non-Scrutiny Councillor, who had offered to assist. (Results attached at annex 2)

Councillor Hadland, Leader of the Council, was present at the session held on 21 April.

The main comments from the six groups at the Focus Group Sessions were: -

Good

- Area Partnerships and Forums

Poor

- Consultation feedback, including that from Area Partnerships
- Councillors' responses to citizens telephone calls
- Knowledge of Ward Councillors
- The use of over complex language
- The lack of consistent, professional approach to consultation
- Response from the Council (including letters, telephone, email etc)

Improvements

- Residents' ability to challenge/review decisions
- Engagement at local level in service improvement and consultation
- Use of Community Centres for meetings and consultation events
- Timing and location of meetings
- Provide information about the role of Councillors
- Clarify the roles of Northampton Borough Council and Northamptonshire County Council, but provide a seamless service
- Communicate results of consultation and actions from it – follow it through
- Alternative means of communicating, for example, PC's located in the one stop shop.

Because Your Opinion Matters ……

Consultation

Focus Group Sessions – 20 April 2006

Facilitator: Councillor Simpson

Comments from the Group:-

<u>Good</u>

– Councillors' representative role good/professional (housing option)

– 2005 Budget Consultation (public meetings made this good)

– Feedback Police (Varies)

– Leisure Centres consultation

– Ward leaflet (Eastfield 2004 example)

<u>Bad</u>

Stock Transfer (housing): – Not enough

– Not balanced/decision confirmation not consultation

– Central Government agenda

Restructure of the Council

Why didn't Northamptonshire County Council consult on leaving Area Partnerships?

Need for Northamptonshire County Council to consult on public transport issues – change on disabled bus passes etc.

- – Feedback is poor

- – Result and decision explanation

- – Bus pass changes from 1 April 2006 – not informed

- – Public relations (some not using media effectively)

- – New political structures means less democracy
  Cut out a considerable amount of red tape at all levels of Northampton Borough Council
  Less politics, more actions based locally

- – Councillor communication

- – Know who your local Councillor is

- – Listened to but nothings happens
  Tenants' views are quite often ignored by politicians who have own "agendas/policies"

Ideas to Improve

– Neighbourhood management/representations

– Ward Committees

– Newsletters to all areas/wards

– Dedicated Ward Officer

– Time management of committees

– Councillor surgeries with Officer support based in each area/office

– Use Community Centres more

– More access to public buildings for community (e.g. schools)

– Allowing management funds for later years and maintenance community centres

– Joined up count for more effective use of resources

– More flexibility in providing services

– Promoting active citizenship (decision making by citizens)

– Neighbourhood working

– Tenancy rules should be applied

– Give Council more power

– Housing (Local Lettings Policy)

– One Stop Shop for all public services on area or neighbourhood basis

Because Your Opinion Matters ……

Consultation

Focus Group Sessions – 20 April 2006

Facilitator: Councillor Hill

Comments from the Group:-

Positive

Area Partnerships

The Council makes the effort – fairly well advertised

Negative

Area Partnership Issues: Poor feedback and knowledge of how resolved:-

- Size of areas

- Location of meetings – Is the Guildhall the best venue?

- Should meetings be held on Saturdays?

- Advertising should include subjects to be discussed

- Poor Councillor attendance – attendance records

- County Councillors need to attend

Poor consultation and priority assessment while in progress on neighbourhood renewal

Why didn't Northamptonshire County Council consult on leaving Area Partnerships?

There is a need for Northamptonshire County Council to consult on public transport issues – change on disabled etc, passes

Improvements

More complex information needed – published on the web?

How do issues fit into the big picture?

Local notice-boards to give information

Clearer/simpler information/terminology in posters etc

Because Your Opinion Matters ……

Consultation

Focus Group Sessions – 20 April 2006

Facilitator: Councillor Malpas

Comments from the Group:-

<u>Good</u>

Community Forums

Area Partnerships

Town Centre Commission meaningful (walk about consultations)

Door-to-door   canvassing on introduction of wheelie bins

<u>Poor</u>

Political system, Cabinet and Portfolio Holder system restricts information

Lack staff continuity

Poor staff morale

Telephone and e-mail interface –

Councillors do not always answer phone messages, emails or letters

Recycling consultation - waste of time – Officer talks to public and self-praised themselves

`Joe Public' never one of 5,000 households

Budget Consultation is always bad

Improvements

Better communication with BEM Groups

Better perceptions

Better communication with Northamptonshire County Council and the Police

Engagement with youngsters

Better media relations

Borough and Town being `rubbished' by the Press

Borough locked in a time warp

Talk up the Town

Get more local issues and stop concentrating on the Town Centre

Because Your Opinion Matters ……

Consultation

Focus Group Sessions – 21 April 2006

Facilitator: Councillor Roy

Comments from the Group:-

What We Do Well

- Identify the need for daytime **AND** evening meetings

- Refreshments

- **BLOCK ENQUIRIES**

- Respond to threats from the Ombudsman

What We Do not Do Well

- Get Heads of Service/managers to respond to letters/calls from members of the public

- Poor/unclear complaints procedure

- Don't listen, don't hear, don't act as a result of consultation

- Taking public wishes and imposing a Council agenda on any actions

- Not good at equality and diversity inclusion. Do not do well at social inclusion

- Telling us of important decisions

- Delays

- Consultation time limits **too** short

– Poor continuity. Always stop and start

– Not telling us about consultation events

– Not telling us what difference my/our input has had (feedback)

– Notices in too small a print

– Selective processes for getting people involved.

– Not involving tenants in decisions about their housing

– Poor at making positive things continue

– Poor telephone call handling

– Poor customer service

– Managers DON'T know the Town. How can they make decisions for us?

– Decisions take too long

– "0845" is not charged at local rate for all telephone users

– Call people back

Areas for Improvements

– Be clear in communicating what is and what isn't an NBC responsibility

– Better customer service training

– Better record keeping on the website – transparency in minutes e.g. Audit Committee

– Use plain English in reports and minutes

– Consultation events on source of the audit report

– The organisation to listen (if possible one individual please) and to take action on that which we see as important

– Support for not only individuals but also local business

– Consultation with Residents' Associations should be broadened out to other groups with a local focus

– We want Councillors to knock on our doors

– We want Councillors to be more proactive

–   Councillors need to be more open/approachable – it is not just about funding, it is about every day problems

–   The Council has to get relationships right

    –   **KEEP PROMISES**

–   Good practice makes sense

–   Better understanding and transparency about how money is invested so we can see that it is done fairly

–   Give a fair picture on who gets what

WE NEED TO SEE THE OUTCOME OF THIS!

We want to know when the report goes to the Overview & Scrutiny Committee and to be able to speak to the report if we disagree with it

Because Your Opinion Matters ……

Consultation

Focus Group Sessions – 21 April 2006

Facilitator: Councillor Woods

Comments from the Group:-

Good

Good Tenant Group – highest rated in the East Midlands

Forums & Area Partnerships (comment from Fire Service representative)

Disabled Forum

Slim Your Bin information

Poor

No ring-back from voicemail

Time taken to answer 'phones

Not ringing back when promised

Help for tenants/residents in fear of crime (being terrorised)

Budget Consultation (e.g. HRA ring fenced)

Over/under representation of Council/Housing Association tenants

Briar Hill not consulted on forum/Area Partnership

Residents are not consulted on Area Partnership

The Council does not communicate well with the
public/residents.

Area Partnership/Forums should each decide how
best to communicate to their areas
one size does not fit all

Area Partnerships do not feedback anywhere

Feedback from forums

Minutes of Area Partnerships often circulated late and do not always accurately
reflect the meeting

Area Partnership/Forum to produce and sign up to their agreed Communication
Strategy

Overlap of responsibility – Northampton Borough Council/Northamptonshire County
Council /West Northants Development Corporation

Bureaucracy – too much
              – selective editing

Do we take notice of consultation?

Feedback

Proactive versus reactive

Do we take notice of consultation?

Questions raised:-

?   Do we record incoming calls

?   Why Ethnic Monitoring on today's forums

?   Why not English (i.e. ethnicity White English)

?   Consultation versus Communication

Improvements

Engaging with more people

– more than `usual suspects'

Feedback from the Council as a whole (i.e. we should control information flows – not the C&E etc.)

– Chronicle & Echo/BBC Radio Northampton

– Newsletter

Change the attitude of Cabinet towards communication

Meetings of Portfolio Holders being held behind "closed doors"

Employee/Councillor communication needs to improve e.g. NDDS funding

More/better communications – West Northants Development Corporation partic, empty shop (i.e. WNDC needs to communicate better – perhaps it could take an empty shop as a shop window)

---

*   Listen to people

Hear the message

Act upon it

When reports come back they are either too big and detailed or content free:-

– short but full summary

– consistent approach

– Work with the people, not <u>against</u> e.g. TOPPS info

Warning at change not <u>FPN</u>

Each Forum/Area Partnerships have own communication channel – one size does not fit all

*   Never enough information

Separate breakout rooms for these events (some were somewhat hard of hearing and struggled with the background noise in the Great Hall)

*   Hearing loops in the venues for such events

Expect to see my Councillor around their wards and to understand the local problems

Bring back St Crispin's Fair

Encourage Residents Associations to form (need for funding)

Service Level Agreements for internal meetings (in particular Area Partnerships) – when minutes will be published, frequency of meetings, venues of meetings

Northampton Borough Council

Public Engagement and Communications Task and Finish Group

Please complete the boxes below and return to the facilitator. The form will then be forwarded to your Ward Councillor and the relevant Council department for attention.

Name	
Address	
Email Address	
Telephone Number	
Brief details of Issue	

Because Your Opinion Matters ......

Consultation

Results of completed questionnaires

1   Do you know why Northampton Borough Council wishes to consult with its citizens?

YES   42   **NO**   14

   2   If yes is ticked, why?

-    The CPA report requires it
-    In order that Council knows citizens' priorities - can shape services
-    In order that citizens can voice their opinion
-    Best practice
-    To ensure Strategies and funding meet citizens' requirements
-    Improve citizen satisfaction on Northampton Borough Council services
-    Feedback
-    Improve connection between citizens and the Council
-    Essential when delivering public services
-    Find out Citizens opinions
-    Clearer communication and information sharing
-    Tenants' views on the future of Northampton
-    In order to provide services to meet the customers' needs
-    Keep the public informed
-    Gauge public opinion and expectations
-    Government requirement
-    To get the public's vote in the elections
-    To improve performance/services
-    To be better informed
-    Inform the public of the Council's decisions
-    The Council has made too many mistakes and needs to listen to the voters
-    The Council wants people to know they are valued

3   Have you taken part in Borough Council consultations? Please tick

YES   43   **NO**   13

4   If yes did you think that your views were taken into account?

STRONGLY AGREE 2   **AGREE** 14

DISAGREE 12   **STRONGLY DISAGREE 9**

5   What consultations do you think the Council has carried out well any why?

-   None   9 votes
-   Bus Schemes/Services   6 votes
-   Budget   2 votes
-   Housing   2 votes
-   Recycling   2 votes
-   Forums and Area Partnerships 3 votes
-   Town Show
-   Environment
-   Trees
-   Tenant Consultation
-   Town Centre Commission
-   New Strategies
-   Disabled People's Forums
-   CASPAR
-   Decent Homes Standard
-   Temporary Sites for Travellers
-   Town Centre by night
-   Don't know 2 votes

6   What consultations do you think the Council has carried out poorly and why?

-   Budget   8 votes
-   All   6 votes
-   Bus Schemes   4 votes
-   Housing Stock transfer   3 votes
-   Market Square   3 votes
-   Road, footpaths, drains   2 votes
-   Area Partnerships   2 votes
-   Town Centre Commission
-   Town Centre Improvements
-   Delapre Park
-   BME Community
-   Corporate Plan
-   Licensing

- Review of Voluntary Sector Funding
- This Consultation
- Local meetings
- Private Portfolio Holder meetings
- None   2 votes
- Don't know   2 votes

7   Northampton Borough Council listens to people.

ALWAYS 1 **MOSTLY 5**   **SOMETIMES 37**   **NEVER 3**

8   My comments make no difference to the situation.

STRONGLY AGREE 4   **AGREE 20**

DISAGREE   18   **STRONGLY DISAGREE 1**

9   Do you believe that Northampton Borough Council provides proper feedback as to what happens as a result of consultation?

YES   **13**   **NO**   **34**

10 If no, how would you wish Northampton Borough Council to communicate its feedback?

- Newsletter   2 votes
- Email   3 votes
- Area Partnerships   2 votes
- Press Release
- Letter
- Face to face interview
- Council notice board/local press
- All mediums
- Monthly column in local press
- Action points from the minutes of the meetings
- Public meetings
- Communicate with Neighbourhood Wardens
- Consult with relevant Groups
- Information leaflets/letters to tenants
- Website
- Clear reports
- Direct communication from the `top'

11 Which three priority issues do you think the Council should consult upon with citizens?

- Revive Town Centre   11 votes
- Transportation   13 votes
- Security/Policing   10 votes

- Budget   5 votes
- Housing   6 votes
- Repair of roads   6 votes
- Planning   5 votes
- Council Tax Spend   4 votes
- Elderly and disabled people's facility   3 votes
- Environment   3 votes
- Bus Station   2 votes
- Grosvenor/Greyfriars   2 votes
- Recycling   2 votes
- Neighbourhood Management   2 votes
- Rent Increases   2 votes
- Cleansing   2 votes
- Vision for Northampton   2 votes
- Toilets
- Street Scene
- Traveller Sites
- Licensing
- Building
- Local laws
- Priorities and Strategies
- Council Contracts
- Parks and Leisure
- Tenant Management
- Community Engagement
- Customer Satisfaction
- Town Centre Nightlife
- Licensing
- Bus Services
- NBC/NCC services
- Delapre Abbey
- Litter
- Traveller Sites
- MKSM Study
- BME Services
- Voluntary Sector Support
- Room hire for Area Partnerships
- Everything

12 Do you think there is anything the Council could do to be more proactive with consulting diverse communities?

- Hold daytime meetings in the Community
- Hosting different types of consultation
- Advertising Area Partnerships
- Advertising on notice boards at Community Centres and out in the community
- Go out to the Communities
- Send all Communities and Associations notifications of meetings
- Inform people
- Be more honest and confront diplomatic issues

- Come to Residents Associations and the Federation of Residents Association meetings
- Become more involved with NTACT
- Listen and react to electorate's views
- Involve tenants
- Notices in the One Stop Shop
- Agendas, minutes etc to be produced in large print
- Walkabouts with Groups
- Disabled access to meetings
- Translators available at meetings
- Hearing loops in all meeting venues
- More responsive in a business manner
- Make everyone feel part of the wider community

13 I know what happens with the result of Northampton Borough Council's consultations.

AGREE   7   **STRONGLY AGREE 2**

DISAGREE 28   **STRONGLY DISAGREE   11**

14 Have you taken part in the following?

AREA PARTNERSHIPS   42   **FORUMS 36**

OTHER COUNCIL MEETINGS 34   **COUNCILLOR   SURGERIES 10**

OTHERS: Resident Association meetings   3 votes
NTACT   3 votes
Federation of Residents' Association
Bus Services Consultation meeting
Town Centre Commission Walkabout
Parish Council meetings
`   PCT meetings
Community Councils

15   How often do you attend these meetings?

REGULARLY   37   OCCASSIONALLY 11   INFREQUENTLY 3

16 Do you feel that Northampton Borough Council's documents are easy to understand

AGREE   22   **STRONGLY AGREE   2**

DISAGREE   26   **STRONGLY DISAGREE 3**

17 How would you like to give NBC your views/comments?

PUBLIC MEETING   **39**   **DOOR STEP CANVASSING**   **12**
TELEPHONE   **20**   **PAPER QUESTIONNAIRE**   **26**
FACE TO FACE   **30**   **TEXT MESSAGING**   **3**
WEBSITE   **18**

OTHER:	Email	3 votes
	NTACT	2 votes
	Community Centre Notice Board	
	Road Shows	
	Talking Newspaper	
	Walkabouts	
	Area Committees	
	Newspaper	

18 Does your Local Councillor consult with you?

YES   **29**   **NO 22**

19 Have you ever responded? Please tick

YES 32   **NO 4**

20   If yes, how?

TELPHONE   **17**   **EMAIL 14**   **LETTER**   **12**
NEWLETTER 17   **TEXT MESSAGE**   **2**
WEBSITE   **2**   **COUNCILLOR SURGERY**   **6**

OTHER:	Face to face	5 votes
	Public meeting	3 votes
	Council meeting	2 votes
	Residents' meeting	

21   If no, why?

- Ask the Councillors/unaware why   4 votes
- I consult with the Councillor but they do not consult with me   2 votes
- Councillors for my area are not often at Area Partnership meetings 2 votes
- I do not know who my local Councillor is
- Not been asked
- Religious reasons

- Political reasons
- Difficulty in acquiring a direct response

22 Is there anything else you would like to tell us?

- Need for better communication -   2 votes
- Essential to keep Residents Associations, Federation of Residents' Associations and Area Partnerships informed first hand
- Consultation is to inform citizens of plans
- More emphasis on `hands on the ground' consultation
- Consultation needs to be meaningful
- Walkabout consultation is dynamic
- Beneficial to hold more meetings out in the community
- Need for a framework for consultation and reporting the results and outcomes. Information should be easily accessible
- Council Consultation should follow the standards set out in Consultation Compact between public and voluntary organisations
- Imperative that sufficient time is given for full consultation
- Make questionnaires easier to understand
- The Council has a lot of consultants involved in making proposals
- Information given to the public is too simplistic
- More information should be available on the website
- A member of the public co-opted onto the Cabinet/Council
- Often the `whole picture' is not presented to citizens
- The Council and Councillors are disengaged from the electorate
- Public apathy
- Notices should be in larger print and easier to ready
- More focussed Area Partnerships dealing with one or two subjects at any one time
- Concerns over promptness/effectiveness of replies to residents from Council departments
- The Town Centre Commission consultation worked

Other Issues

- Community development is increasingly becoming a hierarchal dictatorship instead of supporting, enabling and empowering the community
- Need to employ a Tenant Participation Manager
- Town centre has not improved over last three years
- Traffic congestion is bad in the town
- Parking areas need to be altered in Rickyard Road
- Excessive parking costs
- Ringroad is incomplete
- Flood plan provision incomplete/non-existent
- In the light of Northamptonshire County Council's decision to drop youth services, NBC should be looking at these services.
- Council makes wrong decision such as the railway at Blisworth, knocking down the theatre
- Confusion as to the responsibilities of the Borough Council/County Council/Health Trusts etc

NB: Not all of the sections were completed.

- **Equalities Monitoring Section**

Gender

Male   28   NB not all of these sections were completed
Female: 22

Age

13 and under
13 – 19
20 – 39   7
40 – 65   28
65+   15

Ethnicity

White   **38**   of whom   **British**   **36**
                                               Irish   **1**
                                               Scotish   **1**
                                               Other EU

Mixed   **1**   of whom   **White & Black Caribbean**
                                               White & Asian
                                               White & Black African   **1**
                                               Other
Asian 0r
Asian British **1**   of whom   **Indian**   **1**
                                               Pakistani
                                               Bangladeshi
                                               Other

Black Or
Black British **2**   of whom   **Caribbean**   **1**
                                               African   **1**
                                               Other

Chinese   of whom   **Chinese**
                                               Other   Eurasian

Disability

Do you consider yourself disabled   **YES:**   **14**
                                               NO   **32**

NB: Not all of the sections were completed.

Results of Youth Forum 18 April 2006 Meeting
NB: this meeting was attended and consultation joined in by
both Youth Forum members and young people who were their guests

Task & Finish Group Consultation Questionnaire Session

NB: The questions were gone through inter-actively as a group, with people able to vote on different options.

1. **Do you know why Northampton Borough Council wishes to consult with its citizens?**

   YES: 6   **NO:** 7

2. **If yes, why?**

   - for the council to get a broad range of views
   - to make sure the council is doing the right thing

3. **Have you taken part in any Borough Council consultations?**

   YES: 8   **NO:** 3

NB: some people who were at the meeting for the first time declined to answer

4. **If yes, did you think that your views were taken into account?**

   STRONGLY AGREE
   AGREE
   DISAGREE 8
   STRONGLY DISAGREE

NB: the other young people did not wish to answer this question

5. **What consultations do you think the Council has carried out well and why?**

   - **Open Spaces Survey by NBC Planning Team** at the Youth Forum was good, people got to say their views
   - **Town Centre Commission consultation by NBC** at the Youth Forum was OK but had a lot of jargon

6. **What consultations do you think the Council has carried out poorly and why?**

   - **Northants County Council Councillors** came to the Youth Forum to consult about the Roadmender but seemed to have made up their minds already
   - **Bus Service Company Managers** who came to the Youth Forum seemed not to be giving real answers to questions, but just explaining how things are
   - **When there's no feedback** after people have taken part in a consultation

7. **Northampton Borough Council listens to people**

    ALWAYS
    MOSTLY
    SOMETIMES 13
    NEVER

8. **My comments make no difference to the situation**

    STRONGLY AGREE
    AGREE   7
    DISAGREE   2
    STRONGLY DISAGREE

9. **Do you believe that NBC provides proper feedback as to what happens as a result of consultation?**

    YES: **NO:** 13

    NB: members of the Youth Forum said that they could not really answer this question because NBC gives feedback sometimes but not always, which meant the answer was not yes, but wasn't really 'no' either.

10. **How would you wish NBC to communicate its feedback?**

    - Town Crier
    - Feedback in person at meetings/events
    - Council newsletter (not party political)
    - Letter

11. **Which 3 priority issues do you think the Council should consult upon with citizens?**

Budget	13 votes
Employment for young people	7 votes
Youth Clubs/things to do	6 votes
Recycling	5 votes
Town Centre	4 votes
Appearance of the Town	3 votes
Everything	3 votes
Crime prevention	2 votes
New ideas	2 votes

12. **Do you think there is anything the Council could do to be more proactive with consulting diverse communities?**

- go to where people are rather than always get them to come to the council
- get other people like youth workers to ask the questions
- think about who is sent to do the consulting with people
- consult earlier rather than 'tick box' consulting ie when a decision's already been made so consultation won't really make any difference (e.g. NCC Roadmender consultation at the Youth Forum)
- don't use cheap rooms, hold meetings somewhere nice
- make young people feel involved and that they can make a difference
- provide incentives e.g.financial

13. **I know what happens with the results of NBC's consultations**

STRONGLY AGREE
AGREE
DISAGREE   12
STRONGLY DISAGREE   3

14. **Have you taken part in the following?**

Area Partnerships   1
Forums   ALL
Other Council meetings   6
Councillor surgeries   0
Other (please specify)   0

15. **How often do you attend these meetings?**

REGULARLY   - Youth Forum
OCCASIONALLY
INFREQUENTLY   - other council meetings
                (e.g. to speak about an issue for Youth Forum)

16. **Do you feel that NBC's documents are easy to understand**

STRONGLY AGREE
AGREE
DISAGREE
STRONGLY DISAGREE

NB: Members of the Youth Forum declined to answer this question, saying that it depended on the documents whether they had lots of jargon for example, and also because how well someone can read or understand a document is something which can be very personal for a young person.

17. How would you like to give NBC your views/comments?
(choose top three)

PAPER QUESTIONNAIRE	14 votes
PUBLIC MEETING	13 votes
WEBSITE QUESTIONNAIRE	11 votes
FACE-2-FACE INTERVIEW	6 votes
SMS (TEXT) MESSAGING	3 votes
TELEPHONE	1 vote
OTHER (PLEASE SPECIFY)	nil votes

18. Does your councillor consult with you?

YES: **NO:** ALL

19. Have you ever responded?

YES: **NO:** ALL

20. If yes, how?

TELEPHONE
EMAIL
LETTER
NEWSLETTER
TEXT MESSAGE
WEBSITE
COUNCILLOR SURGERY
OTHER (please specify)

21. If no, why?

- don't know who my councillor is or how to contact them
- party political approaches – would prefer communication on behalf of council
- parents are more likely to be approached, newsletters from political parties more likely to be targeted at them and picked up and maybe binned by them
- councillors don't reach out to young people

22. Is there anything else you would like to tell us?

- I believe that helping people to become aware of what the council are doing is extremely important
- even at school young people throw many of the school newsletters away before they even get out of the school
- maybe the Youth Forum could have a role in helping to reach out to young people

Equalities Monitoring Section

Gender
Male: 7
Female: 8

Age
13 and under   1
13 – 19   12
20 – 39
40 – 65
65+

Ethnicity

White	8	of whom	**British**	7
			Irish	
			Other	Canadian
Mixed	3	of whom	**White & Black Caribbean**	
			White & Asian	
			White & Black African	1
			Other Peru, British, Caribbean	1
Asian				
Asian British	1	of whom	**Indian**	
			Pakistani	
			Bangladeshi	
			Other	
Black				
Black British	3	of whom	**Caribbean**	
			African	1
			Other	
Chinese	0	of whom	**Chinese**	
			Other	

Disability
Do you consider yourself disabled   **YES:**
                                             NO: 14

Northampton Borough Council

Consultation Principles & Protocol

Draft

1. General Principles

Northampton Borough Council acknowledges and is fully committed to taking into consideration the views of all stakeholders and in particular citizens of Northampton about the services provided by the Council and its partners. The following overall principles will guide the Council's approach to consultation:

We Will:

1. Respect the views of consultees. Listen to, value and seek to learn from their opinions, comments and suggestions.
2. Seek to make all consultation projects as representative and inclusive as possible. In particular ensure that groups who are traditionally not engaged with the Council or community are given the opportunity to have their voices heard.
3. Use consultation to help identify and respond to the needs of different sectors of the community.
4. Consult in an open and accessible way, ensuring that people are informed about consultation projects, results and ensuing actions. Also ensuring that people are aware about how the consultation process influences decisions made by the Council and its partners.
5. Make careful and effective use of resources by building consultation as part of what the council does in providing services
6. Work with partners to consult on public services across public bodies.
7. Continuously improve our approach to consultation learning from our own experiences and positively seeking to build on experiences of others.
8. Ensure that the results of consultation are used to inform and where possible improve service provision and guide the Council's policy making.

2. Principles & Protocol

The following section provides more specific principles and guidance which should be followed when carrying out any consultation.

A Right to Confidentiality

As a minimum the Council has a statutory duty to comply with the requirements of the Data Protection Act. The Borough Solicitor should be able to advise on this if required.

As a general principle if participants are taking part in a consultation activity and giving their views, any personal information about them or information that could identify them should be treated as confidential. The level will depend on the subject. Permission was always be sought from the participants if personal data is to be passed on or used.

Using Existing Data/Avoiding Duplication

When starting a new consultation project Borough staff should ensure that they have taken all reasonable steps to identify any similar projects that have been done in the past and whether any existing data is available. The Consultation Officer should be asked to confirm whether any similar project done by Northampton Borough or partners has taken place and whether any previous results are relevant. Before commencing a project a consultation brief outline the aims and objectives of the project should be circulated to relevant stakeholders for comment. This brief should be signed off by the Consultation Officer before work proceeds.

Findings & Conclusions

Northampton Borough Council wishes to build a central resource of consultation projects that can be used to help benchmark how well the Council progresses in improving consultation with citizens and partners. It also wants to develop 'best practice' and ensure that all consultation carried out by the Borough is clearly identified as being part of the Borough's strategic objectives. Therefore once a consultation project has been completed the results and a report detailing the actions resulting form the work should be provided to the Consultation manager for central record keeping.

Accessibility

A list of past consultations as well as new projects being undertaken should be available on both the Borough web site and intranet for internal and external access.

Approval of a consultation project

All consultation carried out by Northampton Borough Council must be approved by the Consultation Manager and be seen as 'fit for purpose' in delivering the Council's Corporate Plan.

Feedback

All consultation should include a feedback mechanism to the consultees to inform them of what action was taken as a result of the consultation and what conclusions were drawn from it

Fit for purpose/appropriate method

A well planned consultation brief should be produced covering the issues below to help decide which is the best method to be used to conduct the consultation. The brief should be discussed with the Consultation Manager. The following areas should be included:

- The kind of information required
- The degree of influence that the consultation exercise is likely to have on any decisions
- Timescales
- Budget availability
- Is the consultation part of any regulatory requirement
- Whether any work has been carried out previously in this area which could be utilised.

Inclusive

In order to be inclusive any barriers to participation should be addressed. Every effort to include citizens who traditionally do not engage with the council should be made. In practical terms this may mean providing questionnaires in alternative languages/large print/Braille for example. Generally it means being clear about the 'target' audience for the consultation and making sure it is representative of the town as a whole. The consultation must work to ensure it takes into account the views of black and ethnic minority groups, disabled people and your people.

Understanding stakeholders

Ensure you understand who you want to talk to as different methods can be appropriate for different groups of people. You should also consider how to use the Council's Forums and Area Committees to help in this process

Honesty

For every consultation exercise it should clearly explain to those involved the degree of influence the outcomes will have on Council decisions. This will help avoid raising expectations that cannot be delivered upon.

Impartiality

It is important that those participating in any consultation exercise have the chance to form their own opinion and are not influenced by leading questions. When writing surveys ensure you are objective and don't ask such questions e.g.:

Don't ask

How satisfied are you with the excellent services provided by the Council?

- Extremely satisfied
- Very satisfied
- Quiet satisfied

Do ask:

How satisfied or disattisfied are you with the services provided by the Council?

- Very satisfied
- Quite satisfied
- Neither satisfied or dissatisfied
- Quite dissatisfied
- Very dissatisfied

Sharing Data

As a minimum the Consultation Brief should be completed and returned to the Consultation Manger for every consultation exercise/project undertaken (details of projects being undertaken will be recorded by the Consultation Manger and will be introduced onto the intranet. The results of the consultation should also be sent to the Consultation Manger so they can be held on a database and be available for other Northampton Borough Council Services. This will also help in future tracking of progress where a consultation exercise is repeated.

Action Plan   5

Every completed consultation exercise should include an action plan to detail what action will take place as a result of the consultation. This should not only indicate what changes are being made but should provide a check date when the actions will be reviewed to see if they have been achieved. In some cases it may be necessary to specify further consultation to take place to measure the success of the change.

Consultation Checklist

Consultation is appropriate when you can offer people some choices on what you are going to do - but not the opportunity to develop their own ideas or participate in putting plans into action.

Who will conduct the consultation

This person should

- Have suitable authority and be able to communicate effectively
- Be fully briefed
- Be able to respond to issues raised

Where appropriate

The consultation is likely to be most appropriate when:

- You want to improve a service.
- The options can be set out in terms, which community interests can understand and relate to their own concerns or needs.
- The initiator of the proposals can handle feedback and is prepared to use this to choose between or modify options.

It is inappropriate when the following apply

- You aren't going to take any notice of what people say.
- You are seeking to empower community interests.
- You are not clear what you wish to do and are seeking ideas.
- You don't have the resources or skills to carry out the options presented, or other means of implementing.

Methods

Consideration should be given to the following methods for consultation

- Surveys and market research.
- Consultative meetings.
- Consultative committees.
- Simulations where the options and constraints are clear.
- Text messaging.
- Webb Site polls.
- Localised door to door surveys

These methods may be used in conjunction with information-giving and presentational techniques, for example:

- Advertisements.
- Media briefing.
- Leaflets and posters.
- Exhibitions.
- Videos.

Guidelines

- Consider what levels of response you want and how you will handle it as well as what you are presenting.
- Make clear how realistic the different options are, and what the pros and cons are as you see them.
- Be open about your own role, who ultimately takes decisions, how and when this will be done.
- If you set up a consultative committee, give it clear terms of reference.

Possible problems

You have a low budget.
Use basic information-giving methods plus meetings hosted by local organisations. Run an open meeting at the end of the process.

You don't have time to do things properly.
Be honest about the deadlines, and use the time-pressure to advantage.

You get more - or less - response than expected.
Was consultation the appropriate stance? Did you think it through from the audience's point of view?

Consultation checklist

Before taking up a consultation stance consider:

- Are you clear which sections of the community you are consulting, and have you the means to contact them?
- Are they likely to be satisfied with consultation?
- Can you present your vision and options for achieving it in a way people will understand and relate to?
- Have you identified appropriate communication methods for the time available and likely participants?
- Can you and your colleagues handle the feedback?
- Have you arranged for a report back to those consulted?
- Are you prepared to change your stance if people want more than consultation?
- Are you just seeking endorsement of your plans?

NORTHAMPTON
BOROUGH COUNCIL

Name of Committee **CABINET** **Directorate: Citizens Governance &** **Finance** **Corporate Manager: Finance & Asset** **Management** Date: 3 July 2006	

Report Title	Capital Programme

Key Decision	**YES/NO**

1. Recommendations

That Councillors approve

1. the additional Capital Programme schemes as set out in Appendix 2;

2. that any capital receipts achieved in excess of the target level are used to reduce borrowing; and

3. the associated prudential borrowing limits set out in Appendix3

2. Summary

This reports sets out the background to the 2006/2007 Capital Programme process, the proposed programme for 2006/2007 and the outturn for 2005/2006.

3. Report Background

a) The maintenance backlog on general fund operational buildings has been assessed at just over £14M of which approximately £8.5M is capital works related. This backlog has accumulated as a result of providing insufficient funding to maintain existing assets in previous years. In 2005/2006 a capital budget of £0.8M per year was established. This funding was only sufficient to stop the backlog increasing not to begin to address it.

b) At its meeting on the 16th February 2006 Cabinet put on hold uncommitted general fund capital schemes pending a review of those schemes in light of corporate priorities and the maintenance backlog. This decision recognised the need to focus first on maintaining the existing assets used to provide services before considering the scope for new developments.

c) Subsequent to that meeting Cabinet approved release of Disabled Facilities Grant to match-fund additional grant received from the Government and additional resources for Private Sector Renewal Grants to meet existing commitments. A review has been commenced into future funding of both schemes in order to ensure corporate priorities are met.

d) At its meetng on 5th June, Cabinet approved £150k for the refurbishment of the Market Square.

e) Appendix 1 Shows the Outturn for 2005/2006 and the existing commitments for 2006/2007. On the basis of existing commitments, there are projected resources of £38k compared to previously estimates of £1,127k over-programming.

f) In 2005/2006 over-programming of £1M was also incorporated into original estimates. This was considered a prudent approach given previously experienced slippage levels. Indeed the revised programme for 2005/2006 approved in January and shown in Appendix 1 reflected this level of slippage. The recommendation would be once more to over-programme by this amount.

4. Options and Evaluation of Options

a) Corporate Asset Board met to make recommendations as to the Capital Programme in the light of Corporate priorities and the need to maintain key operational buildings.

b) The programme recommended by Corporate Assets Board is focussed largely on the need to address the most urgent maintenance backlogs to keep key buildings operational and address health and safety implications.

c) The schemes recommended by Corporate Asset Board for approval are set out in Appendix 2.

d) Going forward the Council will need to review its operational buildings portfolio in the light of the Corporate Plan and service Plans to assess their "fitness for purpose" and future maintenance needs. The financial impact will be built into the Medium Term Financial Strategy to ensure we improve our approach to whole-life costing and our requirements for assets.

5. Resource Implications (including Financial Implications)

a) It is proposed that the schemes recommended for approval by the Corporate Assets Board are funded as follows:

	£000
Total costs of proposals	3,514
Existing Surplus Resources	-38
Prudential Borrowing	-2,250
Transfer from Risk Management Reserve	-200
Over-programming	1,026

b) The transfer from the risk management reserve represents elements of the Boundary Walls/Security Fencing schemes that should improve security and reduce future claims.

c) Prudential Borrowing of £2M will have an ongoing revenue cost of £258k p.a. over the next ten years. In order to minimise this impact, the first call on any additional capital receipts achieved above the target level will be to reduce this level of borrowing.

6. Risk and Opportunity Issues

a) The proposed programme goes some way towards addressing the key risks to the ongoing business of the Council of failure to address essential maintenance needs of the Councils operational buildings. It should be noted that this only addresses those most urgent issues from the maintenance backlog and by now means addresses it fully.

b) Some provision is also included to allow the Council to exploit external funding opportunities.

c) The programme includes provision for PC replacement and existing planned systems upgrades. Future IT re-investment needs will be fully re-evaluated during the year to ensure that future development needs can be met and opportunities for improved business processes exploited.

7. Consultees (Internal and External)

Internal	Improvement Board Corporate Assets Board Senior Corporate Management Team Service Managers (to identify schemes)
External	External consultation as part of the budget consultation exercise.

8. Compliance Issues

A: How Proposals Deliver Priority Outcomes

Recovery Plan
Seeks to address some of the asset utilisation issues by focussing resources on key operational buildings and addressing part of the maintenance backlog. The Capital Programme feeds into the Medium Term Financial Plan.

Corporate Plan
The Capital Programme provides for assets in support of provision of services.

B: Other Implications

Other Strategies
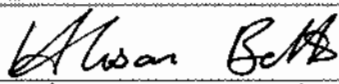The Capital Programme feeds into the Asset Management Plan and IT Strategy.
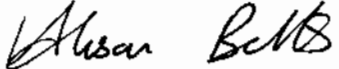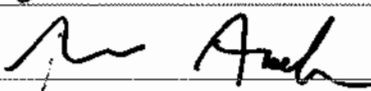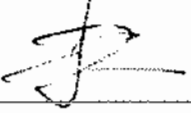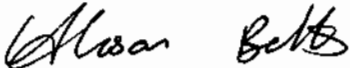
Finance Comments
The financial implications of the proposal are set out above. Additional prudential borrowing of £2M is being proposed in order to address those most immediate maintenance issues and the need to prevent failure of key operational buildings. This assessment of the key maintenance issues and the costs of addressing these has been assessed by reference to condition surveys and detailed cost estimates.

The prudential borrowing is shown as being paid back over a ten year period, as part of the ongoing improvement to the Medium Term Financial Strategy it is intended to look at a proper asset replacement/ maintenance programme for all of the Council's general fund assets to ensure operational service needs are met now and in the future..

Legal Comments

9.   Background Papers

Title	Description	Source
Capital Programme 2006/2007 and beyond.	Report to Cabinet 18th February 2006 on review of the Capital Programme.	Modern.gov
Disabled Facilities Grants and Private Sector Renewal Grants	Report to Cabinet 8th May 2006 on additional funding.	Modern.gov
Market Square Refurbishment	Report to Cabinet 5th June 2006	Modern.gov

Alison Betts
Corporate Manager Finance & Asset Management
ext. 8718

Name	Signature	Date	Ext.
Author	*Alison Betts*	21/6/06	8718
Corporate Manager	*Alison Betts*	21/6/06	8718
Director	*signature*	22/6/06	
Monitoring Officer or Deputy (Key decision only)	*signature*	22/6/6	7334
Section 151 Officer or Deputy (Key decision only)	*Alison Betts*	21/6/06	8718

	March Spend to Date £'000	Approved Programme 2005/06 £'000	(under)/over spend 2005/06 £'000	Carry forward 2005/06 £'000	Jan-06 Approved Programme 2006/07 £'000	Currently Approved Programme 2006/07 £'000
CONTINUE TO IMPROVE HOUSING BENEFITS AND REVENUE SERVICES	2482	2623	-141	463	1604	1604
CREATE AND SUSTAIN AN ATTRACTIVE ECONOMIC ENVIRONMENT FOR INWARD INVESTMENT AND REGENERATION	5917	6639	-722	655	2799	2411
ENSURE THE AVAILABILITY OF DECENT HOMES FOR ALL	10412	13329	-2917	260	9016	8551
IMPROVE THE CLEANLINESS OF THE STREET SCENE IN NORTHAMPTON AND REDUCE ENVIRONMENTAL CRIME	496	1537	-1041	1109	150	150
REDUCE DEPRIVATION IN NORTHAMPTON WORKING WITH OUR PARTNERS	1896	2436	-540	607	646	646
WORK WITH PARTNERS TO REDUCE CRIME AND DISORDER ACROSS	465	426	39	-39	240	200
	21668	26990	-5322	3056	14455	13562

CONTINUE TO IMPROVE HOUSING BENEFITS AND REVENUE SERVICES

				March Spend to Date £'000	Approved Programme 2005/06 £'000	(under)/over spend 2005/06 £'000	Carry forward 2005/06 £'000	Approved Programme 2006/07 £'000	Approved Programme 2006/07 £'000
RA8	RA	Information Technology	Implementing Electronic Gov. (1)	1232	1229	3	319	871	871
RA11	RA	One Stop Shop	VIC, CRM & Contact Centre	15	55	-40	40	0	0
RA13	RA	Mainframe Migration	System Replacement (3)	1235	1339	-104	104	733	733
				2482	2623	-141	463	1604	1604

CREATE AND SUSTAIN AN ATTRACTIVE ECONOMIC ENVIRONMENT FOR INWARD INVESTMENT AND REGENERATION

				March Spend to Date £'000	Approved Programme 2005/06 £'000	(under)/over spend 2005/06 £'000	Carry forward 2005/06 £'000	Approved Programme 2006/07 £'000	Approved Programme 2006/07 £'000
CDC1	CDC	Effect of Revenue Budget *		1481	1500	-19		0	0
CDC2	CDC	Mayors Car		9	9	0		0	0
CRS19	CRS	Parks/Open Spaces	Allotment Toilets	4	24	-20	20	33	0
CRS29	CRS	Theatre	Improvements Match Funding	198	100	98		0	0
CRS36	CRS	Abington Museum	Upgrade	0	0	0		125	0
CRS39	CRS	Parks/Open Spaces	New Changing Rooms	11	8	3		1011	1011
CRS63	CRS	Mounts Baths	Jacuzzi	2	59	-57	57	0	0
CRS64	CRS	Mounts/Danes/Lings	Lockers	15	0	15		0	0
CRS65	CRS	Parks/Open Spaces	Security Abington Park	21	20	1		0	0
CRS66	CRS	Parks/Open Spaces	Obelisk Rise Play Equipment	3	3	0		0	0
ES2	ES	Cemetery	Acquisition	0	0	0		200	0
ES2a	ES	Cemetery	Extension Kingsthorpe	199	250	-51	51	0	0
ES4	ES	Westbridge Depot	Upgrade Recycling Facilities	413	500	-87	87	0	0
ES31	ES	Westbridge Depot	Recycling Flats	0	0	0		180	0
ES32	ES	82 Derngate	0	0	200	-200	200	0	0
RA7	RA	Public Buildings	Disabled Access	110	113	-3		0	0
RA14	RA	Operational System	Development (5)	-12	0	-12	12	0	0
RA15	RA	Mainframe Migration	Infrastructure (2)	495	493	2	-2	300	300
RA16	RA	Information Technology	Refresh Programme (4)	-6	0	-6	6	0	0
RA17	RA	CCTV	Backup Generator	29	39	-10	10	0	0
RA18	RA	Guildhall	Improvements	12	227	-215		0	0
RA20	RA	Corporate Buildings	Maintenance	1012	906	106		800	800
TA2	TA	Investment Property	Refurbishment	23	58	-35		0	0
TA6	TA	Theatre	Royal Roof	150	150	0		150	150
TA7	TA	Investment Property	Delapre Abbey	0	15	-15		0	0
HRT2	HRT	Residuals	Residuals	-2	0	-2		0	0
HRT3	HRT	Investment Property	Blueberry Hill Diner	1750	1965	-215	215	0	0
		Market Square	Market Square Refurbishment	0	0	0	0	150	150
				5917	6639	-722	656	2799	2411

* To be reviewed pending outcome of Phase 1 Route and Branch

ENSURE THE AVAILABILITY OF DECENT HOMES FOR ALL

Ref	Cat	Description	Item	March Spend to Date £'000	Approved Programme 2005/06 £'000	(under)/over spend 2005/06 £'000	Carry forward 2005/06 £'000	Approved Programme 2006/07 £'000	Approved Programme 2006/07 £'000
HGF1	HGF	Empty Housing Strategy	Empty Housing Strategy	5	5	0		200	200
HGF2	HGF	Renovation Grants	Renovation Grants	972	935	37		965	500
HGF3	HGF	Disabled Facilities Grants	Private Sector	737	691	46		540	540
HGF6	HGF	LASHG Programme	Southbridge East	0	115	-115	115	0	0
HGF10	HGF	LASHG Programme	Supported Housing Scheme	0	145	-145	145	0	0
HGF11	HGF	Heat Street Scheme	0	20	26	-6		25	25
HGF12	HGF	Hot Property 3	0	2	8	-6		10	10
HRA2	HRA	Health & Safety	Health & Safety	0	20	-20		0	0
HRA2a	HRA	Health & Safety	Health & Safety (Surveys)	141	50	91		0	0
HRA4	HRA	Disabled Alterations	Disabled Alterations	92	120	-28		0	0
HRA5	HRA	Disabled Facilities Grants	Public Sector	532	610	-78		510	510
HRA6	HRA	Structural Repairs	Structural Repairs	196	150	46		0	0
HRA7	HRA	Garage Roofs	Replacement	13	0	13		0	0
HRA8	HRA	Rewiring	Rewiring	612	755	-143		0	0
HRA9	HRA	Residuals	0	114	108	6		0	0
HRA10	HRA	Void Modernisations	Void Modernisation's	905	500	405		0	0
HRA13	HRA	Window Replacement	UPVC Window Replacement	1953	2100	-147		0	0
HRA14	HRA	Gas Appliances	Replacement	1431	1365	66		0	0
HRA15	HRA	ReRoofing	ReRoofing	884	870	14		0	0
HRA23	HRA	Ext Improvements	System Built Dwellings	0	0	0		500	500
HRA25	HRA	Decency Standard	Adhoc Kitchens	93	150	-57		0	0
HRA26	HRA	Decency Standard	Adhoc Bathrooms	7	80	-73		0	0
HRA29	HRA	Decency Standard	Modernisations Progs	0	200	-200		0	0
HRA31	HRA	Decency Standard	Capital Voids	763	2925	-2162		0	0
HRA32	HRA	Tenants Preference	0	0	0	0		6166	6166
HRA33	HRA	Lifts	Lifts	105	125	-20		100	100
HRA34	HRA	Flat Roofs	Flat roofs	47	80	-33		0	0
HRA35	HRA	Barn Roofs	Barn Roofs	4	25	-21		0	0
HRA36	HRA	Damp Proof Courses	Damp Proof Courses	271	150	121		0	0
HRA37	HRA	Kings Heath Balconies	Kings Heath Balconies	14	30	-16		0	0
HRA38	HRA	Door Entry Upgrades	Door Entry Upgrades	49	100	-51		0	0
HRA39	HRA	Garage Doors	Garage Doors	4	50	-46		0	0
HRA40	HRA	Surveillance & Fire Precaution	Surveillance & Fire Precaution	0	100	-100		0	0
HRA41	HRA	Fences	Fences	68	55	13		0	0
HRA42	HRA	Brickwork	Brickwork	35	90	-55		0	0
HRA43	HRA	Community Rooms	DDA works	35	100	-65		0	0
HRA44	HRA	Environmental Works	Caspar Thorplands	0	65	-65		0	0
HRA45	HRA	Environmental Works	Car Parking	34	105	-71		0	0
HRA46	HRA	Environmental Works	Health & Safety	17	8	9		0	0
HRA47	HRA	Environmental Works	Waste Collection	17	13	4		0	0
HRA48	HRA	Environmental Works	Safer Environment	240	305	-65		0	0
				10412	13329	-2917	260	9016	8551

IMPROVE THE CLEANLINESS OF THE STREET SCENE IN NORTHAMPTON AND REDUCE ENVIRONMENTAL CRIME

Code	Dept	Category	Project	March Spend to Date £'000	Approved Programme 2005/06 £'000	(under)/over spend 2005/06 £'000	Carry forward 2005/06 £'000	Approved Programme 2006/07 £'000	Approved Programme 2006/07 £'000
CRS30	CRS	Allotments	Rothersthorpe Rd Fencing	13	14	-1		0	0
CRS42	CRS	Parks/Open Spaces	Lake Improvements	169	163	6		0	0
ES1	ES	Public Conveniences	Toilet Imps	0	157	-157	157	0	0
ES18	ES	Westbridge Depot	Graffiti Removal Equipment	15	15	0		0	0
PD2	PD	Heritage Economic Reg Sch	Refurbishment Scheme	18	40	-22	22	0	0
PD3	PD	Urban Enhancement Prog	Envl/Recreational Imp	186	123	63		0	0
PD5	PD	Upper Nene Valley	Country Park	0	276	-276	276	0	0
PD6	PD	Urban Enhancement Prog	2005-2006 Scheme	93	150	-57	57	150	150
PD7	PD	Upper Nene Valley	Community Facilities	0	594	-594	594	0	0
PD8	PD	All Saints Church Portico	Refurbishment Scheme	2	5	-3	3	0	0
				496	1537	-1041	1109	150	150

REDUCE DEPRIVATION IN NORTHAMPTON WORKING WITH OUR PARTNERS

Code	Dept	Category	Project	March Spend to Date £'000	Approved Programme 2005/06 £'000	(under)/over spend 2005/06 £'000	Carry forward 2005/06 £'000	Approved Programme 2006/07 £'000	Approved Programme 2006/07 £'000
HGF13	HGF	Refurbishment	Ecton Lane	93	500	-407	407	0	0
CRS1	CRS	Community Centres	Major Repairs	0	23	-23		0	0
CRS35	CRS	Moulton Leys	New Community Centre	14	4	10		0	0
CRS51	CRS	Community Centres	Camp Hill	614	535	79		0	0
CSP1	CSP	Voluntary Sector	Building Futures	1	0	1		146	146
0	CRS	Resource Centre	Far Cotton	1174	1374	-200	200	500	500
				1896	2436	-540	607	646	646

WORK WITH PARTNERS TO REDUCE CRIME AND DISORDER ACROSS NORTHAMPTON

Code	Dept	Category	Project	March Spend to Date £'000	Approved Programme 2005/06 £'000	(under)/over spend 2005/06 £'000	Carry forward 2005/06 £'000	Approved Programme 2006/07 £'000	Approved Programme 2006/07 £'000
ES15	ES	Caspar Projects	Caspar	465	426	39	-39	200	200
CRS22	CRS	Parks & Open Spaces	Bollards Far Cotton Recreation	0	0	0		40	0
				465	426	39	-39	240	200

	March Spend to Date £'000	Approved Programme 2005/06 £'000	(under)/over spend 2005/06 £'000	Carry forward 2005/06 £'000	Approved Programme 2006/07 £'000	Approved Programme 2006/07 £'000
RESOURCES						
BALANCE B/F						
Capital Receipts	124	38			0	0
Section 106 SW District (Country Park)		64		64	0	0
Section 106 SW District (Country Park)		221		221	0	0
South West District (Community Facilities)		250		250	0	0
South West District (Community Facilities)		55		55	0	0
Capital Reserves		87			0	0
NCC Camp Hill	382	382			0	0
DWP Funding	248	248			0	0
Planning Gain		35			0	0
	754	1380	0	590	0	0
SUPPORTED BORROWING	1653	1653			1706	1706
UNSUPPORTED BORROWING	0	3044		1870	0	1174
MAJOR REPAIRS ALLOWANCE	7198	7198			6896	6896
HRA REVENUE/HRA RESERVE CONTRIBUTION	1760	4255			0	0
CAPITAL RECEIPTS						
General Fund	2870	1500		212	1000	1000
Housing (includes £288k transferred to provision adjusted against borrowing)	2529	3000			2500	2500
	5399	4500	0	212	3500	3500
SECTION 106						
South West District (Community Facilities) EP	31	200		169	0	0
EXTERNAL FUNDING /GRANTS						
Disabled Facilities Grant	293	293			225	324
DWP Funding	307	238			0	0
Implementing Electronic Government	150	150			0	0
ODPM Ecton Lane	379	375			0	0
English Heritage	75	36			0	0
Zurich Insurance Lifts		40			0	0
Invest Northampton Blueberry Diner	1750	1965		215	0	0
Francis Crick Memorial	60	0			0	0
CASPAR	50	0			0	0
Scouts Sculpture	3	0			0	0
IDEA	430	0			0	0
Football Foundation New Changing Rooms	0	0			501	0
EMDA & NP/NCC Far Cotton Resource Centre	1374	1374			500	0
	4871	4471	0	215	1226	324
ESTIMATED RESOURCES AVAILABLE	21666	26701	0	3056	13328	13600
ESTIMATED OUTTURN	21668	26990	-5322	3056	14455	13562
RESOURCE GAP	-2	-289	5322	0	-1127	38

CAPITAL PROGRAMME PROPOSED SCHEMES

Project	Description	Identified Service Planning Need	Cost £000
Market Square Refurbishment – Approved by Cabinet 5th June	Refurbishment of the Market Square to incorporate new layout and health and safety improvements.	A review of the outdoor market in 2005 highlighted issues with the current market and that without action the vitality and viability of the market was in jeopardy.	150
Royal & Derngate Theatres Approved by Mairi McLean under delegated powers	Landlord Responsibilities relating to Asbestos Removal, Roof Repairs, Damp Penetration and Timber Defects and Flooring Structures. Details set out in report elsewhere on the agenda.	The Royal and Derngate Theatres are Council owned properties which are let to the Northampton Theatres Trust Limited. Under the terms of the present lease, the Council retains responsibility for the repair of the exterior and structure, whilst the Theatres Trust is responsible for the interior and fittings.	344
Air Conditioning Replacement Programme	Feasibility study to assess impact and identify requirements for replacing air conditioning units within corporate buildings to comply with changes in legislation. These currently outlaw the use of R22 refrigerant from 2010.	The delivery of the council's direct and support services are carried out from council buildings that currently have air conditioning units that will be affected by the legislation. It is therefore necessary for a feasibility study to ascertain the extent of the financial impact that this will have on the council and enable effective planning of its financial resources for its replacement within the timescales idetified within the legislation.	25
Corporate Buildings – Reduction of Maintenance Backlog	The total maintenance backlog for corporate properties has been identified as £14,250,000. This excludes responsive and planned maintenance (currently £950,000/annum). The backlog has been categorised as £8.5m (capital) and £5.7m (revenue) between 2006/07 and 2007/08.	A review of maintenance backlog information has been carried out and an assessment of requirements has been based on the following criteria: o Business continuity. o Health & safety (legislative requirements). o Public safety and risk minimisation. o Minimisation of consequential damage to building fabric, structure and services. Individual Schemes are set out in Appendix 3	2,745
Acquisition of Cemetery Land	To provide new burial space for the future provision of Northampton. Though additional space has been identified at Kingsthorpe additional space will be needed in the long term.		200

Project	Description	Identified Service Planning Need	Cost £000
Allotment Toilets	Installation of toilets on allotment sites	The project is being carried out back to back in years 05/06 and 06/07. The toilet units have been ordered with installation planned for April 2006. Final stage of project to take place in 2007/08	33
Recycling in Flats	Provision of receptacles to collect dry recyclables from flats and high rise dwellings in the Borough. Project linked to increasing NBC recycling and composting rate	To meet the statutory 2005/06 recycling target of 36% and part of overall waste strategy implementation plan. To further divert waste from landfill. To further divert waste from landfill (LATs). To comply with the Household Waste Recycling Act 2003. To increase income to Northampton Borough Council. To ensure equality to all customers/residents regardless of the type of property they live in, so that they have the same access to recycling facilities as everyone else. The introduction of this service may also help reduce the amount of fly tipped refuse that occurs alongside flats that are on a black sack waste collection round	180
Abington Museum	The £125K is match funding for a bid to the Heritage Lottery Fund – this investment could bring in around £1 million for the Authority. Approval of the scheme is subject to a business case being produced to show there will be no ongoing implications for the revenue budget and that the improvement is in line with the overall priorities for the Museum Service.	The HLF is looking for projects to fund in Northamptonshire. The timing is important – HLF's priorities are due to change, and the Olympics effect coming on stream will reduce the amount of grant available in the future. There are already external stakeholders, particularly the Regimental Association, who are already raising funds to add to the match-funding pot. If the bid were not to proceed there are issues of floorcovering (Health & Safety), decoration etc. which would need to be addressed at Abington Museum. The project was designed to enable the building to be used more effectively throughout the year (instead of seasonally at present).	125
Disabled Access to Public Buildings (& BVPI 156)	The proposed expenditure to reach our 95% BVPI figure is £69,400.	Since 1st October 2004 service providers have had to make reasonable adjustments to the physical environment to overcome physical barriers to access. In addition BVPI 156 (Disabled Access to Public Buildings) monitors local authorities and the work they are doing to improve the physical barriers to access.	20

Project	Description	Identified Service Planning Need	Cost £000
PC Replacement Programme	To re-instate the ongoing PC Replacement Programme suspended in 2005/2006 as a result of Root and Branch.	To maintain PC capacity in line with capacity requirements of new software and systems.	200

Appendix 3

Costs indicated below are subject to confirmation on completion of feasibility and design stages for each project.

1) Major Projects

Cliftonville House	Boiler & Air Handling Unit Replacement	£520,000
Cliftonville House	Roof Improvements	£200,000
Westbridge Depot	Water Main Replacement	£200,000
Leisure Centres	Plant & Mechanical Services Replacement	£150,000
Central Museum	Roof and air conditioning replacement	£100,000
Abington Museum	Radon ventilation system	£50,000
Abington Musuem		- £50,000 to be funded as part of the overall refurbishment scheme.

2) Boundary Walls / Security Fencing   £410,000
Includes:
Cemeteries, Allotments, Car Parks, Parks & Open Spaces

3) Footpath & Unadopted Roadway Infrastructure   £480,000
Includes:
Depots, Parks & Open Spaces, car parks, cemeteries, bus station

4) Electrical Safety   £185,000
(eg) alarms, rewires and emergency lighting
£70k funding for a generator to provide back-up to the
Council's telephone system following concentration of telephone
access at Cliftonville House as a result of the call centre.

5) External Envelope   £540,000
Urgent works to protect buildings and minimise damage to
structure and fabric (eg) roofs, windows, doors

6) Decent Homes (Non HRA Properties)   £260,000

Currently approved funding   - £800,000

TOTAL   £2,745,000

TREASURY MANAGEMENT POLICY STATEMENT

Part 1: Main Principles

JULY 2006

TREASURY MANAGEMENT PRACTICES

Treasury Management Practices (TMPs) set out the manner in which the Council will seek to achieve its treasury management policies and objectives and how it will manage and control those activities.

TMP 1 Treasury risk management

TMP 2 Best value and performance measurement

TMP 3 Decision–making and analysis

TMP 4 Approved instruments, methods and techniques

TMP 5 Organisation, clarity and segregation of responsibilities, and dealing arrangements

TMP 6 Reporting requirements and management information arrangements

TMP 7 Budgeting, accounting and audit arrangements

TMP 8 Cash and cash flow management

TMP 9 Money laundering

TMP 10 Staff training and qualifications

TMP 11 Use of external service providers

TMP 12 Corporate governance

TMP1 TREASURY RISK MANAGEMENT

"The responsible officer will design, implement and monitor all arrangements for the identification, management and control of treasury management risk, will report at least annually on the adequacy/suitability thereof, and will report, as a matter of urgency, the circumstances of any actual or likely difficulty in achieving the Council's objectives in this respect, all in accordance with the procedures set out in TMP6 *Reporting requirements and management information arrangements*. In respect of each of the following risks, the arrangements which seek to ensure compliance with these objectives are set out in the schedule to this document."

[1] Liquidity risk management

"The Council will ensure it has adequate though not excessive cash resources, borrowing arrangements, overdraft or standby facilities to enable it at all times to have the level of funds available to which are necessary for the achievement of its business/service objectives."

[2] Interest rate risk management

"The Council will manage its exposure to fluctuations in interest rates with a view to containing its net interest costs, or securing its interest revenues, in accordance with the amounts provided in its budgetary arrangements as amended in accordance with TMP6 *Reporting requirement and management information arrangements*

It will achieve these objectives by the prudent use of its approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, but at the same time retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates. The above are subject at all times to the consideration and, if required, approval of any policy or budgetary implications."

[3] Exchange rate risk management

The Council will manage its exposure to fluctuations in exchange rates so as to minimise any detrimental impact on its budgeted income/expenditure levels.

It will achieve this objective by the prudent use of its approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, but at the same time retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of exchange rates. The above is subject at all times to the consideration and, if required, approval of any policy or budgetary implications."

[4] Inflation risk management

The effects of varying levels of inflation, insofar as they can be identified as impacting directly on its treasury management activities, will be controlled by the organisation as an integral part of its strategy for managing its overall exposure to inflation.

It will achieve this objective by the prudent use of its approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, but at the same

time retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of inflation. The above is subject at all times to the consideration and, if required, approval of any policy or budgetary implications."

[5] Credit and counterparty risk management

"The Council regards a prime objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, it will ensure that its counterparty lists and limits reflect a prudent attitude towards organisations with whom funds may be deposited, and will limit its investment activities to the instruments, methods and techniques referred to in *TMP4 Approved Instruments, methods and techniques* and listed in the schedule to this document. It also recognises the need to have, and will therefore maintain, a formal counterparty policy in respect of those organisations from which it may borrow, or with whom it may enter into other financing arrangements."

[6] Refinancing risk management

"The Council will ensure that its borrowing, private financing and partnership arrangements are negotiated, structured and documented, and the maturity profile of the monies so raised are managed, with a view to obtaining offer terms for renewal or refinancing, if required, which are competitive and as favorable to the organisation as can reasonably be achieved in the light of market conditions prevailing at the time.

It will actively manage its relationships with its counterparties in these transactions in such a manner as to secure this objective, and will avoid over-reliance on any one source of funding if this might jeopardise achievement of the above."

[7] Legal and regulatory risk management

"The Council will ensure that all of its treasury management activities comply with its statutory powers and regulatory requirements. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities. In framing its credit and counterparty policy under *TMP1.5 Credit and counterparty risk management*, it will ensure that there is evidence of counterparties' powers, authority and compliance in respect of the transactions they may effect with the organisation, particularly with regard to duty of care and fees charged.

The Council recognises that future legislative or regulatory changes may impact on its treasury management activities and, so far as it is reasonably able to do so, will seek to minimise the risk of these impacting adversely on the organisation."

[8] Fraud, error and corruption, and contingency management

"The Council will ensure that it has identified the circumstances which may expose it to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings. Accordingly, it will employ suitable systems and procedures, and will maintain effective contingency management arrangements, to these ends."

[9] Market risk management

"The Council will seek to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect itself from the effects of such fluctuations."

TMP2 BEST VALUE AND PERFORMANCE MEASUREMENT

"The Council is committed to the pursuit of best value in its treasury management activities, and to the use of performance methodology in support of that aim, within the framework set out in its Treasury Management Policy Statement.

Accordingly, the treasury management function will be the subject of ongoing analysis of the value it adds in support of the organisation's stated business or service objectives. It will be the subject of regular examination of alternative methods of service delivery, of the availability of fiscal or other grant or subsidy incentives, and of the scope for other potential improvements. The performance of the treasury management function will be measured using the criteria set out in the schedule to this document."

TMP3 DECISION-MAKING AND ANALYSIS

"The Council will maintain full records of its treasury management decisions, and of the processes and practices applied in reaching those decisions, both for the purposes of learning from the past, and for demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at the time. The issues to be addressed and processes and practices to be pursued in reaching decisions are detailed in the schedule to this document."

TMP4 APPROVED INSTRUMENTS, METHODS AND TECHNIQUES

"The Council will undertake its treasury management activities by employing only those instruments, methods and techniques detailed in the schedule to this document, and within the limits and parameters defined in TMP1, *Risk management*."

TMP5 ORGANISATION, CLARITY AND SEGREGATION OF RESPONSIBILITIES, AND DEALING ARRANGEMENTS

"The Council considers it essential, for the purposes of the effective control and monitoring of its treasury management activities, and for the reduction of the risk of fraud or error, and for the pursuit of optimum performance, that these activities are structured and managed in a fully integrated manner, and that there is at all times a clarity of treasury management responsibilities.

The principles on which this will be based is a clear distinction between those charged with setting treasury management policies and those charged with implementing and controlling these policies, particularly with regard to the execution and transmission of funds, the recording and administering of treasury management decisions, and the audit and review of the treasury management function.

If and when the Council intends, as a result of lack of resources or other circumstances, to depart from these principles, the responsible officer will ensure that the reasons are properly reported in accordance with *TMP6 Reporting requirements and management information arrangements*, and the implications properly considered and evaluated.

The responsible officer will ensure that there are clear written statements of the responsibilities for each post engaged in treasury management, and the arrangement for absence cover. The present arrangements are detailed in the schedule to this document.

The responsible officer will ensure there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds. The present arrangements are detailed in the schedule to this document.

The delegation to the responsible officer in respect of treasury management is set out in the schedule to this document. The responsible officer will fulfil all such responsibilities in accordance with the organisation's policy statement and TMPs and, if a CIPFA member, the Standard of Professional Practice on treasury management."

TMP6 REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGEMENTS

"The Council will ensure that regular reports are prepared and considered on the implementation of its treasury management policies; on the effects of decisions taken and the transactions executed in pursuit of those policies; on the implications of changes, particularly budgetary, resulting from regulatory, economic, market or other factors affecting its treasury management activities; and on the performance of the treasury management function.

As a minimum, the Executive will receive:

- an annual report on the strategy and plan to be pursued in the coming year
- an annual report on the performance of the treasury management function, on the effects of the decisions taken and the transactions executed in the past year, and on any circumstances of non-compliance with the Council's Treasury Management Policy Statement and TMPs.

The present arrangements and the form of these reports are detailed in the schedule to do this document."

TMP7 BUDGETING, ACCOUNTING AND AUDIT ARRANGEMENTS

"The responsible officer will prepare, and the Council will approve and, if necessary, from time to time amend, an annual budget for treasury management, which will bring together all of the costs involved in running the treasury management function, together with associated income. The matter to be included in the budget will at minimum be those required by statute or regulation, together with such information as will demonstrate compliance with TMP1 Risk management, TMP2 Best value and performance measurement, and TMP4 Approved instruments, methods and techniques. The form which this organisation's budget will take is set out in the schedule to this document. The responsible officer will exercise effective controls over this budget, and will report upon and recommend any changes required in accordance with TMP6 Reporting requirements and management information arrangements.

The Council will account for its treasury management activities, for decisions made and transactions executed, in accordance with appropriate accounting practices and standards, and with statutory and regulatory requirements in force for the time being. The present form of this organisation's accounts is set out in the schedule to this document.

The Council will ensure that its auditors, and those charged with regulatory review, have access to all information and papers supporting the activities of the treasury management function as are necessary for the proper fulfillment of their roles, and that such information and papers demonstrate compliance with external and internal policies and approved practices. The information made available under present arrangements is detailed in the schedule to this document."

TMP8 CASH AND CASH FLOW MANAGEMENT

"Unless statutory or regulatory requirements demand otherwise, all monies in the hands of the Council will be under the control of the responsible officer, and will be aggregated for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis, and the responsible officer will ensure that these are adequate for the purposes of monitoring compliance with TMP1[1] Liquidity risk management. The present arrangements for preparing cash flow projections, and their form, are set out in the schedule to this document.

TMP9 MONEY LAUNDERING

"The Council is alert to the possibility that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. Accordingly, it will maintain procedures for verifying and recording the identity of counterparties and reporting suspicions, and will ensure that staff involved in this are properly trained. The present arrangements, including the name of the officer to whom reports should be made, are detailed in the schedule to this document."

TMP10 STAFF TRAINING AND QUALIFICATIONS

"The Council recognises the importance of ensuring that all staff involved in the treasury management function are fully equipped to undertake the duties and responsibilities allocated to them. It will therefore seek to appoint individuals who are both capable and experienced and will provide training for staff to enable them to acquire and maintain an appropriate level of expertise, knowledge and skills. The responsible officer will recommend and implement the necessary arrangements. The present arrangements are detailed in the schedule to this document."

TMP11 USE OF EXTERNAL SERVICE PROVIDERS

"The Council recognises the potential value of employing external providers of treasury management services, in order to acquire access to specialist skills and resources. When it employs such service providers, it will ensure it does so for reasons which will have been submitted to full evaluation of the costs and benefits. It will also ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review. And it will ensure, where feasible and necessary, that a spread of service providers is used, to avoid over-reliance on one or a small number of companies. Where services are subject to formal tender or re-tender arrangements, legislative requirements will always be observed. The monitoring of such arrangements rests with the responsible officer, and details of the current arrangements are set out in the schedule to this document." which demand specialist skills and resources.

TMP12 CORPORATE GOVERNANCE

The Council is committed to the pursuit of proper corporate governance throughout its businesses and services, and to establishing the principles and practices by which this can be achieved. Accordingly, the treasury management function and its activities will be undertaken with openness and transparency, honesty, integrity and accountability.

The Council has adopted and has implemented the key recommendations of the Code. This, together with the other arrangements detailed in the schedule to this document, are considered vital to the achievement of proper corporate governance in treasury management, and the responsible officer will monitor and, if and when necessary, report upon the effectiveness of these arrangements."

TREASURY MANAGEMENT POLICY STATEMENT

Part 2: Schedules

JULY 2006

TREASURY MANAGEMENT PRACTICES - SCHEDULES

This section contains the schedules which set out the details of how the Treasury Management Practices (TMPs) are put into effect by this organisation.

TMP 1 Treasury risk management

TMP 2 Best value and performance measurement

TMP 3 Decision–making and analysis

TMP 4 Approved instruments, methods and techniques

TMP 5 Organisation, clarity and segregation of responsibilities, and dealing arrangements

TMP 6 Reporting requirements and management information arrangements

TMP 7 Budgeting, accounting and audit arrangements

TMP 8 Cash and cash flow management

TMP 9 Money laundering

TMP 10 Staff training and qualifications

TMP 11 Use of external service providers

TMP1 RISK MANAGEMENT

1.1 LIQUIDITY

1.1.1 **Amounts of approved minimum cash balances and short-term investments**

The Council will keep at least £5,000,000 available at 24 hours notice.

1.1.2 There is an agreed overdraft facility of £1,000,000 with the Co-operative Bank.

1.2 INTEREST RATE

1.2.1. **Minimum/maximum proportions of variable rate debt/interest**

	Minimum	Maximum
the maximum proportion of interest on borrowing which is subject to variable rate interest.	0%	50%

1.2.2. **Minimum/maximum proportions of fixed rate debt/interest**

	Minimum	Maximum
	50%	100%

1.2.3. **Policies concerning the use of financial derivatives and other instruments for interest rate management.**

a. forward dealing – the Council will enter into forward deals.

b. callable deposits (fixed investments for up to 5 years at borrower's option) £1,000,000

c. LOBOs (borrowing under lender's option/borrower's option) are allowable

1.3 CREDIT AND COUNTERPARTY POLICIES

1.3.1. CRITERIA TO BE USED FOR CREATING/ MANAGING APPROVED COUNTERPARTY LISTS/LIMITS

1. The Chief Finance Officer will formulate a suitable criteria for assessing and monitoring the credit risk of investment counterparties and shall construct a lending list comprising time, type, sector and specific counterparty limits.

2. Treasury management staff will add or delete counterparties to/from the approved counterparty list in line with the policy on criteria for selection of counterparties. The complete list of approved counterparties will be included in the annual report.

3. The Council will use credit criteria in order to select creditworthy counterparties for placing investments with.

4. Credit ratings will be used as supplied from Fitch IBCA.

5. In addition, the Council will use building societies which do not have credit ratings.

6. The minimum level of credit rating for an approved counterparty will be as follows (ratings per Fitch IBCA) : -

Short term	FI
Long term	AA -
Individual	C
Support	5
Max. Individual limit **	£5 m

7. The maximum period for specified investments will be 364 days.

8. The maximum period for non-specified investments will be 5 years.

9. The maximum value for any one investment transaction will be £5m.

10. The maximum level of investment with any one group of counterparties will be £5m.

1.3.2 APPROVED METHODOLOGY FOR CHANGING LIMITS AND ADDING / REMOVING COUNTERPARTIES

Credit ratings for individual counterparties can change at any time. The Chief Finance Officer is responsible for applying the stated credit rating criteria in 1.3.1. for selecting approved counterparties, and will add or delete counterparties as appropriate to / from the approved counterparty list when there is a change in the credit ratings of individual counterparties or in banking structures e.g. on mergers or takeovers.

The Chief Finance Officer will also adjust lending limits and periods when there is a change in the credit ratings of individual counterparties or in banking structures e.g. on mergers or takeovers in accordance with the criteria in 1.3.1.

1.3.3 FULL INDIVIDUAL LISTINGS OF COUNTERPARTIES AND COUNTERPARTY LIMITS

See Appendix C.

1.3.4 DETAILS OF CREDIT RATING AGENCIES' SERVICES OR OTHER SERVICES WHICH PROVIDE CURRENT CREDIT RATINGS AND UPDATES ON CHANGES

The Council uses credit ratings supplied through Sector from the following credit rating agencies :-

Fitch IBCA

1.4 MARKET VALUE OF INVESTMENTS

1.4.1 The Council limits its exposure to investments whose capital value may fluctuate (gilts, CDS etc.).

The Council itself does not use these instruments and the limit of its exposure is the amount managed by its fund manager, who use the instruments.

TMP 2 BEST VALUE AND PERFORMANCE MEASUREMENTS

2.1.1 METHODOLOGY TO BE APPLIED FOR EVALUATING THE IMPACT OF TREASURY MANAGEMENT DECISIONS

The following are used by the Council in its evaluation: the impact on revenue, interest rate risk, possible changes in Government regulations, the impact on the Housing Revenue Account and the repayment profile.

2.2 POLICY CONCERNING METHODS FOR TESTING BEST VALUE IN TREASURY MANAGEMENT, e.g.:

2.2.1 Frequency and processes for tendering

2.2.2 Banking services

Banking services will be retendered or renegotiated every 5 years to ensure that the level of prices reflect efficiency savings achieved by the supplier and current pricing trends.

2.2.3 Money-broking services

The Council will use money broking services in order to make deposits or to borrow, and will establish charges for all services prior to using them.

An approved list of brokers will be maintained.

2.2.4 Consultants'/advisers' services

The Council uses Sector as its consultants.

2.2.5 External Managers

The new Code of Practice places an obligation on the Council to monitor the performance of the fund managers. The Council has appointed Sector Treasury Services Limited to assist in this respect

2.3 METHODS TO BE EMPLOYED FOR MEASURING THE PERFORMANCE OF THE ORGANISATION'S TREASURY MANAGEMENT ACTIVITIES

2.3.1 BENCHMARKS AND CALCULATION METHODOLOGY:

Debt management

Average rate on all external debt

2.3.2 Investment.

The performance of investment earnings will be measured against the following benchmarks: -

a. in house investments
7 Day LIBID

b. cash fund manager(s)
6 Month LIBID

TMP 3 DECISION-MAKING AND ANALYSIS

3.1.1 FUNDING, BORROWING, LENDING, AND NEW INSTRUMENTS/TECHNIQUES:

3.1.2 Records to be kept

Minutes of weekly and other Treasury Management meetings.

3.1.3 Processes to be pursued

Weekly Treasury Management meetings, reports from advisors, conversations with brokers, information from the internet, the Financial Times and external fund managers.

3.1.4 Issues to be addressed.

3.1.3.1. In respect of every decision made the Council will:

a)   above all be clear about the nature and extent of the risks to which the Council may become exposed
b)   Be certain about the legality of the decision reached and the nature of the transaction, and that all authorities to proceed have been obtained
c)   Be content that the documentation is adequate both to deliver the Council's objectives and protect the Council's interests, and to deliver good housekeeping
d)   Ensure that third parties are judged satisfactory in the context of the Council's creditworthiness policies, and that limits have not been exceeded
e)   Be content that the terms of any transactions have been fully checked against the market, and have been found to be competitive.

3.1.3.2 In respect of borrowing and other funding decisions, the oganisation will:

a)   Evaluate the economic and market factors that might influence the manner and timing of any decision to fund
b)   Consider the merits and demerits of alternative forms of funding, including funding from revenue, leasing and private partnerships
c)   Consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use.
d)   Consider the ongoing revenue liabilities created, and the implications for the Council's future plans and budgets.

In respect of investment decisions, the Council will:

a)   Consider the optimum period, in the light of cash flow availability and prevailing market conditions
b)   Consider the alternative investment products and techniques available, especially the implications of using any which may expose the Council to changes in the value of its capital.

TMP 4 APPROVED INSTRUMENTS, METHODS AND TECHNIQUES

4.1 APPROVED ACTIVITIES OF THE TREASURY MANAGEMENT OPERATION

- borrowing;
- lending;
- debt repayment and rescheduling;
- consideration, approval and use of new financial instruments and treasury management techniques;
- managing the underlying risk associated with the Council's capital financing and surplus funds activities;
- managing cash flow;
- banking activities;
- the use of external
- .

4.2 APPROVED INSTRUMENTS FOR INVESTMENTS

In accordance with The Local Organisations (Capital Finance) (Approved Investments) Regulations 1990 and subsequent amendments, the instruments approved for investment and commonly used by local organisations are:

- Gilts;

- Treasury Bills;

- Deposits and bonds with banks building societies or local organisations (and certain other bodies) for up to 3 years

- Certificates of deposits with banks or building societies for up to 364 days

- Euro-Sterling issues by certain Supra-national bodies listed on the London and Dublin Stock Exchanges.

4.3 APPROVED TECHNIQUES

- Forward dealing up to 364 days
- Callable deposits

4.4 APPROVED METHODS AND SOURCES OF RAISING CAPITAL FINANCE

Finance will only be raised in accordance with the Local Government Act, 2003, and within this limit the Council has a number of approved methods and sources of raising capital finance. These are :

PWLB
EIB
Market (long term, temporary and LOBO's)

Stock Issues
Local Temporary
Overdraft
Negotiable Bonds

All forms of funding will be considered dependant on the prevailing economic climate, regulations and local considerations. The Chief Finance Officer has delegated powers through its Policy and Strategy to take the most appropriate form of borrowing from its approves sources.

4.5 LIMITS

INVESTMENTS	LIMIT
Gilts or Treasury Bills	50% of Investec Portfolio
Deposits	No limits
Certificates of deposits	No limits (Fund Managers only)
Euro-Sterling.	No limits (Fund Managers only)
Forward dealing	50% of Portfolio
Callable deposits	£5m

TMP 5 ORGANISATION, CLARITY AND SEGREGATION OF RESPONSIBILITIES, AND DEALING ARRANGEMENTS

INDEX OF SCHEDULES

5.1.1 LIMITS TO RESPONSIBILITIES/DISCRETION AT COMMITTEE/EXECUTIVE LEVELS

Council/The Executive/Scrutiny
a) Receiving and reviewing reports on treasury management policies, practices and activities.

The Executive
a) Approval of/amendments to the Council's adopted clauses, treasury management policy statement and treasury management practices
b) Budget consideration and approval
c) Approval of the decision of responsibilities
d) Receiving and reviewing external audit reports and acting on recommendations
e) Approving the selection of external service providers and agreeing terms of appointment.

5.2 PRINCIPLES AND PRACTICES CONCERNING SEGREGATION OF DUTIES

Treasury management work is carried out by "The Front Office". Checks on activity daily are carried out by "The Back Office""

5.3 TREASURY MANAGEMENT ORGANISATION CHART

The Front Office	**The Back Office**
The Chief Finance Officer	3 Nominated Accountants
Finance Managers	
Finance Team Leaders	
Accountant (Corporate)	
Accountant (Technical)	

5.3 STATEMENT OF DUTIES/RESPONSIBILITIES OF EACH TREASURY POST

5.4.1. Chief Financial Officer

1. The Chief Finance Officer will:

   a) Recommend clauses, treasury management policy / practices for approval, reviewing the same regular, and monitoring compliance
   b) Submit regular treasury management policy reports
   c) Submit budgets and budget variations
   d) Receive and review management information reports
   e) Review the performance of the treasury management function and promote best value reviews
   f) Ensure the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function
   g) Ensure the adequacy of internal audit, and liaising with external audit
   h) Recommend the appointment of external service providers.

2. The Chief Finance Officer has delegated powers through this policy to take the most appropriate form of borrowing from the approved sources, and to take the most appropriate form of investments in approved instruments.

3. The Chief Finance Officer may delegate his power to borrow and invest to members of their staff. The Chief Finance Officer ,Finance Managers and Team Leaders or the Treasury Manager or Deputy must conduct all dealing transactions, or staff authorised by the Chief Financial Officer to act as temporary cover for leave/sickness. All transactions must be authorised by at least two of the named officers above.

4. The Chief Finance Officer and the Monitoring Officer will ensure that the Policy is adhered to, and if not will bring the matter to the attention of elected members as soon as possible.

5. Prior to entering into any capital financing, lending or investment transaction, it is the responsibility of the Chief Finance Officer to be satisfied, by reference to the Monitoring Officer, the Council's legal department and external advisors as appropriate, that the proposed transaction does not breach any statute, external regulation or the Council's Financial Regulations

6. It is also the responsibility of the Chief Finance Officer to ensure that the Council complies with the requirements of The Non Investment Products Code (formerly known as The London Code of Conduct) for principals and broking firms in the wholesale markets.

5.4.2. Treasury Manager

The responsibilities of this post will be: -

a)   Execution of transactions
b)   Adherence to agreed policies and practices on a day-to-day basis
c)   Maintaining relationships with third parties and external service providers
d)   Supervising treasury management staff
e)   Monitoring performance on a day-to-day basis
f)   Submitting management information reports to the responsible officer
g)   Identifying and recommending opportunities for improved practices.

5.4.3. Head of the paid service

The responsibilities of this post will be: -

a)   Ensuring that the system is specified and implemented
b)   Ensuring that the Chief Finance Officer reports regularly to the responsible committee/the Council on treasury policy, activity and performance.

5.4.4. Monitoring Officer

The responsibilities of this post will be: -

a)   Ensuring compliance by the Chief Finance Officer with the treasury management policy statement and treasury management practices and that they comply with the law
b)   Being satisfied that any proposal to vary treasury policy or practice complies with law or any code of practice
c)   Giving advice to the Chief Finance Officer when advice is sought.

5.4.5. Internal Audit

The responsibilities of Internal Audit will be: -

a)   Reviewing compliance with approved policy and procedures
b)   Reviewing division of duties and operational practice
c)   Assessing value for money from treasury activities
d)   Undertaking probity audit of treasury function.

5.4 ABSENCE COVER ARRANGEMENTS

Accountant (Corporate) is covered by the Accountant (Technical), Finance Managers and Finance Team Leaders. Back Office has three members any one of which carries out checks.

5.5 LIST OF APPROVED BROKERS

Tradition, ICAP and Prebon.

5.6 POLICY ON TAPING OF CONVERSATIONS

All Treasury Management calls are tape recorded.

5.7 DIRECT DEALING PRACTICES

The Council does not deal directly with counterparties.

TMP 6 REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGMENTS

6.1 ANNUAL TREASURY MANAGEMENT STRATEGY STATEMENT

1. The Treasury Management Strategy sets out the specific expected treasury activities for the forthcoming financial year. This Strategy will be submitted to the Executive for approval before the commencement of each financial year.

2. The formulation of the annual Treasury Management Strategy involves determining the appropriate borrowing and investment decisions in the light of the anticipated movement in both fixed and shorter -term variable interest rates. For instance, the Council may decide to postpone borrowing if fixed interest rates are expected to fall, or borrow early if fixed interest rates are expected to rise.

3. The Treasury Management Strategy is concerned with the following elements:
   * the prospects for interest rates;
   * the limits placed by this organisation on treasury activities
   * the expected borrowing strategy;
   * the expected investment strategy (including the appointment of fund managers);
   * the current treasury position;
   * the expectations for debt rescheduling;
   * any extraordinary treasury issue (such as the implications of a LSVT or housing company set up).

4. The Treasury Management Strategy will establish the expected move in interest rates against alternatives (using all available information such as published interest rate forecasts where applicable), and highlight sensitivities to different scenarios.

6.2 POLICY ON INTEREST RATE EXPOSURE

1. As required by the Local Government Act 2003, the Council must approve before the beginning of each financial year the following treasury limits:

    *   the operational borrowing limit   £50,000,000
    *   the authorized limit   £70,000,000

    *   the amount of the overall borrowing limit
        which may be outstanding by way of short
        term borrowing   50% of the above

2. The Chief Finance Officer is responsible for incorporating these limits into the Annual Treasury Management Strategy, and for ensuring compliance with the limits. Should it prove necessary to amend these limits, the Chief Finance Officer shall submit the changes for approval to the Executive before submission to the full Council for approval.

6.3 ANNUAL REPORT ON TREASURY MANAGEMENT ACTIVITY

An annual report will be presented to the Executive at the earliest practicable meeting after the end of the financial year, but in any case by the end of September. This report will include the following: -

a. a comprehensive picture for the financial year of all treasury policies, plans, activities and results
b. transactions executed and their revenue (current) effects
c. report on risk implications of decisions taken and transactions executed
d. monitoring of compliance with approved policy, practices and statutory / regulatory requirements
e. monitoring of compliance with powers delegated to officers
f. degree of compliance with the original strategy and explanation of deviations
g. explanation of future impact of decisions taken on the organisation
h. measurements of performance
i. report on compliance with CIPFA Code recommendations

6.4 MANAGEMENT INFORMATION REPORTS

Management information reports will be prepared every Quarter by the Treasury Manager and will be presented to the Executive, the Chief Finance Officer and the Head of Financial Strategy.
These reports will contain the following information: -
Treasury Management strategy, transactions carried out (borrowing and investment), outstanding debt and investments, changes to the approved investment list and rescheduling of debt.

TMP 7 BUDGETING, ACCOUNTING AND AUDIT ARRANGEMENTS

7.1   STATUTORY/REGULATORY REQUIREMENTS

Submission of annual policy statement and treasury management strategy statement. Outturn report.

7.2   ACCOUNTING PRACTICES AND STANDARDS

The Council reports investment valuations at book or market price whichever is the lesser.

TMP 8 CASH AND CASH FLOW MANAGEMENT

8.1 ARRANGEMENTS FOR PREPARING/SUBMITTING CASH FLOW STATEMENTS

Projected cashflows are presented weekly at Treasury Management meetings.

8.2 CONTENT AND FREQUENCY OF CASH FLOW BUDGETS

Annual projection at start of the year, daily updates of model.

8.3 LISTING OF SOURCES OF INFORMATION

All departments of the Council and the Co-operative Bank

TMP 9 MONEY LAUNDERING

9.1 PROCEDURES FOR ESTABLISHING IDENTITY / AUTHENTICITY OF LENDERS

The Council does not accept loans from individuals. All loans are obtained from the PWLB or from authorised institutions under the Banking Act 1987: (the names of these institutions appeared on the Bank of England quarterly list of authorised institutions until 1.12.2001 when the Financial Services Authority (FSA) took over the responsibility for maintaining a register of authorised institutions. This register can be accessed through their website on www.fsa.gov.uk).

The Council also takes deposits from counterparties forwarded from our brokers and from local organisations known and supported by the Council.

TMP 10 STAFF TRAINING AND QUALIFICATIONS

It is intended that all treasury management staff be adequately trained for their activities. This is an ongoing arrangement.

10.6 STATEMENT OF PROFESSIONAL PRACTICE (SOPP)

1.   Where the Chief Financial Officer is a member of CIPFA, there is a professional need for the CFO to be seen to be committed to professional responsibilities through both personal compliance and by ensuring that relevant staff are appropriately trained.

2.   Other staff involved in treasury management activities who are members of CIPFA must also comply with the SOPP.

TMP 11 USE OF EXTERNAL SERVICE PROVIDERS

11.1   DETAILS OF CONTRACTS WITH SERVICE PROVIDERS, INCLUDING BANKERS, BROKERS, CONSULTANTS, ADVISERS

11.1.1   Banking services

   a)   Name of supplier of service – The Co-operative Bank.

   b)   Contract will commence April 2004 and runs for 3 years until March 2007.

11.1.2   Money-broking services

   Money broking services are provided by Garban, Prebon Yamane and Tradition UK Limited.

11.1.3 Cash/fund management services

a)   Name of supplier of service – Investec

b)   Contracts are on a rolling basis and can be terminated with no notice.

c)   Cost of service - £25,000 for both managers

d)   Payments due quarterly in arrears

11.1.3   Consultants'/advisers' services

c)   Name of supplier of service – Sector Treasury Services

d)   Contract commenced March 2004 and runs for 3 years until March 2007 extended for 2 years until March 2009.

e)   Cost of service - £12,000

f)   Payments due 6 monthly in arrears

TREASURY MANAGEMENT STRATEGY STATEMENT
AND PRUDENTIAL INDICATORS 2006/2007 – 2008/2009

1. Introduction

1.1 The 2003 Prudential Code for Capital Finance in local authorities introduced requirements for the manner in which capital spending plans are to be considered and approved, and in conjunction with this, the development of an integrated treasury management strategy.

1.3 The Prudential Code requires the Council to set a number of Prudential Indicators. This report therefore incorporates the indicators to which regard should be given when determining the Council's treasury management strategy for the next three years.

2. Treasury limits for 2006/07 to 2008/09

2.1 It is a statutory duty under S.3 of the Local Government Act 2003 and supporting regulations, for the Council to determine and keep under review how much it can afford to borrow. The amount so determined is termed the " Affordable Borrowing Limit".

2.2 The Council must have regard to the Prudential Code when setting their Affordable Borrowing Limit, which essentially requires it to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon its future council tax/rent levels in "acceptable".

2.3 Whilst termed "Affordable Borrowing Limit", the capital plans to be considered for inclusion incorporate those planned to be financed by both external borrowing and other forms of liability, such as credit arrangements. The affordable borrowing limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years. The Council will borrow beyond the level of Government Supported Borrowing for capital purposes in 2006/7 as set out in its approved capital programme.

3. Current Portfolio Position

3.1 The Council's treasury portfolio position as at 31/05/2006 comprised:

Long-term borrowing - Market Loans **£24,600,000**

All the above loans are at fixed rates with maturity dates of up to 60 years. Interest rates vary from **4.85% to 7.03%**.

Temporary borrowing of **£341,500** at variable interest rates, currently averaging **4.26%**.

Loan from English Partnerships **£1,292,312 for 28 years at 9.25%**.

Other long-term liabilities of **£1,000,000**

Total debt therefore equal **£27,233,812**

The Capital Financing requirement for 2006/7 is estimated at £13,998,000.

The Council also has investments at variable rates of £43,742,533 of which one external fund managers manage £12,242,533 and £2,000,000 is in two business reserve bank accounts with instant access with an average interest rate of 4.5%.

4. Treasury Limits and Prudential Indicators 2006/07

4.1 In accordance with the Local Government Act 2003 and Prudential Code for Capital Finance in Local Authorities 2003, the Treasury Limits and Prudential Indicators are recommended to the Council as part of its treasury policy:-

Indicator 1
Estimate of Capital Expenditure

	2005/2006 £,000	2006/2007 £,000	2007/2008 £,000	2008/2009 £,000
HRA	8,678	6,896	7,000	7,000
Non HRA	12,990	10,180	5,200	5,200
Total	21,668	17,076	12,200	12,200

This indicator simply shows the proposed capital expenditure over the current and the next three years.

Indicator 2
Estimate of Capital Financing Requirement

	2006/2007 £,000	2007/2008 £,000	2008/2009 £,000
HRA	-10,712	-10,712	-10,712
Non HRA	24,710	26,070	27,430
Total	13,998	15,358	16,718

This indicator reflects the authority's underlying need to borrow for a capital purpose.

3

Indicator 3
Estimate of Ratio of Financing to Net Revenue Stream

Table A	2005/2006 %	2006/2007 %	2007/2008 %	2008/2009 %
HRA	-1.3	-1.3	-0.8	-0.8
Non HRA	2.7	2.6	1.8	1.8

Table B	2005/2006 %	2006/2007 %	2007/2008 %	2008/2009 %
HRA & Non HRA	0.7	0.7	0.7	0.7

These indicators express the net costs of financing as a percentage of the funding receivable from the Government and Council Tax payers.

Indicator 4a
Estimate of the Incremental Impact of Capital Investment Decisions on the Council Tax
£3.96

Indicator 4b
Estimates of the Incremental Impact of Capital Investment Decisions on Average Weekly Housing Rents
£00.00

These indicators express the incremental impact of capital investment decisions proposed in the budget report. These indicators do not take account of the revenue effect, such as running costs of the capital programme. As the authority is proposing not to undertake any non supported borrowing the effect on the Council Tax and Housing rents is nil.

Indicator 5
Net Borrowing to Capital Financing Requirement

The Prudential Code states:-

"In order to ensure that over the medium term net borrowing will only be for a capital purpose, the local authority should ensure that the net external borrowing does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years."

The Chief Finance Officer reports that the authority has no difficulty in meeting this rule.

Indicator 6
Authorised Limit

	2006/2007 £,000	2007/2008 £,000	2008/2009 £,000
Authorised Limit	45,500	47,000	48,500

This is a "worst case" limit based on assumptions about potential increases in temporary borrowing, underachievement of capital receipts in year and overspend on the capital programme.

Indicator 7
Operational Boundary

	2006/2007 £,000	2007/2008 £,000	2008/2009 £,000
Operational Boundary	39,000	40,500	42,000

This is the likely maximum indebtedness of the council, including a small contingency sum.

Indicator 8a
Upper Limit for Fixed Rate Exposure

	2006/2007 %	2007/2008 %	2008/2009 %
Upper Limit for Fixed Rate Exposure	100	100	100

Nearly all or debt at present is fixed rate and therefore 100% is the required percentage.

Indicator 8b
Upper Limit for Fixed Rate Exposure

	2006/2007 %	2007/2008 %	2008/2009 %
Upper Limit for Variable Rate Exposure	50	50	50

As a hedge against our variable investment rate it could be useful to change to variable rate borrowing.

Indicator 9
Principal Sums Invested for Periods of Longer than 364 days

	2006/2007 %	2007/2008 %	2008/2009 %
Principal Sums Invested for Periods of Longer Than 364 Days	75	75	75

75% of investments may be over 364 days. This will be used to limit interest rate risk.

Indicator 10
Upper and Lower Limits on the maturity Structure of Borrowing

Limits on the Maturity Structure of Borrowing	Upper Limit %	Lower Limit %
Maturity period	100	0
Under 12 months	100	0
12 Months and within 24 months	100	0
2 Years and within 5 years	100	0
5 Years and within 10 years	100	0
10 Years and above	100	0

This will allow us the maximum flexibility for rescheduling and repayment of debt under the new financial regulations.

Indicator 11
Compliance with the CIPFA Code of Practice for Treasury Management in the Public Services

The Council has customarily considered an annual Treasury Management Statement under the requirement of the CIPFA code of practice on Treasury Management, which has been adopted by this Council.

Item No.
[Item number and title as
on agenda]

NORTHAMPTON
BOROUGH COUNCIL

Name of Committee **CABINET** **Directorate: Citizens Governance &** **Finance** **Corporate Manager: Finance & Asset** **Management** Date: 26 June 2006	

Report Title	Financial Monitoring Report for Period Ending May 2006

Key Decision	**YES/NO**

1. Recommendations

That Councillors note the actual financial position of the Council on both the General Fund and Housing Revenue Account (HRA) for the period ending May 2006. In addition that the projected financial position for the year ending 31 March 2007 is noted.

2. Summary

This financial monitoring report identifies no projected variances by 31 March 2007, on either the General Fund or HRA, from the Budgets approved by Council prior to the start of the financial year.

3. Report Background

This is the first monitoring report to Cabinet under the new budget management regime relating to the period to the end of May 2006. At this point in the financial year no variations are projected against budget at the year end. Improvement Board recently approved the Trade Waste charge proposals to allow implementation to meet the income target for 2006/07.

Cabinet will in future receive budget monitoring reports quarterly along with an explanation of any projected variances and management actions being taken to address them. In addition monthly monitoring information will be provided to the Senior Corporate Management Team meeting and to the Leader of the Council.

Management Accountancy staff are currently working with Corporate Managers and their departmental management team to assess their need for financial support and information to allow for improved Budget Monitoring Arrangements.

4. Options and Evaluation of Options

None

5. Resource Implications (including Financial Implications)

This financial monitoring report allows Councillors an overview of the financial position of the Council for the year ending 31 March 2007. The key impact on current and future resources is the position on reserves at the end of the year.

General Fund

The General Fund balance stood at £2.9M at 31 March 2006. A break-even budget has been set and would maintain the balance for 31 March 2007.

Housing Revenue Account

The HRA working balance stood at £4.8M at 31 March 2006. Keeping within the approved budget would add a further £660,000 to the balance by 31 March 2007.

6. Risk and Opportunity Issues

None

7. Consultees (Internal and External)

Internal	N/a
External	N/a

8. Compliance Issues

A: How Proposals Deliver Priority Outcomes

Recovery Plan
Improvements to the financial management and control of budgets are necessary to improve the Use of Resources judgement.

Corporate Plan
Forms part of improved financial management.

B: Other Implications

Other Strategies
None

Finance Comments
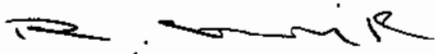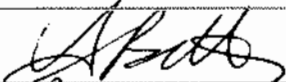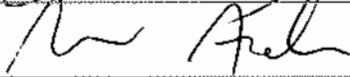
Legal Comments

9. Background Papers

Title	Description	Source
None		

Alison Betts
Corporate Manager Finance & Asset Management
ext. 8718

Name	Signature	Date	Ext.
Author	*R. Jamir*	23.6.06	779
Corporate Manager	*A Butt*	27/6/06	8718
Director	*R Ash*	26/6/06	
Monitoring Officer or Deputy (Key decision only)			
Section 151 Officer or Deputy (Key decision only)			

REVENUE BUDGET MONITORING FORECAST : LEVEL 2 - General Fund
FINANCIAL YEAR 2006/2007
PERIOD 02 (May 2006)

Key Service Area	Current Cash Limit A £	Profiled Cash Limit B £	YTD Actual Income & Expenditure C £	YTD (Under) / Over Spend C-B £	Year End Position D £	Year End Position Variance (Under) / Over Spend D-A £
Net Expenditure						
Kay Atkinson						
Customer Services						
CS01 Administrative Services	1,516,300	249,078	217,208	-31,871	1,516,300	0
CS02 Call Care	240,300	40,985	15,411	-25,574	240,300	0
CS03 Corporate Man (Customer Services)	410,040	68,313	69,127	814	410,040	0
CS04 One Stop Shop	1,298,910	216,459	138,100	-78,360	1,298,910	0
CS05 Print Unit	-101,460	-16,895	24,596	41,491	-101,460	0
	3,364,090	557,940	464,440	-93,499	3,364,090	0
Dale Phillipson						
Performance & Improvement						
PI01 Performance Management	0	0	12	12	0	0
PI02 Information Technology	2,606,260	434,203	592,480	158,277	2,606,260	0
PI03 Corporate Man (Performance/Improve)	84,630	14,099	13,754	-345	84,630	0
PI14 Telephones	231,780	38,615	50,260	11,645	231,780	0
	2,922,670	486,917	656,507	169,590	2,922,670	0

Key Service Area		Current Cash Limit	Profiled Cash Limit	YTD Actual Income & Expenditure	YTD (Under)/ Over Spend	Year End Position	Year End Position Variance (Under)/ Over Spend
		A	B	C	C-B	D	D-A
		£	£	£	£	£	£
Net Expenditure							
Howard Crabtree							
Human Resources							
HR01	Corporate Man (Human Resources)	922,090	153,704	161,609	7,906	922,090	0
HR03	Training & Development	637,370	106,186	46,253	-59,933	637,370	0
HR13	Programme Delivery	51,870	8,642	6,115	-2,527	51,870	0
		1,611,330	268,531	213,977	-54,554	1,611,330	0
Thomas Hall							
Citizen Engagement							
CE01	Communications	293,420	48,884	57,974	9,090	293,420	0
CE02	Community Safety	1,060,830	176,913	88,723	-88,190	1,060,830	0
CE03	Events	167,140	-126,484	-250,925	-124,441	167,140	0
CE04	Corporate Man (Citizen Engagement)	83,640	13,934	10,592	-3,343	83,640	0
CE05	Community Development	1,185,530	185,592	75,383	-110,209	1,185,530	0
CE06	Museums	856,580	142,706	-47,753	-190,459	856,580	0
CE07	Community Grants & Other Grants	1,325,970	220,907	276,035	55,128	1,325,970	0
		4,973,110	662,452	210,028	-452,424	4,973,110	0
Christine Stevenson							
Planning, Environmental Health & Leisure							
PE02	Building Control	79,020	13,165	-84,706	-97,871	79,020	0
PE03	Development Control	-123,510	-20,577	66,204	86,781	-123,510	0
PE04	Food Safety	0	0	-492	-492	0	0
PE05	Leisure	838,700	127,076	-21,918	-148,994	838,700	0
PE06	Corp Man (Planning, Health & Leisure)	430,480	71,718	75,753	4,035	430,480	0
PE07	Pest Control	42,120	7,017	6,632	-385	42,120	0
PE08	Pollution Reduction	0	0	-485	-485	0	0
PE09	Travellers Sites	91,720	9,200	-16,020	-25,219	91,720	0
PE10	Commercial Services	399,570	66,576	57,499	-9,077	399,570	0
PE11	Environmental Protection	661,460	107,272	80,820	-26,452	661,460	0
PE12	Private Housing Standards & Improve	450,200	75,003	75,319	315	450,200	0
		2,869,760	456,450	238,607	-217,843	2,869,760	0

Key Service Area		Current Cash Limit	Profiled Cash Limit	YTD Actual Income & Expenditure	YTD (Under) / Over Spend	Year End Position	Year End Position Variance (Under) / Over Spend
		A £	B £	C £	C-B £	D £	D-A £
Net Expenditure							
Finance & Asset Management							
Allison Betts							
FA01	Asset Management	2,533,390	205,659	222,482	16,823	2,533,390	0
FA02	Financial Services	2,196,680	376,512	317,354	-59,159	2,196,680	0
FA03	Audit	483,730	80,589	80,622	32	483,730	0
FA04	Non Distributed Costs	902,450	150,348	150,408	60	902,450	0
FA05	Investments	408,550	35,512	642	-34,869	408,550	0
FA06	Other Buildings & Land	-1,512,490	-378,123	-416,334	-38,211	-1,512,490	0
FA07	Corporate Man (Finance & Asset Man)	105,160	19,078	4,302	-14,776	105,160	0
FA08	Office Accommodation	1,249,580	254,620	208,263	-46,356	1,249,580	0
FA09	Markets	-454,450	-59,343	-115,503	-56,160	-454,450	0
		5,912,600	**684,852**	**452,236**	**-232,617**	**5,912,600**	**0**
Regeneration & Growth							
Chris Cavanagh							
RG01	Corporate Manager (Regeneration)	84,390	14,059	13,815	-244	84,390	0
RG02	Economic Intelligence	165,390	27,554	5,814	-21,739	165,390	0
RG03	Housing Strategy	240,010	39,986	8,567	-31,419	240,010	0
RG04	Planning Policy & Conservation	639,110	106,476	31,043	-75,433	639,110	0
RG05	Regeneration	222,840	37,125	32,758	-4,367	222,840	0
		1,351,740	**225,200**	**91,998**	**-133,202**	**1,351,740**	**0**

Key Service Area	Current Cash Limit A £	Profiled Cash Limit B £	YTD Actual Income & Expenditure C £	YTD (Under)/Over Spend C-B £	Year End Position D £	Year End Position Variance (Under)/Over Spend D-A £
Net Expenditure						
Carl Grimmer						
Streetscene & Property Maintenance						
SS01 Neighbourhood Wardens	544,160	90,657	44,281	-46,376	544,160	0
SS02 Abandoned Vehicles	56,910	9,481	2,588	-6,893	56,910	0
SS03 Building Cleaning	-47,270	-7,231	36,762	43,993	-47,270	0
SS04 Cemeteries	2,640	1,234	-45	-1,279	2,640	0
SS05 Concessionary Fares	1,098,550	274,638	-4,851	-279,489	1,098,550	0
SS06 Car Parking	-4,196,770	-623,584	-609,066	14,519	-4,196,770	0
SS07 Domestic Refuse	2,423,690	408,376	227,872	-180,504	2,423,690	0
SS08 Highways & Transport	-186,580	-29,452	-3,054	26,398	-186,580	0
SS09 Corporate Man (Streetscene & Property)	312,250	52,021	24,384	-27,637	312,250	0
SS10 Public Conveniences	277,140	44,050	15,282	-28,768	277,140	0
SS11 Parks and Open Spaces	3,615,330	631,657	408,698	-222,959	3,615,330	0
SS12 Route Subsidies	0	0	-13,718	-13,718	0	0
SS13 Street Cleaning	2,189,470	378,337	361,018	-17,319	2,189,470	0
SS14 Town Centre Management	34,280	5,711	-29,093	-34,804	34,280	0
SS15 Trade Refuse	-317,120	-1,150,436	-946,806	203,630	-317,120	0
SS16 Westbridge Depot	532,780	88,773	61,380	-27,392	532,780	0
SS17 Recycling	1,147,960	311,694	170,625	-141,069	1,147,960	0
SS18 Housing Property Maintenance	0	0	849,523	849,523	0	0
	7,487,420	485,925	595,779	109,854	7,487,420	0
Fran Rodgers						
Housing Services						
HS01 Benefits	439,980	73,301	308,376	235,076	439,980	0
HS02 Corporate Manager (Housing Services)	86,300	14,378	13,723	-655	86,300	0
HS03 Revenues	166,750	27,781	79,334	51,553	166,750	0
HS04 Housing Services	0	0	174,538	174,538	0	0
HS05 Homelessness	1,073,950	178,920	286,865	107,945	1,073,950	0
HS12 Housing Advice	434,910	72,456	89,920	17,464	434,910	0
	2,201,890	366,835	952,755	585,920	2,201,890	0

Key Service Area	Current Cash Limit	Profiled Cash Limit	YTD Actual Income & Expenditure	YTD (Under) / Over Spend	Year End Position	Year End Position Variance (Under) / Over Spend
	A	B	C	C-B	D	D-A
	£	£	£	£	£	£
Net Expenditure						
Legal & Democratic Services						
Ella Yeshin						
CX01 Chief Executive	589,000	98,127	90,115	-8,012	589,000	0
LD01 Corporate Services	10,190	1,698	2,486	788	10,190	0
LD02 Electoral Services	188,770	31,449	68,458	37,009	188,770	0
LD03 Land Charges	-222,400	-37,052	-42,600	-5,548	-222,400	0
LD04 Legal	587,480	97,874	99,489	1,615	587,480	0
LD05 Licensing	-29,160	-4,858	7,010	11,869	-29,160	0
LD06 Corporate Man (Legal & Democratic)	592,540	98,717	83,941	-14,776	592,540	0
LD07 Civic & Mayoral Expenses	122,620	20,429	17,783	-2,646	122,620	0
LD08 Democratic Services	961,010	160,104	147,150	-12,954	961,010	0
LD09 Recovery	237,410	39,553	70,214	30,661	237,410	0
	3,037,460	506,041	544,047	38,006	3,037,460	0
Net Expenditure (Cash Limit)	35,732,070	4,701,142	4,420,373	-280,769	35,732,070	0

Key Service Area	Current Cash Limit	Profiled Cash Limit	YTD Actual Income & Expenditure	YTD (Under) / Over Spend	Year End Position	Year End Position Variance (Under) / Over Spend
	A	B	C	C-B	D	D-A
	£	£	£	£	£	£
CE05 Community Development	81,800	13,628	1,712	-11,916	81,800	0
CS08 Customer Services Housing	0	0	102,930	102,930	0	0
SS18 Housing Property Maintenance	8,234,980	1,374,815	1,374,815	0	8,234,980	0
HS01 Benefits	0	0	6,297	6,297	0	0
HS04 Housing Services	7,076,180	1,178,917	1,178,917	0	7,076,180	0
HS05 Homelessness	101,160	16,853	1,244	-15,609	101,160	0
HS06 HRA Subsidy	7,695,190	1,282,019	1,282,019	0	7,695,190	0
HS07 Sheltered Housing	1,732,090	288,566	180,400	-108,166	1,732,090	0
HS08 Housing Rents & Other Income	-38,231,470	-6,369,363	-6,369,363	0	-38,231,470	0
Net Expenditure (Cash Limit)	-13,310,070	-2,214,565	-2,241,029	-26,464	-13,310,070	0
Net Recharges from General Fund	5,438,000	906,333	906,333	0	5,438,000	0
Major Repairs Allowance - Capital	7,488,000	1,248,000	1,248,000	0	7,488,000	0
Capital Financing Costs	-278,000	-46,333	-46,333	0	-278,000	0
Net Transfer to Working Balance	-662,070	-106,565	-133,029	-26,464	-662,070	0
Working Balance B/F	-3,555,000	-3,555,000	-3,555,000	0	-3,555,000	0
Working Balance as at 31 March	-4,217,070	-3,661,565	-3,688,029	-26,464	-4,217,070	0

NORTHAMPTON
BOROUGH COUNCIL

Name of Committee
CABINET
Directorate: People, Performance & Regeneration
Corporate Manager: Howard Crabtree
Date: 3 July 2006

Report Title	Pay and Grading Review: Briefing Report, Choice of Job Evaluation Scheme and Resource Implications

Key Decision	**YES**

1. Recommendations

- o To note the report.
- o To approve the use of the computerised version of the National Joint Council Job Evaluation Scheme to undertake the evaluation of jobs in the Council.
- o To approve the resource implications and funding for project implementation.

2. Summary

A Pay & Grading Review project has been set up:
- o To deliver the Council's obligations under the Joint National Agreement on Single Status which provides for a pay and grading review to be jointly agreed and implemented by 31st March 2007.
- o To support the Recovery Plan by providing a pay and grading framework that rewards employees appropriately to ensure they can be recruited, retained and motivated to deliver the Council's services to the required standards. The HR Strategy's Pay and Reward objective supports this aspect of the Recovery Plan.

This is a challenging project that will require significant financial and human resources to implement within the timescale. It should be noted that the Craft workers (Red Book) are not covered by this agreement.

3.   Report Background

The Joint National Agreement on Single Status was agreed in 1997 and updated in 2004 when it was determined that pay and grading reviews had to be completed by 31st March 2007. These agreements address concerns about equality and fairness of working hours, pay and grading within the local government workforce. Following the implementation of the Root & Brach Review attention can now be given to completing implementation of this Agreement to support the Council's Recovery Plan.

There are a number of key steps in undertaking the pay and grading review which include: choice of job evaluation scheme, identification of resources, agreeing a timeline, evaluating a number of benchmark jobs, evaluating all jobs, finalising the rank order of jobs based on the job evaluation exercise, agreeing a pay structure that reflects the Council's requirements and negotiating this together with any back pay and protection requirements with the Trade Unions.

4.   Options and Evaluation of Options

The first critical step to commencing the review is the choice of job evaluation scheme. 3 options have been considered: The National Joint Council Scheme (NJC) which is recommended by National Employers and trade Unions; the 'London Scheme' developed by the London Government Provincial Councils which is being used by a number of Councils across the country; and a proprietary scheme e.g. HAY. The latter option was discounted due to cost and the fact that it is not specifically geared to Local Government.

An analysis was undertaken of the other 2 schemes and views sought from Councils using them. There are pitfalls to using both, however from a sample of evaluations done elsewhere using each scheme, they produce a rank order of jobs that is almost identical. It is therefore recommended that the NJC Scheme is used so that Northampton can benefit from the experience and support available from the National Employers and Regional Trade Unions representatives.

It is further recommended that the computerised version of the scheme is used to enable a robust record of all evaluations undertaken which will allow analyses to be undertaken easily and over time. The software required to run the scheme was purchased c. 1999 but has not been used since 2003 when it was decided to suspend the pay and grading project being undertaken at the time.

A specialist system is required for Pay Modelling; the system is available form Link HR Systems. There are options to purchase or lease the system for 1 year. It is recommended that the system is leased and Consultant time purchased from Link to operate it. This removes the need to train the project team in a specialist system which based on the experience of other Councils is complicated to use to its full capacity. It is likely that if we purchased it, we would require extensive Consultancy time to operate it successfully.

5.   Resource Implications (including Financial Implications)

The Council has a number of key improvement priorities to address between now and March 2007. These improvements will demand considerable input from managers at all levels to drive forward and produce the targeted improvements. Whilst implementation of the National Agreement is essential the work involved has the potential to divert management time away from improvement priorities. In order to minimise the impact of the Pay and Grading project it is proposed to establish a small but experienced team to reduce the demands on management time. Further, the use of the computerised version will reduce administrative and processing time.

The estimated "one off" cost of the dedicated Project Manager is in the budget for 2006/7. However, the cost of project administrator, specialist job analysts, evaluation training for the computerised system and pay modeller were not detailed or evaluated. The estimated costs of the project implementation are set out below:-

Project Manager	Already budgeted
Project Administration	£ 15000
Specialist Job Analysts	£ 60000
Job Evaluation Training	£ 5000
Pay Modeller	£ 22000
Contingency	£ 10000
Total	**£112000**

There is no provision in the 2006/7 accounts for this expenditure and balances are considered to be at a minimum prudent level given the profile of risks faced by the Council. There is no real choice but to proceed with the project as its delay would almost certainly lead to significantly higher costs through claims against the Council.

The options considered as to funding are deletion of existing budgetary provisions in 2006/7 or temporary diminution of balances in the later part of 2006/7 that would be replenished from additional provisions in 2007/8 budgets.

It is recommended the temporary diminution of balances is pursued. In this case, the provision of this £112,000 must be a first call on budgetary provision for 2007/08.

An estimated £800,000 has been budgeted for in pay costs in 2007/8, this is approximately 2.75% of the pay bill. It is difficult to predict more accurately until initial evaluations and pay modelling have been undertaken. The experience of other Councils nationally suggests that the pay bill impact can range from 2-10%, with a national average of 3.5-5%. Future updates will be provided to Cabinet in time for 2007/8 budget process.

6. Risk and Opportunity Issues

This is an opportunity to both meet the requirements of a National Agreement and to develop a pay & reward framework that will enable the Council to recruit, retain and motivate employees to deliver the right services to the right levels to the people of Northampton. The risk of doing so is a significant cost to the pay bill above current provisions. Further there will be input required from key staff to ensure timely implementation.

The job evaluation scheme currently used is out of date, does not fully reflect equality issues and has decayed over time. It could therefore be open to challenge. Therefore the risk of not implementing the National Agreement is to incur potential Equal Pay Claims that in turn will have costs implications.

The risk of not using the National Joint Scheme would be to incur delays in gaining TU approval to one of the other Schemes.

There could be a risk that National Trade Union negotiating issues resulting from Tribunal cases elsewhere could impact on our ability to conclude negotiations with the Trade Unions.

7. Consultees (Internal and External)

Internal	Directors, Corporate Managers, and Trade Union colleagues have been consulted and are in agreement to the approach proposed.
External	The Regional Officers of Unison and GMB have been consulted.

8. Compliance Issues

A: How Proposals Deliver Priority Outcomes

Recovery Plan
Rewarding and motivating employees appropriately contributes to their ability to deliver the Recovery Plan.
Corporate Plan
Pay & Reward is a key objective of the HR Strategy within the Corporate Plan.

B: Other Implications

Other Strategies
The project will be resource intensive in terms of the management time required to complete I, and potentially detract from other priorities.

Finance Comments

£800,000 has been budgeted for 2007/8, however, the risk is that the cost could be higher. This will have an impact on the Medium Term Financial Strategy, and 2 review points have been built in (September and December) to reflect this. In addition there will be the need to claw back the additional resources above budget being spent on the project in 2006/2007.

Legal Comments

All employers are required to ensure that their pay and grading systems comply with The Equal Pay Act.

9. Background Papers

Title	Description	Source
Pay & Grading Review – Information for Improvement Board	Presentation and paper highlighting the key issues associated with this project.	Annie Tillson, 13th June 2006.
Joint National Agreement, 1997, 2004.	Detailed terms and implementation of the Agreements	'Green Book'
HR Strategy and Action Plan	Details the direction HR needs to take to deliver the Recovery Plan	Howard Crabtree, 2006

Name	Signature	Date	Ext.
Author	Annie Tillson	27th June 2006	Annie Tillson
Corporate Manager	Howard Crabtree	On leave	Howard Crabtree
Director	Clive Thomas	28th June 2006	Clive Thomas
Monitoring Officer or Deputy (Key decision only)	Francis Fernandes	30/6/6	7334
Section 151 Officer or Deputy (Key decision only)	Alison Betts	30/6/06	8718

NORTHAMPTON
BOROUGH COUNCIL

Name of Committee	CABINET
Directorate:	Citizens, Governance and Finance
Corporate Manager:	Thomas Hall
Date:	3rd July 2006

Report Title	Northampton Borough Council Anti-Social Behaviour Strategy 2006 - 2008

Key Decision	NO

1. Recommendations

Cabinet to approve the Northampton Borough Council Anti-Social Behaviour Strategy, subject to the incorporation of the words advised under 'legal implications'.

2. Summary

The purpose of this report is to present the Northampton Borough Council Anti-Social Behaviour Strategy, 2006-2008 for approval by Cabinet.

The strategy will be formally reviewed at two yearly intervals. However, there will be an ongoing process of reviewing and evaluating taking place. This will ensure that we take account of any changes in legislation and any binding court decisions. It also means that we can incorporate any 'best practice' that would further add to the effectiveness of the strategy. This ongoing monitoring process will be the responsibility of the Northampton Borough Council Crime & Disorder Team Leader, and will be undertaken in full consultation with partner agencies.

This strategy has been assessed and currently meets the requirements of the Equality Impact Assessment.

3. Report Background

The 2006-2008 Northampton Borough Council Anti-Social Behaviour strategy has been developed to reflect significant changes in legislation and the current partnership approach to dealing with incidents of anti-social behaviour in Northampton.

Prior to the Crime and Disorder Act 1998 anti-social behaviour and its associated issues were, predominantly, the responsibility of the police. Section 17 of the Act gave all local authorities a duty to consider crime and disorder implications in the exercise of all its functions.

The Anti-Social Behaviour Strategy has been written to clearly reflect and support the changes in legislation and also incorporates and embraces service developments achieved in the interim.

The strategy has been developed in collaboration with partner agencies and all council departments that have a part to play in delivering an effective service to the communities of Northampton in relation to anti-social behaviour issues. All have had the opportunity to inform and shape the structure and content of the final document.

Additionally account has been taken of other similar strategies both in the county and elsewhere and elements of 'best practice' have been incorporated where possible and appropriate.

The Government published its Respect Action Plan in early 2006 in order to deliver the Respect programme in a number of areas aimed at tackling the root causes of anti-social behaviour in our communities. The strategy is designed to fully address those areas identified for action.

It also supports the broader aims and values of the Northampton Community Safety Strategy 2005 – 2008 in seeking to: *'Provide and promote a safe environment for people who live, work or visit Northampton by reducing crime and the fear of crime and disorder'*.

Additionally the strategy addresses objective 1 of the Northampton Community Safety Strategy in tackling issues of anti-social behaviour within Northampton by utilising multi-agency task groups and incorporating initiatives including enforcement, prevention and education.

Finally the strategy is completely in line with the Local Area Agreement's safer and stronger community agenda and partnership working arrangements in sanctioning a joined up approach on community safety issues, particularly as relates to priority offending and tackling violence.

4. Options and Evaluation of Options

1. To approve the strategy as attached to this report.
   evaluation: the strategy is the product of extensive consultation. It is believed to represent good practice in this field and to address the areas identified for action in government guidance.

2. To reject the strategy in this form and seek to revise its objectives, focus, application or partnership provisions.
   evaluation: these elements have been derived collaboratively with key partners locally. To seek to revise them significantly or reject them would risk undermining the partnership approach.

5. Resource Implications (including Financial Implications)

The strategy and its implementation will not require additional Borough Council resources, although internal alignment of resources to meet strategic goals will need to be kept under review.

6. Risk and Opportunity Issues

The strategy seeks to:

- Prevent and deter incidents of anti-social behaviour
- Tackle the causes and deal with the consequences
- Take appropriate action against perpetrators
- Support victims and witnesses

An action plan has been developed and adopted in order to support the delivery of the objectives and forms part of the strategy.

7. Consultees (Internal and External)

Internal	Northampton Borough Council: • Housing Services • Street Scene and Property Maintenance • Regeneration & Growth • Communications • Environmental Services • Community Safety Leaders of the Council Community Safety Portfolio Holder Corporate Directors
External	Northamptonshire Police Northamptonshire Probation Service Northamptonshire Connexions Northamptonshire YOT

	Northamptonshire County Council:
	▪ Children and Families
	▪ Youth Service
	▪ U-Turn
	▪ Fire & Rescue Service

8. Compliance Issues

A: How Proposals Deliver Priority Outcomes

Recovery Plan
The Recovery Plan seeks to ensure that all our Citizen Focused Services are directly shaped by our customers, are convenient to them and that clear, timely and accurate two way communication takes place whilst continually improving our local and national reputation and profile.

Corporate Plan
A key element of the Corporate Plan is to work in partnership to reduce crime and disorder across Northampton making it a place where people would want to live, work, shop and visit. In order to achieve this, specifically, we will endeavour to: ▪ Target and reduce the number of people with ASBOs ▪ Support and develop local communities through CASPAR projects ▪ Continue to work with the police and other agencies to identify crime and disorder hotspots where CCTV can make a difference

B: Other Implications

Other Strategies
See 'Background Papers'.

Finance Comments
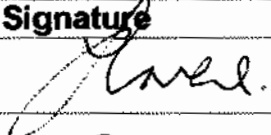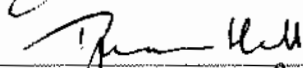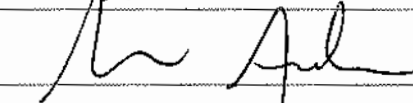
Legal Comments
It is suggested that words are added to the Strategy to say that statements of the law within the document are brief summaries and should be read as such and not taken as definitive. Neither is anything in the document to be read as restricting the Council's discretion to pursue any remedy or course of action it sees fit in any particular case.

9. Background Papers

Title	Description	Source
Crime & Disorder Act 1998	Act of Parliament	Government
Anti-Social Behaviour Act 2003	Act of Parliament	Government
Northampton Community Safety Strategy 2005 – 2006	Policy Document	NBC
Housing Management Service Nuisance and Anti-Social Behaviour Policy	Policy Document	NBC
Northamptonshire Anti-Social Behaviour Reduction Strategy (draft)	Policy Document	NCC
Northamptonshire Local Area Agreement	Countywide Multi agency Agreement	Partnership

Author: Lee Owens, Crime & Disorder Team Leader, Ext 8164

Name	Signature	Date	Ext.
Author	*[signature]*	26 6.06	8134
Corporate Manager	*[signature]* Hill	26/6/06	7593
Director	*[signature]*	26/6/06	7368
Monitoring Officer or Deputy (Key decision only)	N/a		
Section 151 Officer or Deputy (Key decision only)	N/a		

NORTHAMPTON BOROUGH COUNCIL ANTI-SOCIAL BEHAVIOUR STRATEGY

2006-2008

INDEX

ANTI SOCIAL BEHAVIOUR STRATEGY

**NORTHAMPTON BOROUGH COUNCIL
WORKING IN PARTNERSHIP WITH
NORTHAMPTONSHIRE POLICE AND NORTHAMPTONSHIRE COUNTY
COUNCIL**

2006-2008

INTRODUCTION

Historically, anti-social behaviour and its associated issues, were thought of as the responsibility of the police and in the past, Northampton Borough Council's role in tackling anti-social behaviour was relatively low profile.

The situation changed with the introduction of the Crime and Disorder Act 1998 that required all local authorities work in partnership with other relevant agencies in order to address problems of anti-social behaviour and so improve the quality of life for people living in, working in and visiting their area.

Anti-social behaviour and nuisance are the most frequently expressed complaints made to both Northampton Borough Council and Northamptonshire Police. Every agency forming Northampton's Community Safety Partnership is committed to implementing and enforcing an effective strategy to deal with these matters.

The primary objective of the NBC strategy was to address incidents of nuisance, harassment and anti-social behaviour on the council's housing estates. Taking account of the experience gained, the increased focus on the problem of anti-social behaviour and the emergence of the council's wider community leadership role, it is now also appropriate to extend the strategy to encompass anti-social behaviour in the community as a whole. This includes residential areas (irrespective of tenure), shopping, commercial and industrial areas and recreational facilities throughout the borough of Northampton.

This strategy reflects these changes and also embraces service developments achieved in the interim. It has also been written in support of the council's priority of **'working with partners to reduce crime and disorder across Northampton'** and in order that the council can fulfill its obligation under the Crime and Disorder Act 1998.

This strategy seeks to support the Northampton Community Safety Partnership Crime and Disorder Reduction Strategy, the council's Housing Management Service Nuisance and Anti-Social Behaviour Policy and the Northamptonshire County Council Community Safety Strategy.
This strategy has been developed in consultation with officers of Northampton Borough Council, Northamptonshire Police, Northamptonshire County Council and other partner agencies. It is intended that this strategy will be acknowledged and endorsed by all partner agencies.

An Action Plan of work being undertaken is attached and should be read in conjunction with this document.

LINKS TO THE COUNCIL'S CORPORATE OBJECTIVES

This strategy has strong links and is consistent with a number of the council's Corporate Policies, in particular: **'working in partnership with public, private, community and voluntary sector organizations to improve *the quality* of life for the people of Northampton'.**

Additionally, implementation of the strategy will help to achieve the council's vision of: **'working with and for the people of Northampton to build an increasingly prosperous, healthy, safe and attractive town of which we are all proud'.**

DEFINITION OF ANTI-SOCIAL BEHAVIOUR

For the purpose of this strategy, the definition of anti-social behaviour is consistent with that used in the Crime and Disorder Act 1998 and is as follows:

"behaviour which causes or is likely to cause harassment, alarm or distress to one or more persons not of the same household as the perpetrator"

It is intended that this definition will include incidents of nuisance, unreasonable and also petty and sub-criminal behaviour, which if allowed to continue unchecked, will have a major and adverse impact on the quality of life experienced by the victims.

OBJECTIVES OF THE STRATEGY

The strategy seeks to:

- Prevent or deter the incidence of anti-social behaviour

- Tackle the causes and deal with the consequences

- Take appropriate action against the perpetrators

- Support victims and witnesses

An Action Plan has been developed and is attached to this strategy.

FOCUS OF THE STRATEGY

The council recognises that in order to achieve the objectives of the strategy, it will need to work in partnership with the community as a whole. This includes tenants and residents and a range of other public, private and voluntary organisations, who have an interest in the prevention and resolution of problems associated with anti-social behaviour and have a role to play in helping to achieve this.

PRACTICAL APPLICATION

The council acknowledges that there is often no simple solution to the problem of anti-social behaviour. This strategy therefore includes a range of options, which may be pursued either individually or in combination, in order to achieve the desired outcome.

Wherever possible, the council wishes to see problems of anti-social behaviour resolved through agreement between individuals or groups concerned. In some cases the council and/or other agencies may be a party to any such agreement. The prime objective is to pursue a problem solving approach and therefore legal action will only be used if this offers the most appropriate and effective course of action.

Reaching a decision on the option(s) to be pursued in individual cases, is seen as critical to the successful implementation and practical application of the strategy. Factors, which will influence this decision, are likely to take account of the following:

- The views and circumstances of the victim

- The views of other partner agencies and stakeholders involved

- The facts of the case

- The seriousness (or potential seriousness) of the problem

- The impact, or potential impact, of the problem on the victim or the community

- The feasibility of the potential remedies and the powers available both to the council and partner agencies

- The impact of any action on risk management arrangements where the perpetrator is a serious offender

- The proportionality of the remedy in relation to the problem

- The likelihood of the remedy proving effective

- Legislative requirements and constraints

- The council's policies, corporate objectives and key aims

- The circumstances and (where appropriate) the views of the perpetrator

Wherever possible the council will consider appropriate ways of preventing (further) incidents of anti-social behaviour, subject to their feasibility, budget and other constraints.

WORKING WITH OTHER AGENCIES

An essential feature of this strategy is the emphasis on joint working. Close cooperation and involvement with a range of other local groups and organisations, in both the public and private sectors, is paramount in order to achieve the objectives. These agencies will include Northamptonshire Police, Northamptonshire Youth OffendingTeams, Northamptonshire County Council's Children and Young People's Service, Northamptonshire Probation Service, Northamptonshire Connexions, Crown Prosecution Service, Community Mental Health teams, registered social landlords, residents associations and other community groups.

In many instances, in order to pursue one (or more) of the available options, joint working will be an integral part of the approach taken. This joint working approach will be co-ordinated by the Northampton Anti-Social Behaviour Unit. As well as providing evidence and additional information, it is recognised that other agencies will often be able to play important roles in helping to solve problems, particularly by the use of specialist skills and/or resources or powers at their disposal. This approach to anti-social behaviour issues will become routine.

However, where several agencies are closely involved, or the problem is of a very serious nature (either specific to an individual, or to a location) a multi-agency approach involving all those with an interest will be pursued. In order to achieve this, dedicated groups will be convened by the ASBU to include representatives from all relevant agencies in order to:

- Consider the nature and extent of the problem and the views and interests of the agencies and stakeholders concerned

- Agree objective(s)

- Evaluate options

- Decide on the course(s) of action to be followed and the part each agency will play in achieving the objective(s)

- Develop Action Plans

- Agree a mechanism and timetable for review

Whilst it is envisaged that this approach is likely to be utilised only very occasionally, it is seen as essential to have procedures in place which can be used to respond quickly to significant problems of anti-social behaviour as and when they occur, irrespective of their location. It is considered that this mechanism would also be used as a prelude to seeking Anti-Social Behaviour Orders (as detailed later in this strategy) but this would not preclude any other appropriate action(s) from being pursued.

Co-ordination and monitoring will be critical to the success and effectiveness of this multi-agency approach. It is recommended that this role (and also that of coordinating action on potential Anti-Social Behaviour Orders) be performed by staff from the Northampton Anti-Social Behaviour Unit. This will

ensure that an effective and consistent approach is taken in these very serious but fortunately rare cases.

NORTHAMPTON ANTI-SOCIAL BEHAVIOUR UNIT

The Northampton Anti-Social Behaviour Unit (ASBU) was re-launched in February 2005. The unit comprises staff from Northampton Borough Council and Northamptonshire Police and has close working links to U-Turn.

The ASBU works in partnership with all relevant agencies and other council departments, with a particularly close relationship with Northampton Borough Council housing services.

The priorities of the ASBU are to coordinate and monitor local agency approaches and methods of dealing with anti-social behaviour. Various methods are available to be utilised, including warning letters, intervention work by U-Turn or the Youth Service and others that are shown in more detail later in this strategy.

Working protocols have been developed, in consultation with our partner agencies and other council departments where appropriate, in order to ensure a consistent approach is maintained.

The ASBU is able to take referrals of named individual persons who are engaged in committing acts of anti-social behaviour in order to co-ordinate a multi-agency response in dealing with them, including case building for court.

Referrals can be from a number of sources including police officers, PCSOs, council housing officers, neighbourhood wardens, environmental health officers and registered social landlords (RSLs). A standard referral form has been developed for this purpose.

All referrals are discussed weekly within the ASBU and final decisions on action to be taken are reached after discussion with partners at the monthly Northampton Anti-Social Behaviour Action Group (NASBAG) meetings.

The ASBU will provide monthly updates on actions being taken by the unit and other agencies in respect of anti-social behaviour issues which will be circulated to all relevant persons both within the council and partner agencies.

INFORMATION DISCLOSURE

Organisations involved in providing services to the public have a legal responsibility to ensure that their use of personal information is purposeful, fair, lawful and properly managed. Individual's rights and privacy need to be respected to maintain trust and a balance needs to be reached between the need to share information to provide a quality service and the protection of confidentiality.

As a consequence a Data Exchange Agreement (DEA) has been drawn up between the Northampton Anti-Social Behaviour Unit and its partner agencies

enabling the lawful exchange of personal information on both perpetrators and victims of anti-social behaviour to routinely take place.

SUPPORT FOR VICTIMS AND WITNESSES

The need to provide support to victims and witnesses of anti-social behaviour is seen as an important feature of this strategy. The council, and in particular the ASBU, has established good links with Northamptonshire Victim Support which is prepared to accept direct referrals of victims and witnesses from the ASBU. Additionally the Witness Support Service will provide specialist support to witnesses who need to attend court to give evidence in cases of anti-social behaviour.

The ASBU is committed to the support of all victims and witnesses of cases of anti-social behaviour and case managers will make regular contact with them to provide information, advice and support. The ASBU will also make provision for panic alarms, mobile telephones or covert cameras to be available where appropriate. A 'Witness Support Protocol' has been drawn up in support of this commitment to victims and witnesses.

Northampton Borough Council and the ASBU will continue to work with other stakeholders to develop and implement procedures to ensure that adequate measures are in place to provide practical support to victims of anti-social behaviour. The work will be undertaken on both an individual case basis to respond to specific needs and also at a strategic level. It is envisaged that in many cases, existing arrangements and resources will be used in this process.

OPTIONS AVAILABLE

The options available to resolve problems of anti-social behaviour are detailed below. It is important to appreciate that these may be used in a variety of ways, either singly or collectively, rather than representing a step by step guide or an incremental approach. It is essential that each case be dealt with on an individual basis. This is in order to resolve problems in the most appropriate way whilst having due regard to the specific circumstances, rather than adopting a blanket approach.

The council recognises that in certain cases it will not be appropriate to take action (or at least the action requested), for example where there are opposing views and conflicting evidence, or where to do so would adversely affect risk management arrangements. In these and in other cases, in addition to the options described, information will be given about how to obtain advice on the possibility of complainants taking their own legal action if they choose to do so.

1. Housing Enforcement of Tenancy Conditions *(to be read in conjunction with the NBC Housing Management Services Nuisance and Anti-Social Behaviour Policy).*

This option applies to action taken by the council to enforce its own tenancy conditions and also action by other registered social landlords (RSL's).

In all instances, where perpetrators of anti-social behaviour are identified, housing officers will forward details to the Northampton Anti-Social Behaviour Unit which will record the information and, in consultation with our partners, consider taking additional action where appropriate.

Where legal action is being considered by a landlord in order to enforce tenancy conditions, good quality evidence is essential. This evidence can be from other residents, housing officers, other agencies such as the police, video and still photography and in exceptional circumstances professional witnesses can be used.

Where action by other landlords under their tenancy conditions is necessary, council officers will involve and liaise with the landlords concerned as appropriate, in order to enlist their help and support in tackling the problem.

Re-possession by the council of dwellings within its ownership will only be considered where:

*   All other options have failed or are inappropriate AND

*   There have been sustained and very serious breaches of tenancy, or instances of violence, threats of violence, racial or other forms of harassment or severe damage to property.

2. Police Action

Northamptonshire Police will record as incidents all reports of anti-social behaviour and nuisance that are made to them. Many of the incidents that the police are called to will not be criminal in nature, but may adversely affect residents' quality of life.

In all instances where perpetrators of anti-social behaviour are identified, police officers will forward details to the Northampton Anti-Social Behaviour Unit which will record the information and, in consultation with other partners, consider taking action where appropriate. In relation to juvenile perpetrators (17 years and under) the ASBU will make contact with the young person's parents or carers to inform them of their involvement in any incidents that have come to police attention and advise them of potential future actions that could be taken against their child (e.g. ABC or ASBO).

Details of persons who repeatedly come to the attention of the police in connection with anti-social behaviour or nuisance are shared with the ASBU in order that joint action may be considered to deal with their actions. This is particularly useful when any of the parties involved are council tenants.

The police will also take the lead on making applications to the courts for Crack House Closures and for implementing Dispersal Orders, but these will be done in consultation with the council and with the active participation of the ASBU.

3. Environmental Health Action

The council has a duty to investigate complaints of statutory nuisances such as noise, smells, fumes or unhealthy conditions and to take the appropriate enforcement action if a nuisance is established. The remedy for this is to serve notice and if the problem continues, prosecution in the Magistrates Court. Officers must also witness a significant nuisance or be able to demonstrate credible evidence, before action is possible.

In all instances where perpetrators of anti-social behaviour are identified, environmental officers will forward details to the Northampton ASBU which will record the information and, in consultation with partners, consider taking additional action where appropriate.

Evidence collection may include the use of noise monitoring equipment and the deployment of a duty officer on an out of office hours emergency rota. It is also essential that occupiers log details of evidence and they are prepared to appear in court as witnesses, in order to prove that someone is actually suffering nuisance.

Direct action to seize noise making equipment or to silence alarms may also be taken in appropriate cases. Exercise of these powers frequently relies on the cooperation and/or support of other agencies, in particular the police and the Magistrates Courts in granting warrants.

4. Injunctions

Injunctions are a remedy, that are available to the council, other landlords in the public and private sectors, businesses and private citizens.

In essence, an injunction is a Court Order that requires the person(s) named either to do, or refrain from doing, certain specified acts. Failure to comply with an injunction can result in a fine and sometimes imprisonment

Injunctions are particularly appropriate where:

- Swift action is required

- Eviction and other remedies are not appropriate

- Sustained and serious problems have occurred

The use of injunctions will be considered by the council where the authority has a landlord or other interest, where specific and serious problems are experienced and other options have either failed or are not appropriate.

In situations where the council is the landlord and where there has been the use or threat of violence, the council may request that the court attach a power of arrest to the injunction, giving the police the power to arrest persons who are suspected of breaching its terms.

The use of injunctions as a remedy will also be considered where necessary and appropriate, to respond to instances of harassment or intimidation of council staff, members or agents of the borough council.

5. Protection from Harassment Act 1997

Northamptonshire Police, where necessary, have recourse to use the 'Harassment Act' which allows for officers to arrest and interview offenders who "pursue a course of conduct, which amounts to harassment of another party".

This law was originally designed to tackle "stalkers" but has been successfully used in Northampton to deal with nuisance repeatedly directed at individual tenants and to deal with youths who have caused nuisance to such a degree that it has seriously affected the quality of life of Northampton residents.

Following conviction a restraining order can be applied for by the police restricting an offender's future behaviour.

6. Anti Social Behaviour Orders (ASBOs)

Anti Social Behaviour Orders or ASBOs were introduced in the Crime and Disorder Act and came into force on 1st April 1999. They are designed to tackle persistent and serious anti-social behaviour in communities, ranging from patterns of behaviour by unruly youths to serious harassment. They are Civil Orders that are preventative and can prohibit individual(s) from continuing to act in an anti-social manner.

Before an ASBO can be applied for, the police, local authority and other statutory and voluntary organisations must consult in each case, in order to consider whether it is appropriate to make an application.

ASBOs can only be applied for by either the police or local authority and once in place will last for a minimum period of two years. Application is to the Magistrates Court and the civil burden of proof applies. However it is still imperative to have good quality evidence and/or witnesses who can identify the perpetrators. A breach of the terms of an ASBO constitutes a criminal offence, carrying a penalty on conviction of imprisonment (not exceeding five years), or a fine, or both.

The council will continue to work closely with the police and other relevant agencies wherever individual cases of possible ASBOs are being considered. Protocols to achieve this have been developed and implemented as part of this strategy.

7. Anti-Social Behaviour Orders on Conviction (CRASBOs)

The Anti-Social Behaviour Act 2003 makes provision for ASBOs to be applied for on conviction for a substantive offence where anti-social behaviour was evident in the commission of the offences for which the offender is on trial.

This application can be made at both the Magistrates and the Crown Courts. If, however, the offender is acquitted of all charges the CRASBO cannot be applied for at that hearing.

The grounds for the application need to be explained to the court and must be relevant to the offence(s) charged. The conditions requested must reflect this

and correspond directly to the grounds, which can include previous convictions of the offender.

Because of the direct link to the criminal trial prosecution lawyers from the Crown Prosecution Service will deal with the CRASBO application in court. A protocol between the CPS, the police and Northampton Borough Council is being developed to take account of this.

8. Acceptable Behaviour Contracts (ABCs)

An Acceptable Behaviour Contract (ABC) is seen as a useful and practical alternative to ASBOs, as another means of controlling and responding to instances of anti-social behaviour. ABCs have the advantage that they can be implemented very quickly and, in the case of juveniles, can also seek to actively engage the youth's parents in the process, in order to act as an additional deterrent to help prevent further instances of anti-social behaviour.

ABCs have no legal basis in law and there are no sanctions available should any individual decline to sign up to one. However should this be the case or should anyone break any of the conditions of an ABC, this can be used as evidence in any future application for an ASBO.

All ABCs should be drawn up in agreement and in consultation with the ASBU which will be able to provide advice and guidance on the prohibitions. The ASBU will, in most circumstances, also be involved in the signing and service of the ABC on the recipient.

Whilst the signing of an ABC will be entirely voluntary, a refusal to sign will be an important indication of the youth's future intentions, particularly as the terms of the agreement will include an undertaking not to carry out specified anti-social acts in future.

It is expected that an ABC will last for six months in most cases, with a review taking place after three months.

9. Environmental Improvements

In some cases it may be possible to deter anti-social behaviour or reduce the likelihood of it occurring by altering or improving aspects of the physical environment. In particular this approach may be appropriate where problems occur in neighbourhood and town centre shopping areas, recreational, housing and other locations where the council has an interest.

Examples of this are changes to the features of communal or landscaped areas, closing off alleyways, the use of vandal resistant materials or components and the installation of door entry systems and CCTV and the introduction of traffic calming measures.

The council will consult with other landlords, business interests, stakeholders and residents as appropriate to identify and implement practical solutions to such problems where it is feasible and cost effective to do so and there is a likelihood of these measures proving effective.

10. Community Development

Where problems develop which could have wider community implications, the council will consult with the local community and other stakeholders to consider how these might be overcome. Identification of these issues is key to a swift resolution, and there is a need to work closely with our partners and recognise emerging patterns of anti-social behaviour at an early stage.

The council will seek to co-ordinate and manage this process through its community development and/or housing management staff as appropriate.

11. Community Involvement

Whilst action by the statutory and voluntary agencies will play a major part in controlling and preventing instances of anti-social behaviour, communities, victims and witnesses also have a critical role to play by:

- Not accepting or tolerating anti-social behaviour

- Personally challenging and confronting instances of ant-social behaviour where it is appropriate to do so. In particular the council recognises that many instances of anti-social and unacceptable behaviour can be dealt with quickly and effectively by informal agreement between the parties concerned

- Reporting instances of anti-social behaviour which remain unresolved to the council, the police and other relevant agencies

- Observing and recording full details of all incidents of anti-social behaviour and supplying this information to the agencies concerned

- Making statements and appearing in court to give evidence if and when required

It has to be appreciated that frequently it will not be possible for the council, the police and other agencies to pursue and sustain effective action without the involvement, support and co-operation of individuals or groups within the local community.

12. Neighbourhood Wardens

The council has appointed a number of 'accredited' neighbourhood wardens to cover various wards in the borough. The wardens work closely with the local community helping to reduce crime and the fear of crime. The wardens also identify and report instances of anti-social behaviour and other problems to the appropriate agencies, enabling them to respond quickly and effectively.

The wardens help to deal with the results of certain anti-social behaviour at an early stage, such as removing graffiti and broken glass and are the "eyes and ears" of local agencies on the ground. It is anticipated that they will play a significant role in helping to deter and discourage incidents of anti-social behaviour occurring in the Borough of Northampton.

The neighbourhood wardens also help to encourage communities to accept

responsibility for the areas in which they live and to take pride in the maintenance and improvement of those areas.

13. Introductory Tenancies

The implementation of Introductory Tenancies came into being in April 2005. This applies to all new council tenants other than those who move via transfers and mutual exchanges. The use of introductory tenancies makes it easier for the council to recover possession, where serious instances of anti-social behaviour and other major breaches of tenancy occur within the first year of tenancy. Introductory tenancies also provide a positive message to both new and existing tenants that anti-social behaviour will not be tolerated.

MEASUREMENT OF THE PROBLEM

The council, the police and other agencies already record cases of anti-social behaviour in a variety of ways for their own monitoring and management purposes. It is recognised that many of these cases will be duplicated (i.e. reported by several different people and/or reported to more than one agency). It is not considered feasible or necessary to attempt to reconcile or amalgamate these systems.

However, in order to monitor and measure the effectiveness of the strategy relevant agencies will be requested to provide details of incidents of anti-social behaviour reported to them. Data will be kept by the Anti-Social Behaviour Unit to record the number of occasions when a multi-agency approach is pursued, the outcomes and whether the action taken has been successful in resolving the problem.

This data will also include the number of ABCs signed, the number of ASBOs and CRASBOs obtained, the number of Youth Dispersal Orders, the number of crack house closures and any other action taken in respect of anti-social behaviour. The data collected will enable the effectiveness of the multi-agency approach and specific strategic options to be evaluated and reviewed.

The ASBU will also monitor all cases of anti-social behaviour that are referred to them and provide information on the effectiveness or otherwise of action taken.

The ultimate aim of the council's strategy is to **'improve the quality of life for the people of Northampton'** by working in partnership to reduce anti-social behaviour. In addition to the actions taken, the success or otherwise of the council, in this regard, will be measured by a reduction in the number of reported anti-social behaviour incidents.

REVIEW OF THE STRATEGY

This strategy will be reviewed at two yearly intervals, or in the light of significant changes in legislation or best practice, whichever occurs first. The review process will include consultation with partner agencies and other major stakeholders.

CONSULTATION WITH STAKEHOLDERS AND OTHER AGENCIES

Consultation will be undertaken concerning the provisions of the strategy as follows:

- Community Safety Information Sharing Group (NBC)

- With partner organisations and other major stakeholders.

- With Overview & Scrutiny

- With the Northampton Community Safety Partnership

The strategy will be revised and updated as necessary in the light of comments received.

PUBLICITY

It is intended that the introduction of the strategy will be publicised via:

- A press release

- An article in Housing Matters

- The provision of copies to partner agencies and other major stakeholders

- Northampton Borough Council Website

- Northampton Now

- Publication of specific cases through media releases

DOCUMENTATION

Copies of the policies and protocols referred to in this strategy can be obtained, upon request, from the Northampton Anti-Social Behaviour Unit.

KEY CONTACTS

Northampton Anti-Social Behaviour Unit
Cliftonville House
Bedford Road
Northampton
NN4 7NR

Crime & Disorder Team Leader: Lee Owens
Case Managers: Nicky Trafford
                        Nuala Faulder
                        Rodger Partington
                        Steve Gilbert (seconded police officer)

Telephone: 01604 838163   Fax: 01604 838143
E-mail: asbu@nothampton.gov.uk

ABBREVIATIONS USED IN DOCUMENT

ABC	Acceptable Behaviour Contract
ASBO	Anti-Social Behaviour Order
ASBU	Northampton Anti-Social Behaviour Unit
CCTV	Close Circuit TeleVision
CPS	Crown Prosecution Service
CRASBO	Anti-Social Behaviour Order linked to a Criminal Conviction
DEA	Data Exchange Agreement
NASBAG	Northampton Anti-Social Behaviour Action Group
NBC	Northampton Borough Council
PCSO	Police Community Support Officer
RSL	Registered Social Landlord
SLA	Service Level Agreement

ANTI-SOCIAL BEHAVIOUR STRATEGY

ACTION PLAN

Objective	Actions	Lead	Timescale	Measurements
1. To identify anti-social behaviour "hot spots" and take positive remedial action	1. Maintain close liaison with partners 2. Collate all anti social behaviour data 3. Convene case conference when appropriate 4. Make best use of all available legislation	Northampton ASBU	Ongoing	No. of "hot spots" identified No. of case conferences called No. of case referrals as a result
2. To actively identify potential "problem" individuals for intervention	1. Maintain close liaison with partners 2. Collate all relevant complaints, information and intelligence 3. Utilise all available resources to provide the most appropriate intervention	Northampton ASBU	Ongoing	No. of "problem" individuals identified No. of case referrals as a result
3. To Develop a CRASBO Protocol with the Crown Prosecution Service	1. Work in partnership 2. Utilise all available information 3. Ensure use of "Best Practice"	Northampton ASBU/CPS	Completion by May 2006	Agreed protocol accepted by all relevant agencies
4. To provide relevant training for partners and other NBC departments	1. Develop an anti-social behaviour training package 2. Identify agencies/departments requiring training 3. Training delivered by Anti Social Behaviour Unit Staff	Northampton ASBU	Training package by May 2006 and ongoing	Completion of anti-social behaviour training package No. of agencies/departments identified as requiring training No. of training inputs given
5. To work closely with our partners, utilising existing working protocols, to deal effectively with anti-social behaviour issues	1. Hold regular NASBAG meetings 2. Establish working protocols 3. Encourage a high standard of referrals 4. Utilise legal services at every opportunity 5. Make best use of intervention work	Northampton ASBU	Ongoing	No. of NASBAG meetings held No. of case referrals No. of liaisons with legal/CPS No. of cases taken to Court

Objectives	Actions	Lead	Timescale	Measurement
6. To develop an intervention programme for families at risk of anti-social behaviour requiring a higher level of intervention	1. Produce an agreed framework for intervention by U-Turn 2. Obtain sufficient funding to enable work to be done with 10 families in first year 3. Northampton ASBU to identify families 4. Implement programme 5. Monitor and evaluate after 12 months	Lee Owens/ Brian Bodsworth (U-Turn)	Implemented by May 2006 Evaluated by May 2007	Completion of framework Sufficient funding obtained No. of families identified
7. To provide adequate support to all victims and witnesses of anti-social behaviour cases	1. Develop witness/victim support procedures for ASBU 2. ASBU Case Manager to provide victim/witness with point of contact within five days of referral 3. ASBU Case Manager to maintain regular contact with victim/witness and keep updated on case progress 4. Consider referral to Northampton Victim Support on every occasion 5. Ensure other adequate support is provided	Northampton ASBU	April 2006 and ongoing	Completion of witness/victim support procedures No. of contacts with witness/victim No. of cases referred to victim support
8. To contract a mediation service as an alternative to legal action in neighbour disputes where anti-social behaviour is a potential outcome	1. Bid for funding made and response awaited 2. Agree service provider 3. Draw up SLA 4. Provide training for key employees 5. Put monitoring arrangements in place	Peter Haytack (Housing Services)	In place by June 2006	Sufficient funding obtained Completion of agreed SLA No. of persons trained No. of times mediation service used

NORTHAMPTON
BOROUGH COUNCIL

Name of Committee
CABINET
 	
Directorate: Finance, Governance &
Citizens
 	
Corporate Manager: Thomas Hall
 	
Date: 3 July 2006
	Neighbourhood Management
	(incorporating Neighbourhood
	Renewal)
	
	• Neighbourhood Management
	  principles for Northampton
	• Neighbourhood Management
	  areas
	• Deployment of resources
	• Implementation

Report Title	Neighbourhood Management for Northampton

Key Decision	YES

1.   Recommendations

That councillors;

    1.1 Agree the Neighbourhood Management principles for Northampton

    1.2 Agree that the Neighbourhood Management model for Northampton will be based upon the Local and Area Neighbourhood Approach (LANA).

    1.3 Agree the Neighbourhood Management areas as specified within the report

    1.4 Agree that NBC officers with the guidance of the Local Strategic Partnership (LSP) and the Safer Stronger Communities Board (SSCB) work with NCC, the police and other agencies to align and deploy known resources to target the identified Neighbourhood Management areas (incorporating the Neighbourhood renewal areas in the town).

    1.5 Note the outline implementation plan

2.   Summary

2.1   Neighbourhood Management as an approach to delivering local services across the town represents an opportunity to improve on what we do presently, to bring about a more collaborative and performance focused way of working with our partner agencies, and to give a more prominent role to local people.

2.2   It extends existing work with neighbourhood wardens and other locally-based resources, allowing the targeting of efforts on those communities with the

greatest needs. This links clearly with this Council's key priorities, particularly around tackling crime and the 'cleaner, safer, greener' agenda; regeneration; and involving local people in decision-making.

2.3 The proposed Neighbourhood Management model for Northampton is the Local and Area Neighbourhood Approach (LANA). This operates on two levels of (1) more intensively targeted 'Managed Areas' and (2) 'Co-ordinated Areas' for the rest of the town, depending on the levels of identified need, and is based upon some key principles and characteristics.

2.4 Whilst it is intended for NM areas to eventually cover the whole town, the initial roll out will see the focus on those parts incorporating Neighbourhood Renewal areas and as detailed in appendix 2.

2.5 The Borough Council, with the Police and Northamptonshire County Council have identified some key resources to deploy into the new NM `teams'. For The Borough Council these include Neighbourhood Wardens and Housing Officers.

3. **Report Background**

3.1 **Neighbourhood Management Principles**

3.1.1 Neighbourhood Management has been endorsed by this Council through the Northamptonshire Neighbourhood Renewal Strategy (appendix 1 summarises the history), to tackle deprivation in the town using a multi-agency approach.

3.1.2 Locally, Northampton has experience of successful CASPAR (Crime and Anti-Social behaviour PARtnership) projects in targeted parts of the town. Throughout the development of a local NM approach, partners have been keen to build on the existing and well understood CASPAR practice, but with a wider remit covering the whole range of deprivation.

3.1.3 Nationally, NM has been piloted in government Pathfinder areas. The evaluation has shown that local people feel a higher level of engagement and satisfaction with local service delivery, and services have been delivered in a more efficient and cost effective way.

3.1.4 Successful Neighbourhood Management is based upon some key principles and characteristics:
- Someone who's job it is – a neighbourhood manager /co-ordinator
- Must have community involvement
- Must be a partnership approach
- Must have a plan for the neighbourhood
- Must have the tools to do the job, effective delivery mechanisms
- 5-15,000 population (Pathfinder experience shows these numbers give critical mass – although only a guideline)
- Neighbourhood management can't do everything
- Start work on where it is possible to demonstrate impact – nationally this is cleaner, greener, safer (and housing) – clearer focus on smaller

number of issues, more obvious focus on service engagement
- Value in linking to schools, Children's Centres, and jobs or training
- Tackling Health inequalities – small scale and not mainstream

3.2   NM Model for Northampton

3.2.1   With the support of the Government Office of the East Midlands and a government advisor on Neighbourhood Management, the proposed model that is recommended for Northampton is the Local and Area Neighbourhood Approach (LANA). This approach was received positively by Councillors (from both Borough and County) who attended a workshop at the Guildhall on the 7th June 2006.

3.2.2   The LANA on which the Northampton model would be based is a proven approach for successfully tackling deprivation within predominantly urban areas. It has been piloted in Wolverhampton, and distinguishes between Management and Coordination approaches in neighbourhoods:

3.3   <u>Managed Areas</u>
3.3.1   Managed areas have high levels of deprivation and include several priority and borderline neighbourhoods that need an intensive approach involving local communities supporting them to influence and monitor service delivery, where there is major change required to reducing inequalities to the city 'average'.

3.3.2   Managed areas are to be supported by a neighbourhood management approach to joining up local services, developing agreements with service providers to jointly plan and deliver services differently. There will be responsibilities for delivering Neighbourhood Renewal Floor targets and developing strategies that respond to local neighbourhood and town-wide key targets.

3.4   <u>Co-ordinated Areas</u>
3.4.1   Co-ordinated areas in the main have less deprivation, no priority neighbourhoods and therefore no responsibilities for directly delivering on Neighbourhood Renewal Floor Targets, so a less intensive approach is needed. This is more of a community development approach to supporting local communities, local activists and Service Providers to work together to develop and deliver co-ordinated local partnerships. Such an approach will be expected to consider pockets of deprivation hidden within the wider neighbourhood.

3.5   This approach supports Northampton's ambition to roll out Neighbourhood approaches across the Borough, but also reflecting on the need to initially prioritise the most disadvantaged areas.

3.6   NM areas for Northampton

3.6.1   The maps provided at Appendix 2 outline the proposed areas for focus of activity for Neighbourhood Management in the Borough. These were

developed through thorough consideration by a multi-agency group of experts, and were considered and supported by councillors present at the meeting on 7th June 2006.

3.6.2 The initial focus of Neighbourhood Management will incorporate the identified Neighbourhood Renewal Areas. These areas have been grouped to form 6 Neighbourhood Management areas (not necessarily completely aligned to ward boundaries):
- Kingsheath and Spencer (plus Ryehill and small part of Duston)
- Castle (incorporating the Spring Boroughs funded SOA)
- St Davids (incorporating parts of Kingsthorpe)
- Eastfields / Headlands
- Briarhill / Far Cotton/Delapre (plus part of Camphill)
- Thorplands/Lumbertubs and parts of Bellinge

3.6.3 The areas are larger than neighbourhoods that communities would normally identify. A feature of the approach will be that there may be a greater emphasis on individual neighbourhoods or estates where peaks of deprivation are most acute.

3.7 Governance

3.7.1 Clear and demonstrable governance arrangements need to be in place so that accountability and performance can be monitored. With the clear emphasis in both elements of the LANA on local people, there is a positive and demonstrable leadership role for Councillors in both the Managed and Co-ordinated approaches.

3.7.2 Further work is required to formally define the nature of the approach undertaken in all of the 6 areas. Each area will need to determine it's own management structure and as such there will be a rolling programme of local negotiation to determine democratic involvement and community engagement in each Neighbourhood Management Area.

3.7.3 However, the experience and method developed within the CASPAR programmes, and the good practice of existing networks such as Workers Forums and Local Alchemy groups will be looked at to be built upon rather than duplicated or usurped.

3.7.4 The review of Area Partnerships currently underway within NBC will be able to address the issues of local governance that NM raise. There may be anomalies within current Area partnership boundaries to be considered.

4. Options and Evaluation of Options

4.1 The first option is to proceed as outlined in this report.
Evaluation: this approach is based on evaluated good practice from the Government's 'pathfinders' and has been supported by stakeholders locally.

4.2 The second would follow the initial proposal developed from the NRS and subsequently through Northampton. This suggested that additional effectiveness could be secured through a split of the target areas in Northampton into two areas East and West.
Evaluation: Subsequent consultation revealed that these areas were too large to be recognised as neighbourhoods by local residents and the proposed governance structures duplicated and added complication to existing neighbourhood engagement forums.

4.3 The approach proposed in this report has been supported through the consultation process, and is recommended for acceptance.

5. Resource Implications (including Financial Implications)

5.1 The team for each area will include a Neighbourhood Manager, Community Development support, Neighbourhood Warden and police Safer Community Team. Resources for the management of the areas will come from the alignment of resources from NCC, NBC and the Police, plus additional resources which may be identified in the future not only from these organisations, but others within the LSP.

5.2 Northampton Borough Council will initially contribute:
- 2 Neighbourhood co-ordinators
- 1 Community Development officer
- Neighbourhood Wardens
- Housing Officers
- I Neighbourhood Project Manager (co-ordinator for Neighbour Element funded area)

Plus support in the activities of:
- Monitoring and evaluation
- Accountable Body co-ordination

These resources will be made available through the realignment of existing resources, deployed under new working arrangements. **They do not represent growth or additional funding.**

5.3 Subject to approval it is understood that Northamptonshire County Council is committing resources to provide:-
- A Senior Neighbourhood Co-ordinator
- 1 Neighbourhood co-ordinator
- community Regeneration officers

5.4 It is also understood that Northamptonshire Police are realigning some of their resources to be co-terminus with the NM areas:

- At least 1 Safer Community teams in each NM area as a priority
- Neighbourhood Co-ordinator in 1 area

5.5   The Primary Care Trust are considering whether they can apply resources directly to this model.

6.   Risk and Opportunity Issues

Risk of not embedding new working methods and culture rapidly, which could cause lack of co-ordination and hence less effective attention to local problems, has been identified within the Citizen Engagement departmental risk register, as has the broader but similar issue of effective engagement with the Local Strategic Partnership. To mitigate these risks, performance management arrangements at both Borough Council level and within the LAA are being strengthened.

Neighbourhood Management provides a real opportunity to tackle local problems and improve communities' quality of life through targeted and integrated action, with the communities at the heart of decision-making.

7.   Consultees (Internal and External)

Internal	In addition to the consultation that was held in the development of the County wide Neighbourhood Renewal Strategy and the Local Area Agreement the following Northampton specific consultation has been held: - Member's seminars. 2 members seminars have been held. An initial seminar was held in September '05 with members whose areas have been identified as NR areas. A second seminar to discuss Neighbourhood Management was held on 7th June '06 to which all elected members (Borough and County) of Northampton were invited Proposals discussed with managers from Citizen Engagement, Planning, Regeneration and Housing.
External	In addition to the consultation that was held in the development of the County wide Neighbourhood Renewal Strategy and the Local Area Agreement the following Northampton specific consultation has been held: - Resident consultation. Consultation was held with representatives from residents groups from NR areas and local members in October and November '05. Northampton Area Committee. A paper outlining NR in Northampton and proposals for Neighbourhood Management was

taken to Northampton Area Committee on the 1st November 05.

Multi-agency consultation was held on the 26th May '06. Partners met to determine how best to determine the area split with specific consideration of co-ordinate service delivery.

NCC Cabinet – July 10th A report outlining the current proposal for Neighbourhood Management arrangement will be presented to the cabinet

Northamptonshire Police considered the current proposals at a meeting of the Chief Officers Group.

LSP-Northampton LSP has responsibility for driving this multi agency approach for the delivery of the Neighbourhood Renewal Action Plan. Regular reports are taken to the Board.

8.   Compliance Issues

A: How Proposals Deliver Priority Outcomes

Recovery Plan

Neighbourhood Warden service: the effectiveness of wardens should be increased through the multi-agency team approach.

Citizen Engagement: involvement of communities in local service improvement and decision-making is at the heart of neighbourhood management.

Corporate Plan

From the draft Corporate Plan 2006-7:

Listen to local people and provide the services they need – neighbourhood management is designed to put local people at the centre of identifying and resolving issues in their neighbourhoods.

Invest in the regeneration of the town – neighbourhood management will be a principal vehicle for neighbourhood renewal.

Making Northampton a cleaner, safer and greener place to live – research shows that neighbourhood management is particularly effective at tackling these issues. Specific Safer, Cleaner, Greener Fund money is being made available through neighbourhood management in part of the town.

B: Other Implications

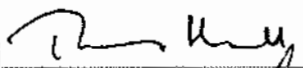| Other Strategies |
|---|
| Neighbourhood Management is an essential element of the Northamptonshire Local Area Agreement, and is expected to be one of the vehicles for delivering its outcomes. |

Finance Comments
Initial discussions with the Community Development Manager have indicated that no additional resources will be required to enable the delivery of Neighbourhood Management as described within this report. This will be achieved via the reprioritisation of existing Council resources. Finance request that a resources plan be provided to Finance for verification to ensure that the existing resources that are to be utilised to achieve Neighbourhood Management are sufficient and that this will have no detrimental impact on the budgets or service delivery of other services within the Council.

Legal Comments
None

9. Background Papers

Title	Description	Source
Northamptonshire Neighbourhood Renewal Strategy	High-level strategy and principles for evolving neighbourhood renewal in the county	NBC Community Development; NCC

Authors: **Thomas Hall, Corporate Manager, ext. 7593**
            Sean Silver, Community Development Manager, ext. 8530

Name	Signature	Date	Ext.
Author		23/6/06	8530
Corporate Manager		23/6/06	7593
Director		23/6/06	7368
Monitoring Officer or Deputy (Key decision only)		23/6/06	7335
Section 151 Officer or Deputy (Key decision only)			

Appendix 1

History of Neighbourhood Management and Renewal in Northampton

In 2003, in a report the Executive agreed the principle of multi agency work focused in localities with the objective of tackling deprivation in Northampton. Subsequently, the Borough Council signed up to the principles of the Northamptonshire Neighbourhood Renewal Strategy, and began to develop a focused strategy for Northampton (the Northampton element of the wider strategy).

Northampton Borough Council endorsed the Northamptonshire Neighbourhood Renewal Strategy (NRS) as an element of the Local Area Agreement (LAA). A report to Cabinet in January 2006 provided further details of the funded activity on the Spring Boroughs Super Output Area. The Northamptonshire NRS follows the National NRS ambition that "within 10 to 20 years, no-one should be seriously disadvantaged by where they live".

An NRS for Northampton has been drafted, and this identifies 23 Super Output Areas (SOAs) in Northampton that fall within the 20% most disadvantaged in the country (Index of Multiple Deprivation 2004). These SOAs were also identified by the NRS as areas of focus. Additionally, Northampton has secured Safer Stronger Communities funding under both the Neighbourhood and the Cleaner Safer Greener element on the basis of one Super output Area in Castle ward falling within the 3% most disadvantaged within the country .

The Local Area Agreement (LAA) supported by Northampton Borough Council was agreed in March 2006, and this incorporates the multi agency approach to tackling deprivation as detailed within the NRS. It further develops this way of working together into the principle of Neighbourhood Management (NM). The LAA commits the Borough and the County to the implementation of neighbourhood renewal approaches. The final and approved version of the agreement commenting *This builds upon approaches being developed in Corby and Northampton, the latter related to recently awarded Neighbourhood and Cleaner, Safer Greener Elements funding, and will accelerate these localities in addition to developing other target neighbourhoods.* The LAA also outlines clear targets for the county in terms of developing Neighbourhood Renewal action plans and partnerships, the target areas within Northampton are reflected in these targets for 2006/07.

Appendix 2

The attached map shows the proposed Neighbourhood Management Areas.

These are:
- Kingsheath and Spencer (plus Ryehill and small part of Duston)
- Castle (incorporating the Spring Boroughs funded SOA)
- St Davids (incorporating parts of Kingsthorpe)
- Eastfields / Headlands
- Briarhill / Far Cotton/Delapre (plus part of Camphill)
- Thorplands/Lumbertubs and parts of Bellinge

and are outlined in green.

The yellow areas bounded by purple lines are the areas identified in the neighbourhood renewal strategy, based on the most deprived Super Output Areas.
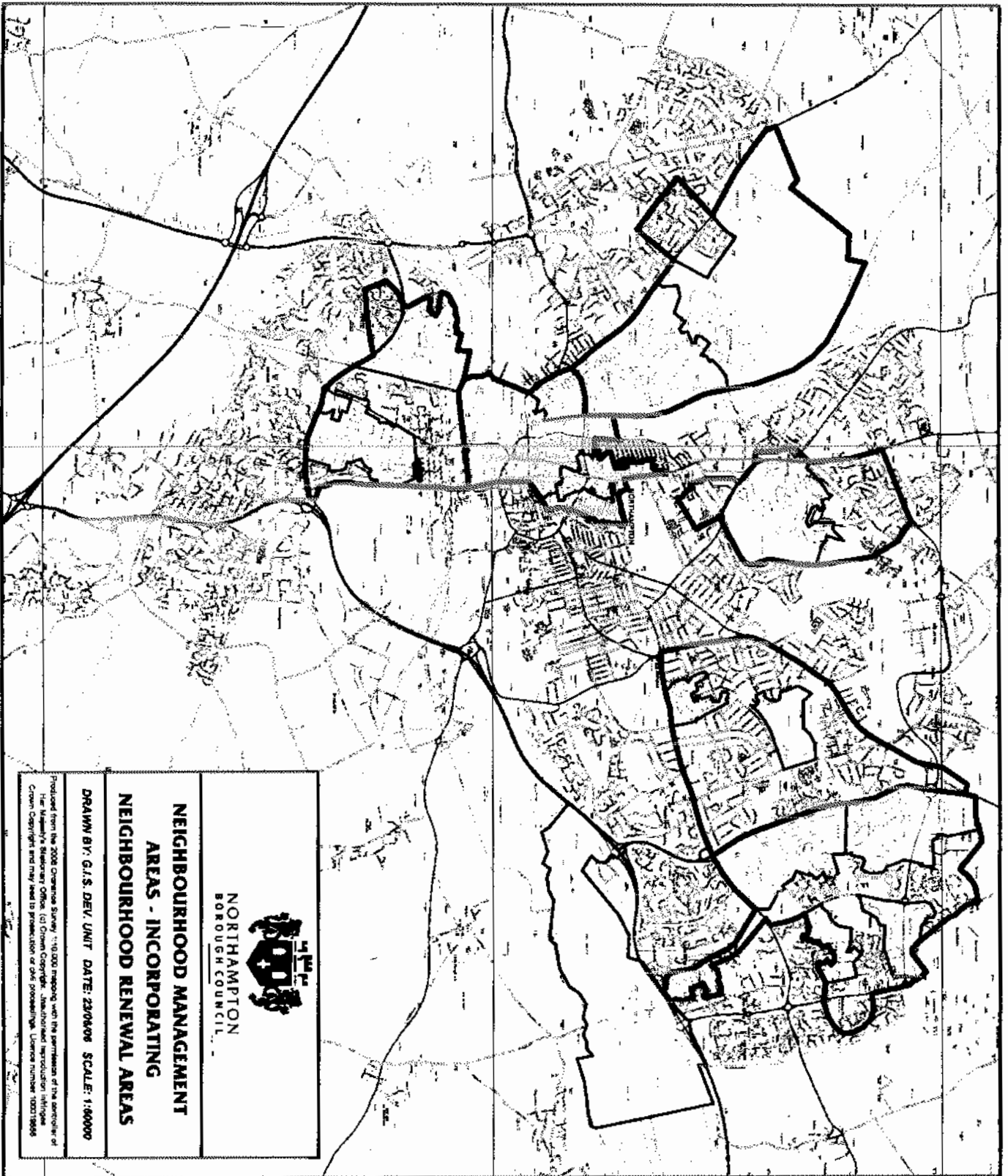
NEIGHBOURHOOD MANAGEMENT
AREAS - INCORPORATING
NEIGHBOURHOOD RENEWAL AREAS

NORTHAMPTON
BOROUGH COUNCIL

DRAWN BY: G.I.S. DEV. UNIT   DATE: 23/06/06   SCALE: 1:60000

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