

## **NORTHAMPTON BOROUGH COUNCIL**

### **CABINET**

Your attendance is requested at a meeting to be held at the Jeffery Room on Tuesday, 19 December 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. MOTIONS FROM COUNCIL

Mayorhold Car Park

"This Council requests Cabinet to consider that the Mayorhold Car Park be kept open 24 hours a day with immediate effect in order to meet the needs of the public visiting and utilising town centre night time facilities."

6. ISSUES ARISING FROM OVERVIEW AND SCRUTINY COMMITTEES

None

- |      |     |   |                          |
|------|-----|---|--------------------------|
| .K.. | 7.  | DELAPRE PARK BUND (CPFSP)<br>Report of Corporate Manager, Finance and Asset Management (copy herewith)                  | S.<br>McFadyen<br>x 8177 |
| .... | 8.  | DELAPRE ABBEY CONSERVATION PLAN (LE)<br>Report of Corporate Manager, Finance and Asset Management (copy herewith)       | D. Fletcher<br>x 8763    |
| .K.. | 9.  | REGENERATION SCHEME (EI)<br>Report of Corporate Manager, Regeneration, Growth and Community Development (copy herewith) | C.<br>Cavanagh<br>x 8461 |
| .K.. | 10. | BUDGET MONITORING 2006/07 (CPFSP)<br>Report of Director, Governance, Resources and Improvement (copy herewith)          | I.<br>Thompson<br>x 8339 |
| .K.. | 11. | BUDGET 2007/08- 2009/10 (CPFSP)<br>Report of Corporate Manager, Finance and Asset Management (copy herewith)            | I.<br>Thompson<br>x 8339 |
| .... | 12. | FUTURE SERVICES FOR YOUNG PEOPLE (CPFSP)  | T. Hall                  |

- |         |   |                       |
|---------|---|-----------------------|
|         | Report of Corporate Manager, Community Safety, Leisure and Town Centre Operations (copy herewith)                                   | x 7593                |
| . . . . | 13. PETITION TO EXTEND UPTON PARISH BOUNDARY (CEDS)<br>Report of Solicitor to the Council (copy herewith)                           | J. Inch<br>x 7335     |
|         | 14. UPTON BUS SERVICE (EI)<br>Report of Solicitor to the Council (copy to follow)   | D. Bibey<br>x 8058    |
| .K..    | 15. TENANT INVOLVEMENT STRATEGY (RO)<br>Report of Corporate Manager, Regeneration, Growth and Community Development (copy herewith) | C. Cavanagh<br>x 8461 |
| .K..    | 16. PAY AND GRADING REVIEW<br>Report of Corporate Manager, Human Resources (copy herewith)  | H. Crabtree<br>x 7377 |
|         | 17. 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:-**

- |      |     |   |     |                          |
|------|-----|---|-----|--------------------------|
| .K.. | 18. | PROPERTY ASSET DISPOSAL PROGRAMME- INITIAL REPORT (CPFSP)<br>Report of Corporate Manager, Finance and Asset Management (copy herewith)        | (3) | S.<br>McFadyen<br>x 8177 |
| .K.. | 19. | APPOINTMENT OF INTERNAL AUDITORS (CPFSP)<br>Report of Corporate Manager, Finance and Asset Management (copy herewith)                         | (3) | I.<br>Thompson<br>x 8339 |
| .K.. | 20. | PROGRESS OF GROSVENOR/ GREYFRIARS PROJECT (EI)<br>Report of Corporate Manager, Regeneration, Growth and Community Development (copy herewith) | (3) | C.<br>Cavanagh<br>x 8461 |

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Ward  
DELAPRE

<b>Name of Group:</b>	<b>CABINET</b>
<b>Meeting Date:</b>	19 <sup>th</sup> December 2006
<b>Directorate:</b>	Citizens, Governance and Finance
<b>Corporate Manager:</b>	John Whiteoak
<b>Agenda Status:</b>	Public

<b>Report Title</b>	<b>DELAPRE PARK BUND: PROGRESS REPORT</b>
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<b>Key Decision</b>	<b>YES</b>
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#### 1. Recommendations

**Cabinet is recommended to:**

- 1.1 Note a further report will be brought to Cabinet at the next available opportunity after the consultation results are available and funding investigations have been completed.**
- 1.2 Note the planning application for the removal of the Delapre Park Bund (excluding the golf club bund) was approved on 22<sup>nd</sup> November 2006.**
- 1.3 Note the progress in respect of the cost and method of the potential removal of the Delapre Park Bund.**
- 1.4 Note the options for alternative measures to prevent unauthorised vehicle entry to Delapre Park.**
- 1.5 Note the progress of the consultation with local residents, concerning views about the potential removal of the park bund and the prevention of unauthorised vehicular access.**

## **2. Summary**

**In 2005 a bund was installed running parallel to London Road along the Delapre Park frontage, as part of a larger scheme by the Delapre Golf Club to protect the golf course similarly, with the view to preventing entry of unauthorised vehicles. The installation of the bund has been unpopular with some residents.**

**At Full Council on 26<sup>th</sup> June 2006, a resolution was passed, in summary, that a planning application for the removal of the park bund be lodged, to identify the likely costs of the work and potential funding and to look at alternative protection measures for the park and their costs. Any future decision to remove the bund will be a cabinet decision.**

**This report is intended to advise on progress.**

## **3. Report Background**

**Delapre Park is an attractive and historic Council-owned park centred on Delapre Abbey. The southern section of the park has operated as a golf club for many years, and was leased out for this purpose for a further period in 2004. The new operator applied for planning permission for the installation of bunding around the golf course (as well as extensive landscaping works) to protect the golf course from unauthorised entry. During the consideration of the planning application, it was suggested that it might be appropriate to protect the London Road frontage of the public park similarly, and a Section 106 Agreement was used to achieve this.**

**The installation of the bunding at Delapre has been unpopular with some residents, who have campaigned for its removal, leading to the Full Council resolution on 26<sup>th</sup> June 2006 as follows:**

**“This Council instructs officers to submit a planning application and investigate the full cost of a scheme to remove Delapre Park bunding along London Road from the pond to the Park gates and identify possible funding sources.**

**This Council instructs officers to review and investigate the possibility of implementing all other appropriate measures to prevent unauthorised vehicles entering Delapre Park.”**

## **4. Options and Evaluation of Options**

### **4.1 Method of Removal**

The removal of the Delapre Park bund will be a considerable civil engineering operation. The works will include the excavation, transportation and disposal of approximately 20,000 cubic metres of material. The reinstatement of the area will include approximately 1500 square metres of topsoil and seeding.

An operation of this magnitude will be disruptive and inconvenient to adjacent residents and users of Delapre Park. Nuisance in the form of dust, noise and mud on the highway will result from the works.

To reduce the timescale the removal should be undertaken in a single operation. To achieve this a single source for disposal needs to be identified. The alternative would be to remove the material as and when suitable sites became available. This option would be difficult to manage and have a protracted timescale.

Discussions have taken place with English Partnerships with the view for them using the bund material on one of their Northampton development sites. It is envisaged that English Partnerships would only remove suitable bund material and not be responsible for any reinstatement works.

The acceptance of the material would be subject to it being suitable of its intended use. To determine the suitability of the material will require a geotechnical assessment and discussions are in hand with the Halcrow Group, the retained engineering consultant for English Partnerships. The assessment will be in the form of trial holes and a suite of chemical testing. In the event of the material not being suitable, the test results would still be required for disposal to alternative sites.

The material would be removed by a suitably experienced civil engineering contractor after method statements and Health and Safety documentation are in place. The sequencing of the works can only be determined once the contractor is appointed, however, points which will need particular consideration will include:

- The adjacent residents and Park users.
- The existing highway network and the view to minimising additional traffic congestion.
- The protection of the existing trees and other vegetation.
- The timing of the works.
- The security of the Park as the bund is removed.
- The protection of any previously unknown archaeological remains.

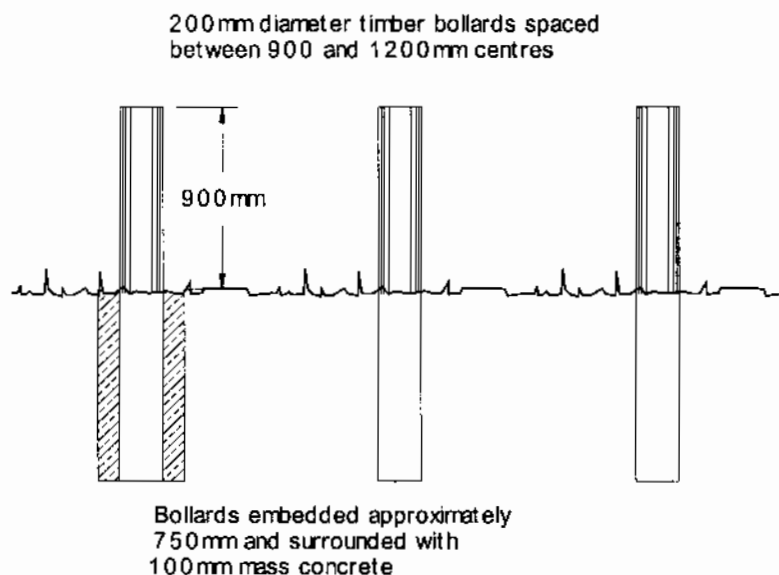
## **4.2 Options to prevent unauthorised vehicle access**

The total prevention of motorcycles onto Delapre Park would be difficult to achieve without the provision of a continuous fence around the Park perimeter. This would be unsightly, have high capital and maintenance costs and restrict free pedestrian access from the London Road frontage.

To prevent the unauthorised access of cars onto the park various options have been considered.

- a. Do nothing and leave the bund in place.
- b. Remove the bund but do not undertake any further works
- c. The provision of timber bollards positioned approximately along the base of the existing bund adjacent to the tree canopy. The line of the bollards would need to avoid the archaeological remains. The bollards would be 200mm diameter preservative treated softwood, embedded in concrete spaced between 900 and 1200mm centres.

### **Bollard detail.**



This preventative option has been used successfully in various locations within Northampton. The spacing of the bollards would prevent car access, allow free pedestrian access but would not prevent motorcycles entering the Park.

### **4.3 Costs**

The provisional costs to remove the bund to include:

- Geotechnical investigation
- Remove the topsoil and store on the site
- Excavate material
- Transportation and disposal
- Top soil
- Seed and turf
- Contingency
- Fees and Charges

The estimated maximum cost would be £294,000, which assumes all of the material would be unsuitable for English Partnerships and subsequently deposited in a landfill site.

The estimated minimum cost would be £148,000. The figure assumes that English Partnerships would only remove 80% of the material, leaving the remaining unsuitable material to be deposited in a landfill site.

In addition

The provisional cost to provide bollards to include:

- 200mm diameter softwood bollards with a timber preservative
- Installation with concrete infill

**Provisional Cost   £28,000 to £37,000**

## **5.     Resource Implications (including Financial Implications)**

Members will be aware that there are no currently identified resources provided with the 2006/2007 Capital programme.

If the bund removal is to proceed, with or without an alternative boundary protection, the significant capital costs will need to be considered as part of the bids for future Capital Programmes.



## **6. Risk and Opportunity Issues**

The results of the public consultation will be presented to a future Cabinet.

## **7. Consultees (Internal and External)**

<b>Internal</b>	<b>Parks, Development Control</b>
<b>External</b>	<b>Delapre Park Residents' Delegation</b>

## **8. Compliance Issues**

### **A: How Proposals Deliver Priority Outcomes**

<b>Recovery Plan</b>
n/a
<b>Corporate Plan</b>
n/a

### **B: Other Implications**

<b>Other Strategies</b>
n/a

<b>Finance Comments</b>

<b>Legal Comments</b>

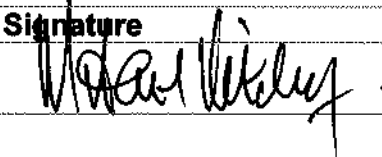
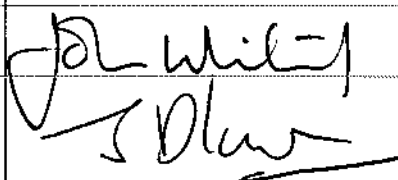
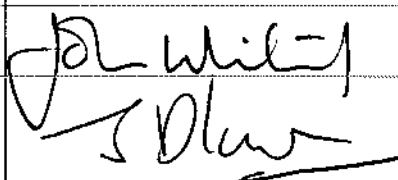
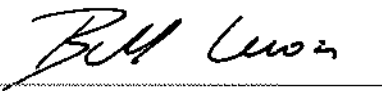
<b>Crime and Disorder Issues</b>
<b>An effective barrier to unauthorised vehicular entry to Delapre Park should reduce the frequency of such incidents.</b>

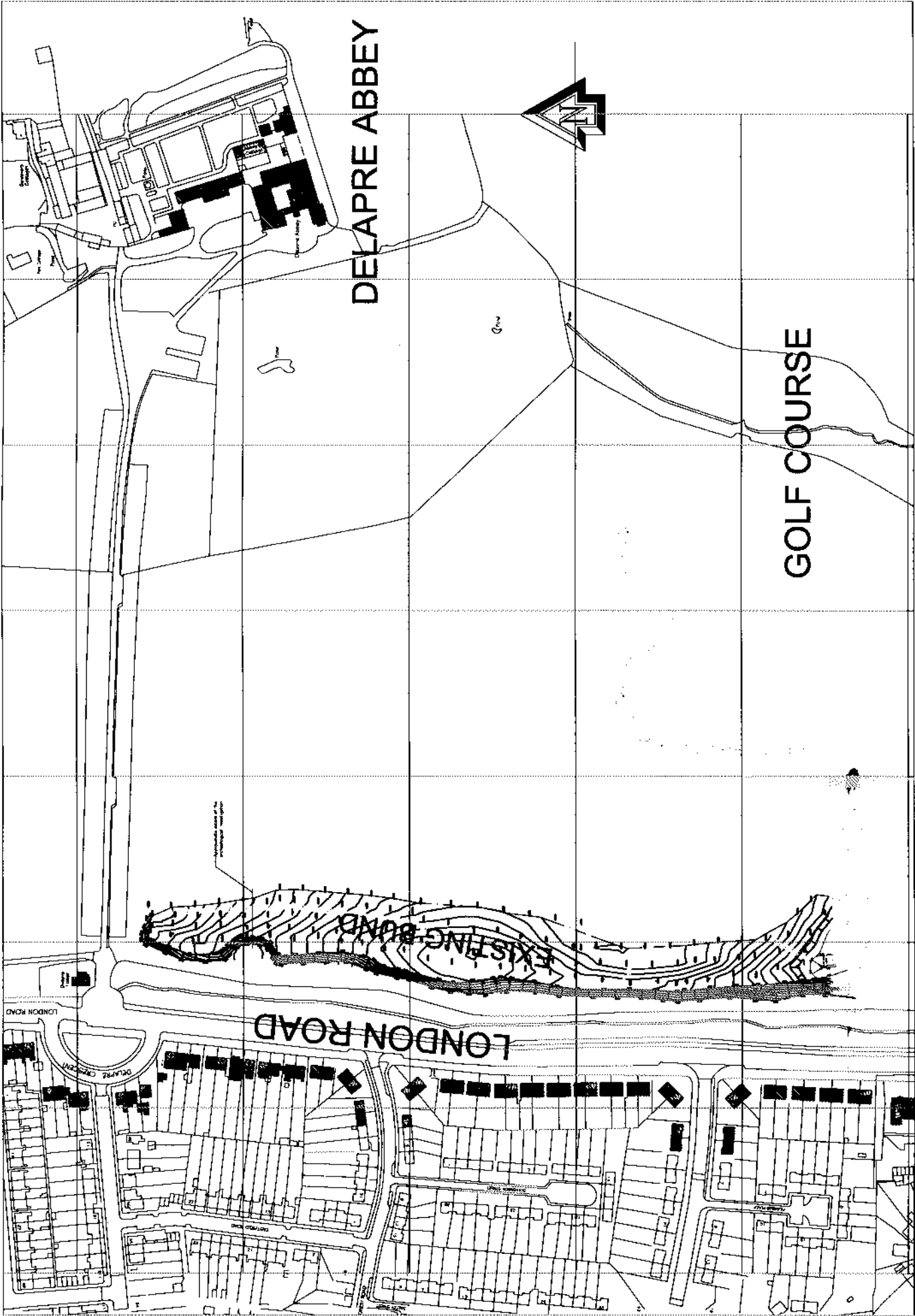
<b>Equality Impact Assessments</b>

## 9. Background Papers

<b>Title</b>	<b>Description</b>	<b>Source</b>
Full Council 26 <sup>th</sup> June 2006	Council minutes	Council archive on modern.gov/internet
Cabinet 21 <sup>st</sup> August 2006	Council minutes	Council archive on modern.gov/internet

Mike Kitchen, Project Development Team Leader, Ext 7681

<b>Name</b>	<b>Signature</b>	<b>Date</b>	<b>Ext.</b>
<b>Author</b>		30/11/06	7681
<b>Corporate Manager</b>			
<b>Director</b>		4/12/06	
<b>Monitoring Officer or Deputy (Key decision only)</b>		4.12.06	7335
<b>Section 151 Officer or Deputy (Key decision only)</b>		01/12/06	7167





**NORTHAMPTON  
BOROUGH COUNCIL**

**Name of Committee  
CABINET**

**Directorate: Governance and  
Resources**

**Corporate Manager:**

**Date: 19<sup>th</sup> December 2006**

**Report Title**

**Delapre Abbey Conservation Plan**

**Key Decision**

**NO**

## **1. Recommendations**

**1.1 That Members note the identified historic significance of Delapre Abbey both nationally and locally and the conservation policies and recommendations identified as necessary to secure the future of this Grade II\* Listed Building.**

**1.2 That Members approve the adoption of the Delapre Abbey Conservation Plan as drafted.**

## **2. Summary**

**2.1. At its March 2005 meeting Members approved the setting up of the Delapre Abbey Building Preservation Trust to commission an Options Appraisal Study to identify how the future of the Abbey and its setting could be secured.**

**2.2 Before any work could be undertaken in this respect it was essential to understand the historic development of this asset and its sensitivity to change. To achieve this a Conservation Plan was commissioned by Regeneration and Growth and the purpose of this report is to bring this document to Members attention and seek their approval to its formal adoption by the Council.**

### **3. Report Background**

**3.1 The Delapre Abbey Consultation Group was established by the Council following concerns being expressed by the local community and other interested organisations and individuals regarding the long term future of the Abbey complex. Following the group discussions with members of The Architectural Heritage Fund, the setting up of a Building Preservation Trust was considered to be a potential way forward worthy of exploration.**

**3.2 As a result of this a report was brought before Cabinet in March 2005 where approval was given to the setting up of a Building Preservation Trust and the commissioning of an Options Appraisal study to inform the most appropriate way forward to restore the Abbey and bring it back into sympathetic and sustainable use.**

**3.3 In order to understand the value of this heritage asset it was essential to have a conservation plan in place to inform the historic development of the site and how the asset may be sensitive to change. This information is critical to the Options Appraisal process and needed to be undertaken prior to any appraisal being commissioned.**

**3.4 The Conservation Studio were appointed by the Council to undertake the conservation plan work which has now been completed and the final draft document submitted before Members for formal adoption by the Council. The plan has been subject to public consultation with the local community and other interested parties.**

**3.5 The conservation plan requires adoption by the Council as owner and planning authority and upon approval will be a material consideration when making decisions which affect the building complex and its surroundings in both Planning and management and maintenance terms.**

#### **3.6 Implications of the Conservation Plan**

- a) The plan proposes a number of policies and recommendations, many of which are already implemented by the Council. Others seek to strengthen and broaden the Council's existing commitment to the building complex. Adoption of the policies will require an ongoing maintenance and repair commitment by the Council until the Options Appraisal process is complete and the Delapre Abbey Building Preservation Trust fully established which could be in the region of 12-18 months.**
- b) From a planning point of view the proposed policies largely reinforce those in Northampton Local Plan and other established local plan policy and good practice guidance. It is also proposed to commence the initial stages of appraising the areas suitability for Conservation Area status in support of the recommendations within the Conservation Plan.**

- c) In respect of the Borough Council's liabilities as owner of the building many of the recommendations are already in place or in the process of being adopted. With respect to the condition of the building the Borough Council already adopts a policy of keeping the building 'wind and watertight' and carrying out repairs with minimal intrusion of the integrity of the building in order to protect its historic significance. It is therefore felt that the document will probably impose little further repair or financial obligation in this respect than already exists from its listed status.**

### **3.7**

- a) A summary of the policies and recommendations included within the Conservation Plan are attached to this report.**
- b) Full copies of the Draft Conservation Plan are available for perusal in the Members Room, from Frazer McGown, Committee Clerks Office and Caroline Percival within Estates & Asset Management.**

## **4. Options and Evaluation of Options**

### **Options and Evaluation of Options:**

**4.1 If the Borough Council does not adopt the conservation plan and its recommendations it may be difficult to progress the subsequent steps necessary to secure the future of the Abbey which are dependent on the contents and findings of this plan. Additionally, not to adopt plan which was commissioned by the Authority and subject to much public participation would raise significant doubts about the Authority's commitment to the building and undermine the agreed way forward established with the many groups represented on the Delapre Abbey Consultation Group set up by the Authority and recommendations of The Architectural Heritage Fund.**

**4.2 The adoption of the Conservation Plan would enable the commencement of the Options Appraisal process already approved and the wishes of the Delapre Abbey Consultation Group and other parties including The Architectural Heritage Fund who have all fully endorsed the Borough Council's current proposals for securing the future of the Abbey.**

## **5. Resource Implications (including Financial Implications)**

It is not anticipated that any further significant resource implications will necessarily arise from this report or the adoption of the plan in that the Authority already has existing policies in the protection of Listed Buildings and the Borough Council already has an existing maintenance and repair responsibility for the building which would in any event be ongoing irrespective of the adoption of the plan.

## **6. Risk and Opportunity Issues**

**6.1 Not to adopt the Conservation Plan would severely undermine the public's perception of the Borough Council's intentions for the property.**

**6.2 The carrying out of an Options Appraisal Study is dependent upon the adoption of the Conservation Plan.**

**6.3 The Borough Council and Delapre Abbey Preservation Trust would find it very difficult to attract funding to assist any plans, policies or initiatives that may be proposed for the premises.**

**6.4 The adoption of the plan endorses the guidance and support received from The Architectural Heritage Fund and English Heritage together with the actions approved by Cabinet on the 4<sup>th</sup> March 2004. Adoption of the plan will reaffirm the Council's commitment to securing the long-term future of the Abbey.**

**6.5 If the plan is adopted and the long term future not secured implementing some of the recommendations could incur extra costs to the Borough Council in the future.**

## **7. Consultees (Internal and External)**

<b>Internal</b>	<b>Legal Services Carl Grimmer</b>
<b>External</b>	<b>A public consultation exercise formed part of the Conservation Plan process.</b>

## 8. Compliance Issues

### A: How Proposals Deliver Priority Outcomes

<b>Recovery Plan</b>
No direct implications
<b>Corporate Plan</b>
Priority 1 – The Conservation Plan takes account of local and wider community views. Priority 3 – The adoption of the plan will assist in securing the regeneration of a historic Grade II* Listed Building.

### B: Other Implications

<b>Other Strategies</b>
Reflects the policies of the Northampton Local Plan

<b>Finance Comments</b>
Not Applicable

<b>Legal Comments</b>

## 9. Background Papers

Title	Description	Source
	<ul style="list-style-type: none"><li>• Relevant Estates &amp; Asset Management and Conservation files</li><li>• Draft Delapre Abbey Conservation Plan</li></ul>	Estates & Asset Management and Conservation

[Report Author, title and extension]



Name	Signature	Date	Ext.
Author	<i>[Signature]</i> <i>pp DPlekle</i>	21/11	5
Corporate Manager <i>Finance Director</i>	<i>[Signature]</i>	21/11	8744
Director			
Monitoring Officer or Deputy (Key decision only)			
Section 151 Officer or Deputy (Key decision only)			

# **DELAPRÉ ABBEY CONSERVATION PLAN**

**Summary of Policies and  
Recommendations**

## Summary

This Conservation Plan has been commissioned by Northampton Borough Council ("the Borough Council"), the owner of Delapré Abbey, a grade II\* listed building situated within a large landscaped park on the south side of Northampton.

### It recommends that:

1. This document is approved by Northampton Borough Council and adopted for planning control purposes.
2. The Borough commission an Options Appraisal and a Management Plan for Delapré Abbey
3. The following work is required, once a future use for the site has been agreed:
  - The preparation of a detailed scheme for the restoration of the historic interiors
  - The preparation of a scheme to rebuild the Conservatory
  - The preparation of a scheme to reuse the Orangery
  - The provision of improved visitor facilities including public toilets and a café
4. A full archaeological evaluation of the buildings and the immediate site is undertaken.
5. An assessment of the site's ecological significance is undertaken.
6. The Borough Council ask for the site to be added to English Heritage's Register of Historic Park and Gardens
7. The Borough Council designate Delapré Abbey, its gardens and part of the park as a Conservation Area
8. The Borough Council consider applying to outside organisations, including the Heritage Lottery Fund and English Heritage, for grant aid.
9. Immediate improvements are made to visitor interpretation, access, and facilities.
10. Regular quinquennial reviews of the buildings' condition are carried out.



## 6 CONSERVATION POLICIES

This section of the Delapré Abbey Conservation Plan sets out general and specific policies to ensure that the Abbey and its surrounding parkland are maintained and managed in accordance with the principles as advocated in the body of the Plan.

They complement and form a development of the policies already set out in Northampton Borough Council's Local Plan and in Planning Policy Guidance Note 15, which contains central government's advice on the management of conservation areas and listed buildings.

The policies have been arranged in four groups, dealing respectively, in:

- 6.1 General conservation policies
- 6.2 Policies to protect the amenity and historical integrity of Delapré Abbey
- 6.3 Policies for the protection of Delapré Park and gardens
- 6.4 Policies to enhance the public's understanding of the site and its setting
- 6.5 Policies to provide for the future management of Delapré Abbey buildings.

### 6.1 General conservation policies

*Policy 1.1 To repair, develop and maintain the Delapré Abbey site in accordance with international, national and local authority conservation principles and policies.*

The statement of historical and cultural significance should be accepted by Northampton Borough Council, Northamptonshire County Council, English Heritage, and any other interested statutory organisations, as one of the bases for future planning and work.

The policies recommended and options discussed throughout this document should be endorsed as a guide for future planning work.

*1.2 To ensure that all statutory and legal requirements are met.*

Listed buildings:

Delapré Abbey is grade II\* listed, and most of the other buildings within its immediate vicinity are also listed grade II. It is the responsibility of Northampton Borough Council to apply for all necessary permissions, after first discussing any proposals with English Heritage.

Equal Opportunities:

Compliance with MCC Equal Opportunities policies and strategies, and the Disability Discrimination Act 1995.

Health and Safety Issues:

All health and safety issues should be resolved bearing in mind both the need to maintain and preserve the historic appearance of Delapré Abbey, its gardens, and the adjoining parkland, and at the same time achieve the preservation and enhancement of the listed structures.

All construction works on the site should comply with the CDM Regulations (1994).

*Policy 1.3 Sustainability: The Delapré Abbey site should be managed in a sustainable way, and should enable present and future generations to appreciate and conserve the area's picturesque and sublime qualities*

Any repairs, improvements or alterations to the Delapré Abbey buildings, its gardens and its parkland, should be carried out using sustainable methods and materials, appropriate for the site and its particular location.

*Policy 1.4 Local communities: The future management of the Delapré Abbey site should be responsive where appropriate to the needs of both local communities and visitors.*

Increasing public access to Delapré Abbey, its gardens and its parkland, could have a detrimental impact on the amenity of local residents including those tenants who occupy properties within the site, for instance, by increased traffic generation. The impact of developing the site, including with additional facilities for tourism such as the provision of additional car parking and toilets, will need to be assessed not only in relation to the requirements of the local community but also of the tenants occupying properties in the park.

## **6.2 Policies to protect the amenity and historical integrity of Delapré Abbey**

*Policy 2.1 To ensure that wherever and whenever works are executed at Delapré Abbey (including its surrounding buildings), those works should aim to preserve, enhance or promote the special archaeological and historical qualities and significance of the site and its individual structures and features.*

All building, maintenance and landscape works must aim not only for the careful retention and repair of historic elements, but also for the removal of the historically insignificant in order to enhance the significant. Great care needs to be taken when considering what is "historically insignificant" to ensure that no features of interest are lost due to demolition or removal. The use of the gazetteer provided within this Conservation Plan will help to protect those features.

*Policy 2.2 Protecting the asset: All work to the Delapré Abbey buildings and the adjoining gardens and parkland should be carried out with reference to the detailed information provided in the document "Delapré Abbey", prepared by Joan Wake, published by Northampton Record Society in 1975, and in any other documents approved by Northampton Borough Council, including future archaeological surveys and the gazetteer included within this Conservation Plan.*

Dr Wake's document describes the history of the Delapré Abbey site in great detail and provides extremely useful information about the buildings and their development. This Conservation Plan suggests that further archaeological investigations are carried out to help analyse the historical development of the site. Any future work on Delapré Abbey must refer to Dr Wake's document, this Conservation Plan, and any archaeological reports subsequently produced.

*Policy 2.3 All work to the Delapré Abbey buildings must be subject to an archaeological watching brief and all work to the buildings must be carried out by qualified and experienced craftsmen, using traditional materials.*

In the past, Delapré Abbey has been repaired on an *ad hoc* basis as funding became available. Any future repair and restoration schemes must be fully specified and priced, and tenders sought from appropriately qualified and experienced craftsmen or contractors. All future work must therefore be carried out using the appropriate personnel, with carefully drawn up plans and specifications.

*Policy 2.4 To establish and maintain a regular programme of inspection supported by careful maintenance and repair.*

Regular, prompt and efficient maintenance has been proven to be a successful and prudent method of preserving the national heritage including buildings such as Delapré Abbey. One way of

instigating an effective regime is to undertake quinquennial inspections of the site so that relatively minor problems can be identified and resolved before more expensive and radical solutions are required.

*Policy 2.5 To pursue a policy of minimum intervention to the existing buildings and the below ground archeology.*

Any proposal to repair, consolidate or alter the buildings at Delapré Abbey should be assessed to see if it affects historic fabric. If the removal of original or significant fabric is deemed to be unavoidable, it should further be ensured that there is not a more appropriate and less intrusive alternative.

*Policy 2.6 To employ conservative repair/consolidation methods to ensure the proper maintenance of the buildings and to arrest progressive dilapidation.*

Priority should be given to works of repair or consolidation where the material or element is at risk from progressive deterioration, and judicious repair can arrest or slow that decline.

### **6.3 Policies for the protection of Delapré Park and gardens**

*Policy 3.1 Any repairs, improvements or alterations to the Delapré Abbey buildings and their setting should safeguard, and where possible, seek to enhance and promote, the historic environment of the site*

Delapré Abbey park and gardens contain the remains of human activity from the 12<sup>th</sup> century onwards, of proven historic significance. Any changes to the site must reflect this sensitive location.

*Policy 3.2 Local designations: Locally Important Landscape Area, an area of Acknowledged Nature Conservation Value, and a Local Nature Reserve*

*All repairs, improvements and alterations to the Delapré Abbey site should conserve and enhance the natural beauty of the gardens and surrounding parkland.*

Delapré Abbey park is a Locally Important Landscape Area. The ornamental garden and margins of the lake to the east of Delapré Abbey are a site of Acknowledged Nature Conservation Value. The old course of the River Nene is a Local Nature Reserve

*Policy 3.3 English Heritage Battlefields Register:  
Any changes to the parkland surrounding Delapré Abbey should safeguard, and where possible, seek to enhance and promote, the battlefield site.*

The whole of Delapré Park and further land down to and beyond the River Nene is designated on the English Heritage Batttelfields Register as the site of the Battle of Northampton 1460 (see Appendix 2)

*Policy 3.4 The Queen Eleanor Cross.  
Any changes to the parkland surrounding Delapré Abbey should safeguard, and where possible, seek to enhance and promote, the Queen Eleanor Cross.*

The Queen Eleanor Cross (Appendix 2) is located next to London Road on the edge of Delapré Park. It is a Scheduled Monument and a grade I listed building and therefore its setting must be preserved or enhanced.

*Policy 3.5 Natural resources:*

*Any changes to the Delapré Abbey site should be sensitive to the area's special qualities and should preserve or enhance the outstanding natural resources of woodland, parkland and water courses.*

Delapré Abbey lies within a parkland setting largely contrived in the 18<sup>th</sup> and 19<sup>th</sup> centuries. The more recent use of part of the parkland as a golf course has resulted in a number of changes to the topography which have detracted from the character of this historic parkland. Further changes should be avoided, unless they are reversible.

*Policy 3.6 Bio-diversity.*

*Any works to the Delapré Abbey site should conserve, and where appropriate restore or enhance, the bio-diversity of the parkland area.*

Delapré Abbey park contains a range of animals and plants which have not been recorded. However, it is likely that a number of protected species such as badgers, bats and snakes all live in parts of the woodland. A survey to enable a fuller understanding of the site's ecological significance is required..

**6.4 Policies to enhance the public's understanding of the site and its setting***Policy 4.1 On-site interpretation:*

*On-site interpretation should ensure that visitors to the site understand:*

- The historical development of the buildings
- The relationship of the buildings with the historic parkland
- The significance of the Queen Eleanor Cross and the Historic Battlefields site
- Connections with the various families who lived at Delapré Abbey and the town of Northampton

*Policy 4.2 Access:*

*Access routes and interpretive features should provide a coordinated and coherent experience the visitor as follows:*

- Interpretative media should be designed to be accessible to visitors with all abilities and be in accordance with current best practice.
- Generally, visitors should be allowed access to as much of the site as possible and only excluded from areas considered to be unsafe or particularly vulnerable to damage. It should be clear to visitors on site where these restricted access areas are and why access is restricted.
- Access barriers and features should be visually unobtrusive and secured by methods that do not impact on the historic building, its gardens or its parkland

**6.5 Policies to provide for the future management of Delapré Abbey buildings.***Policy 5.1 The future management of Delapré Abbey.*

*The future management of Delapré Abbey should include the following:*

- The minimum of intervention is desirable, balancing cultural and environmental considerations with economic constraints;
- There is a general presumption against unsympathetic restoration, which can diminish the authenticity and thus the historic value of the buildings – this is especially important with regard to the possible work to the interiors of Delapré Abbey;

- Any work should be supervised by an experienced and qualified professional, with the use of experienced and proven contractors, tradesmen or conservators;
- Establish a "Log Book" system tied to regular maintenance, including checking, testing and servicing services installations, and cleaning gutters and checking roofs, rainwater disposal systems and drains;
- Checking all rooms, particularly little frequented areas such as attic, cellar, roof spaces and other voids; and checking under floor vents and other natural sources of ventilation;
- Ensure the buildings have adequate fire protection and these are regularly maintained;
- Protecting the buildings against other natural disasters such as flooding;
- Ensuring that the buildings are adequately insured;



## **7 RECOMMENDATIONS**

### **1. Adoption of this Conservation Plan**

Following full public consultation, this document should be approved by Northampton Borough Council and adopted for planning control purposes.

### **2. Options Appraisal and Management Plan.**

Following the adoption of this document, it is proposed that the Building Preservation Trust commission an Options Appraisal, to consider suitable future uses for Delapr  Abbey, and a Management Plan, to take forward the various recommendations contained within this document.

Once a future use for the site has been agreed, other work could be undertaken, such as:

- The preparation of a detailed scheme for the restoration of the historic interiors
- The preparation of a scheme to rebuild the conservatory
- The preparation of a scheme to reuse the Orangery
- The provision of improved visitor facilities including public toilets and a caf 

### **3. Archaeological evaluation.**

It has been noted that a full analysis of the historical development of the site cannot be provided until more detailed archaeological evaluation is carried out. This can only be undertaken by an experienced and qualified archaeological team. A detailed Brief for this work would have to be agreed between the Borough Council and English Heritage, and would be based on the recommendations contained in section 3.3 *Assessment of building phasing*. Although not required within the Scoping Report, it is also recommended that further archaeological evaluation of the parkland and battlefield site would be advantageous.

### **4. Assessment of the site's ecological significance.**

To date, no detailed assessment of the flora and fauna of the Delapr  Abbey buildings and the surrounding gardens and parkland has been carried out. Before major works are planned, this should be carried out by a professional qualified organisation.

### **5. English Heritage's Register of Historic Park and Gardens**

The Borough Council should ask English Heritage to add Delapr  Abbey, its gardens and part of the park (excluding the golf course) to its Register of Historic Parks and Gardens. The designation of the park as an Historic Park and Garden will help to assure its future protection and will provide the possibility of additional funding, such as the Heritage Lottery Fund's Historic Parks grant scheme.

### **6. Designate Delapr  Abbey, its gardens and part of the park as a Conservation Area.**

This can be carried out by the Borough Council. Designation as a conservation area would help to protect the building and its setting, and add to its significance. It would also provide further opportunities for grant aid from English Heritage.

## **7. Grant aid from English Heritage.**

Delapré Abbey is included on English Heritage's Buildings-at-Risk Register, although it was at the time of survey not considered to be seriously "At Risk", and this grading has continued to the present. However, since then further deterioration has taken place and as the building is only partially in use, it may be possible at some stage in the future to get the building considered for grant aid from English Heritage for works of repair and restoration, although it is understood that no funds are currently available.

It is also understood that English Heritage may be prepared to upgrade or specifically list some of the buildings within the site as part of an overall review. This has apparently not been progressed due to resource shortages but the Borough Council could consider approaching English Heritage, once this Conservation Plan has been adopted, to see if further designations (all of which would add to the "heritage value" of the site) could be progressed.

## **8. Improve visitor interpretation, access, and facilities.**

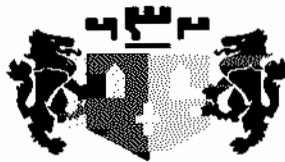
Currently there is one board next to the house which provides some information about the site. This could be greatly improved with better graphics and further boards provided in the grounds and possibly in the house, at least as a temporary solution until the building is fully restored and back in full use.

There is no disabled access to Delapré Abbey at present, although informal arrangements are possible. This will need to be urgently considered if the building is to pass into some form of more permanent public use.

There are no visitor facilities at the site apart from the informal arrangements provided on a part-time basis by the Friends of Delapré Abbey. There are some toilets in the house, but the public toilets in the outer stables area are currently closed awaiting refurbishment. Improved if temporary facilities, including perhaps a café, would be welcome by the many people who visit the park.

## **9. Quinquennial review.**

Once the building is properly repaired and put back into regular use, a quinquennial review, similar to that required for historic churches, should be undertaken by a qualified architect or surveyor. The buildings should therefore be fully inspected every five years to ascertain its condition.



**NORTHAMPTON  
BOROUGH COUNCIL**

<b>Name of Committee</b>	<b>CABINET</b>
<b>Directorate:</b>	Regeneration and Growth
<b>Corporate Manager:</b>	Christopher Cavanagh
<b>Date:</b>	19 December 2006

<b>Report Title</b>	Regeneration Progress and priorities
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<b>Key Decision</b>	<b>YES</b>
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## 1. Recommendations

Cabinet are requested to:

1. Note progress and actions to date
2. Agree the strategic direction for regeneration and growth as set out in this report
3. Agree the project priorities proposed in item 4.3
4. Whilst noting the Council's policy to pool all capital receipts in support of the Council's capital programme priorities, to note that in some specific regeneration schemes it may be appropriate to explore the use of the Council's land as a resource in regeneration partnerships.
  - to generate long term revenue returns for the Council
  - to consider using a proportion of receipts from land sales to support regeneration initiatives on a case by case basis.
5. Support the Town Centre Vision (refer to background paper Northampton Central Area Design, development and movement framework)
6. It is proposed that the BDP report is noted by Cabinet and supported, in general, for wide engagement through public consultation. (A further report will be submitted to cabinet following consultation).
7. Agree to setting up and participation in Joint working arrangements with Partner Organisations (details of individual arrangements to be subject of separate reports)

## **2. Summary**

This report reviews work over the past year in formation and stabilising a regeneration team and its activities and proposes a strategy for taking regeneration and growth forward. The emphasis is on prioritisation of projects that will act as catalysts for leveraging private and public sector development. The town centre clearly should be the Council's top regeneration priority and the work in producing a vision for the Central Area used as the basis to identify critical actions and activities for the town centre. The report proposes key projects that should be brought forward now, as a priority, and other key projects that can follow consultation on the Central Area Framework and the Area Action Plan. An indicative high-level plan of the main actions and projects required over a 12 to 15 year period has been developed. There is an imperative to demonstrate, to inward investors, that the Council is tackling its regeneration challenge and therefore key priority schemes should be brought forward as quickly as possible.

Also, in continuation of the successful partnership working that has already taken place and is ongoing, the Council should formally commit to further joint working with its key delivery partners, develop an agreed methodology for joint delivery of major projects and take a leading role in the Town Centre.

## **3. Report Background**

### **Introduction / Purpose**

Following key successful joint working initiatives in delivery of a Central Area Framework, this report builds on this and sets out at a strategic level the progress made in regeneration over the past year, together with a plan for the future. Cabinet are asked to note the progress to date and support the strategic direction and priorities.

The main body of this report is set out as follows

- Progress and actions to date
- Strategic Direction
- Programme and project priorities
- Land use
- Vision
- Partnerships

The content of the above sections is given in a summarised form with reference to appendices. Background papers show the detail and reasoning used to develop the summarised position that is recommended.

## **4. Options and Evaluation of Options**

### **4.1 Progress and actions to date**

A Council review of corporate management resulted in the appointment of ten Corporate Managers in September 2005, one of which would be responsible for Regeneration and Growth. A Root and Branch review led to the appointment of a Regeneration Manager and Team Leader (Major Projects), however both left the Council in Spring 2006. Whilst the organisational structure has been developed, recruitment difficulties in an area that has a nationally scarce resource resulted in a tender for interim regeneration managers and the appointment of EC Harris.

The initial work in stabilising the regeneration teams position with partners and understanding the wider context to regeneration projects whilst ensuring moving forward has been a priority. The neighbourhood renewal aspects of regeneration have successfully secured major funding and moved rapidly to implementation of projects that address the sustainable communities agenda, focussing on the most deprived areas of the Borough.

The current work has been organised into the following programme priorities

- Central Area
- Neighbourhood renewal
- South West District
- Northampton Brownfield Initiative
- Dallington Grange

Further background is given in background paper - Detail of progress to date

Achievements to date include:

- Effective joint working to bring forward the Northampton Brownfield Initiative to facilitate regeneration at Sixfields, Harvey Reeves Road and Ransome Road. The opening of a new link road – Edgar Mobbs Way – in November 06 has been a significant step forward. This has secured :-
  - Provision of access to employment land regenerating contaminated land providing a new Wildlife Park and access to it.
  - Enhancement of the town's flood protection.
  - Reduction of traffic congestion on Weeden Road and improvement for residents in terms of noise/air quality.
  - Improvement of access and car parking for the town's rugby and football clubs.
- The vision for the Central Area Framework (Town Centre Vision) has been produced, supported by the commissioning partners and generally well received within the Council.
- Joint Member presentation/debate on the Town centre with NBC, NCC and WNDC
- Following reallocation of the Grosvenor/Greyfriars project to R&G, assessment and negotiations moving forward with L&G, Stagecoach and EP
- Development sites at Freeschool Street and Great Russell Street have been identified and grants from EMDA approved to help assess site Assembly
- The site of the Blueberry diner has been acquired with EMDA secured funding.

Further funding has also been secured to complete demolitions and site clearance and provision of a temporary car park to assist the successful opening of the major refurbishment of Derngate and Royal Theatres.

- Positive progress and appointment of consultants is bringing the Grosvenor Centre redevelopment forward with a target to sign a development agreement by May 2007.
- Working with the Town Centre Commission has been productive and positive
- Building and transferring resources to establish a credible regeneration resource to support delivery of the Corporate Priority and Growth Agenda together with increased resources in Planning Policy, Conservation planning, Housing Strategy and Economic Intelligence.

## **4.2 Strategic Direction**

The Direction of the Regeneration team is proposed to

- Align with the vision for Northampton, the corporate plan and regional / sub regional regeneration and growth policies. Further information is given in background paper – Vision for Northampton.
- Ensure regeneration initiatives and Projects take due account of social regeneration issues and the needs of the local communities with a view to achieving benefits that are sustainable for the residents of Northampton.
- Work in Partnership with other authorities and bodies including
  - WNDC
  - NCC
  - English Partnerships
  - EMDA
  - Local Strategic Partnershipthrough contribution and leadership of joint initiatives and active participation in jointly coordinated Strategic and Infrastructure Groups.
- Ensure the Regeneration strategy and delivery plan is, as appropriate, fully integrated with the Local Strategic Partnership, Area Forums and Town Centre Commission.
- Recruit permanent staff into the established regeneration team structure within approved budgets.
- Build on Northampton's wealth of heritage and historic context and be innovative.
- Significantly improve the quality of the Public Realm.
- Promote and support the key projects that will act as catalysts to investment and regeneration that provide:
  - Required physical infrastructure
  - Affordable housing
  - Economic environment to attract quality employment and inward investment
  - Sustainable community and physical infrastructure
  - High quality public realm
  - Improved and distinctive retail offerTaking into account Impact and deliverability, further detail is given in background paper – Realising the Potential of Northampton
- Strive to Deliver high quality architecture and sustainable buildings.
- Consider Landmark buildings and Gateway Architecture.

### 4.3 Programme and Project Priorities

The work to date has identified a wealth of regeneration opportunities and potential projects. The organisation and grouping of projects and programmes has created a project list that is included in the background papers – Regeneration Project List and Priority Rankings (with further explanation in background paper - Prioritising projects)

The work in bringing forward the Central area regeneration is proposed as the highest programme priority, Proposed key projects are:

- Central area feasibility study (more of an essential forerunner than a straight priority). This work has progressed significantly to the point where a vision for the Town centre has been produced and presented to members and the Town centre Commission.
- Grosvenor/Greyfriars – focal retail development and expansion.
- St Johns / County hall / Angel St area – development of a cultural quarter.
- Breathing Spaces – creating quality open space and public realm focussed on improving the areas of highest deprivation.
- Castle Station – major development of high quality office / employment.
- Public realm programme to create exceptional public realm
  - Gold St / Marefair
  - Market Square
  - Abington St
  - Cultural Mile
  - The Cross
  - The Waterways
  - Approaches
  - Gateways
  - The Racecourse
- Great Russell Street – links Town Centre to University with live work units.
- The Mounts Car park.
- St Peters area – Three projects in close proximity
  - Freeschool Street – mixed use development expanding quality of town centre
  - St Peters Way – mixed use (residential prominence) along riverside
  - St Peters square car Park – retail development probable food store and multi-storey Car Park
- Bridge St / Waterfront – expansion of social uses and opening up mixed use (emphasis on residential) adjacent to river.

Of these Town Centre projects it is proposed that the Grosvenor/Greyfriars retail led scheme, St Johns Cultural quarter, and Gold St/Marefair public Realm form the initial priorities on the basis of deliverability in terms of land ownership and funding since they are clearly central to the regeneration needs of the Town Centre. At its meeting on 12<sup>th</sup> December 2006 the Town Centre Commission supported the proposal that the Council continue to bring forward these projects as soon as possible with its partners.

The following projects have been identified as Key regeneration projects outside of the Town Centre.

- Northampton Brownfield Initiative (Ransome Road, Sixfields, Harvey Reeves Rd) – development of reclaimed brown field land
- Upton – sustainable residential development in SW Northampton
- Nene Valley country Park – provision of quality riverside recreation facilities and nature reserves
- Dallington Grange – residential development of up to 3500 homes with local centre in NW Northampton
- General Hospital – Private finance Initiative redevelopment of Hospital
- Major Infrastructure – roads and services required to deliver other high priority projects, as such this has been categorised High priority.

The current regeneration budget does not allow for the Council to take a leading funding role in these projects although NBC jointly chair the NBI and are supporting Partners who can eg: WNDC, EP.

The above priority projects together with other key projects, their interactions and emerging policies have been considered to produce an indicative high-level long-term plan. This plan is to be used a guide to activities required and anticipated. The plan is not intended to fetter emerging policies and public consultation but to give a baseline around which to focus. A review mechanism that reassess the plan will be put in place to ensure ongoing relevance.

The indicative long term programme of activity (available as a Background paper) is designed to stimulate and sustain the regeneration within Northampton to realise the vision. The chart gives more detail in the earlier years as strategies and planning programmes are brought forward. A car parking strategy is being developed by NBC and NCC in addition to a general transport strategy by NCC. Clearly this will be fundamental to informing other key priorities.

It is not intended to be an exhaustive list of projects and activity but a guide which sets in a context of logical order and timeframe the activities important to the regeneration effort. The priority projects / programmes are tackled first with other important activity feeding in over a period of time. There is a concentration to start delivering projects early whilst putting the building blocks in place for others to follow. Early impact gives both public funding authorities and private developers confidence to invest and sustain the regeneration and growth activity that levers further investment into Northampton from employers and individuals that see Northampton offering an attractive and supportive environment.

The indicative plan will develop over time to take account of current and emerging documents including

- Local Development Framework
- Sustainable Communities Agenda
- Housing Strategy

More detail to the above issues is given in Appendix 5 - Supporting Projects / connections.



#### **4.4 Land Use**

The issue of Land ownership is fundamental to development and bringing forward projects. The Council owns strategic land that is required for major projects especially in the Town Centre. This is considered to be a major benefit to the Council which means it can help ensure delivery and ensure the Council has a leading role to play in shaping the future of the Town.

Overall the Council can use its land to influence the type, mix and style of development through development agreements or through conditions of sale. In addition, land can be used as the investment the Council can bring to a partnership or joint venture, This allows the Council to have ongoing influence over development of its land and provides opportunities to share in the longer term benefits. The management and terms of such partnerships have to be carefully set out to limit risk to the Council.

The other key influencer is WNDC as Development Control Authority.

Each project where use of land as a resource is possible should be considered on its own merit and a business case made to secure the relevant approvals prior to a joint arrangement being formalised.

Whilst noting the Council's policy to pool all capital receipts in support of the Council's capital programme priorities, to note that in some specific regeneration schemes it may be appropriate to explore the use of the Council's land as a resource in regeneration partnerships.

- to generate long term revenue returns for the Council
- to consider using a proportion of receipts from land sales to support regeneration initiatives on a case by case basis.

In instances where simply selling land for best consideration and where regeneration can be optimised with additional funding, consideration should be given to securing partial amounts to a regeneration fund. This can help pump prime other key developments and improvements that are otherwise difficult to instigate. The fund can help secure further investments from funding agencies that require some element of match funding.

#### **4.5 Vision For Central Area**

Please refer to the Background paper for details and to consider its content.

The "Northampton Central area Design, development and movement framework". Is a study commissioned and input into jointly by the partner organisations (NBC/WNDC/NCC/EP). The Report produced by BDP (Building Design Partnership) converts research and ideas into a proposed Vision for the Town Centre. The Report has been used to consult with Members and directors of NBC / NCC / WNDC, the Town Centre Commission and key staff within NBC. A generally favourable response has been received helping the vision develop into the final report that is listed as a background paper. The WNDC Board has approved the adoption of the BDP report. It is important to recognise that the BDP report, whilst

an important piece of consultancy work, does not form planning or other policy of the Council. It identifies opportunities for regeneration in the town over a long term and much more work is required before any individual project is approved especially where people's homes or business's are identified or where people's lives are affected. It is therefore important to consult widely. It is proposed that the BDP report is consulted on as a background document in parallel with consultation of the Core Strategy and Central Area Action Plan in the new year. This will commence with a launch of the document in the new year.

The Town centre vision builds on the historic context of the town and street layout, this important factor will be brought out in any consultation discussions.

#### **4.6 Partnerships**

The delivery of projects will need to be a joint effort with our partners WNDC, NCC, English Partnerships and EMDA. It is recommended that Council Officers consider further the proposed working arrangements to ensure resource is most appropriately and efficiently allocated. A paper setting out proposed governance arrangements is currently being discussed between WNDC and NBC. When complete this will be the subject of a separate report to this Cabinet.

It is recommended that a joint procurement strategy is developed with the partner organisations with an emphasis on partnering with a few Contractors and/or consultants to ensure consistent high quality and economies in repeat delivery. This is especially relevant to delivering the Exceptional Public Realm.

### **5. Resource Implications (including Financial Implications)**

The Councils Corporate Plan clearly sets out a priority for investment in regeneration and economic development. There are agencies with funding available but these often need match funding. It is clear that the Council is addressing this priority in supporting the staff budget for regeneration established over the last few months. However a fund for initiating schemes of significant importance, by masterplanning, commissioning feasibilities, marketing or managing as is appropriate would allow the regeneration team to act with our partners to bring forward projects that would act as catalysts to lever in private developers investment. These initiatives would be additional to the contribution developers have to make through the development control process.

It is requested that consideration is given to a proportion of land receipts received being placed in a regeneration budget to create a fund that can be used to lever private investment and/or used for match funding to attract grants. The size of any fund and the proportion of land sale receipts this requires is still a matter for discussion. A growth bid for next years budget has been submitted that seeks £740 000 for next year.

For this fund to be sustainable it is recommended that the Council invests in developments to create an income stream for the future. Each proposal would need to be subject to risk assessment and individual scheme approval by Cabinet.

The other area of significant expenditure that needs to be considered is the ongoing maintenance and management costs that will be necessary for exceptional public

realm, once built, to remain exceptional. There are ways of capitalising short term maintenance costs and including them in project budgets, however the ongoing management and maintenance will need to be provided for. A combination of funding may be the answer and an agreement with the County council regarding standards is being discussed. Unless this matter is specifically addressed as part of the life cycle costs, experience elsewhere demonstrates that high quality public realm can degrade relatively quickly.

## **6. Risk and Opportunity Issues**

The various projects and initiatives discussed and recommended in this report are designed for Northampton to embrace the opportunities offered by the growth agenda.

The Council is fortunate that the relevant agencies have all invested in the Borough over the past year and this should be seen as an opportunity to build upon

The main risk is seen as loss of opportunity. Without leadership and funding to initiate regeneration there is a possibility that Northampton Town will continue to decline. The Council needs resources to secure these opportunities.

## **7. Consultees (Internal and External)**

<b>Internal</b>	<b>Asset Management, Finance, Legal</b>
<b>External</b>	<b>WNDC, EMDA, EP, NCC through joint meetings</b>

## **8. Compliance Issues**

### **A: How Proposals Deliver Priority Outcomes**

#### **Recovery Plan**

The strategic improvement plan has an item to deliver sustainable growth. This report directly addresses the need to produce a regeneration Strategy that is highlighted as an action in the Improvement delivery plan. This work is ongoing. Decisions taken on items in this paper will inform this.

#### **Corporate Plan**

Corporate plan priority 3 provides for regeneration and economic development, However regeneration contributes to all areas in the corporate plan – as discussed in appendix 2 – Vision for Northampton and in particular those priorities for listening to people, improving Housing and the Cleaner, Safer, Greener agenda which are underpinned by delivery of regeneration schemes.

The Regeneration Team can drive forward actions to deliver these priorities.

## B: Other Implications

### Other Strategies

The Local Strategic Partnership, Local Area Agreement, regional and sub-regional policy all have stated visions with regard to regeneration and growth in Northampton. These have been considered in producing this report and further information is found in Appendix 2 – Vision for Northampton. The current work in revising the Vision with the Local Strategic Partnership is being followed closely to ensure regeneration strategy remains aligned.

Asset Management Officers are supportive of the proposals in this paper.

### Finance Comments

Interim Director of finance and S151 Officer confirm that finance comments are covered in this report.

### Legal Comments

## 9. Background Papers

Title	Description	Source
Northampton Central area Design, development and movement framework	Vision for Town Centre	BDP – available on NBC internet site (Nov '06) under planning Policy – Background papers
Regeneration Project List and Priority Ranking	A categorised listing of current and possible regeneration projects and programmes. A further list that shows projects scored against regeneration criteria to give priority rankings	Regeneration Team
Indicative long term plan	A programme of likely high level activities developed to guide the regeneration process so that a context for 12 to 15 years is considered	Regeneration Team
Detail of Progress To Date	Further detail of progress made so far	E C Harris
Vision for Northampton	Discussion of progress of Visions developed by NBC and partners	E C Harris
Realising the Potential of Northampton	Further discussion of the potential to be tapped	E C Harris
Prioritising Projects	Assessment of criteria of projects	E C Harris
Supporting Projects / Connections	Co-ordinated approach	E C Harris

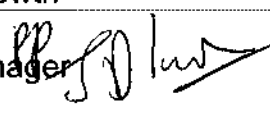
**Abbreviations used**

NBC Northampton Borough Council

NCC Northamptonshire County Council

EP English Partnerships

WNDC west Northamptonshire Development Corporation

<b>Name</b>	<b>Signature</b>	<b>Date</b>	<b>Ext.</b>
<b>Author</b>	Cliff Horrocks Interim Regeneration Manager E C Harris	11/12/06	8608
<b>Corporate Manager</b>	Chris Cavanagh Regeneration & Growth, Community Development	11/12/06	8461
<b>Director</b>	Clive Thomas Corporate Director, People, Regeneration & Growth	13/12/06	8531
<b>Monitoring Officer or Deputy (Key decision only)</b>	Francis Fernandes Legal Services Manager 	15/12/06	7334
<b>Section 151 Officer or Deputy (Key decision only)</b>	Bill Lewis Technical Finance Manager	13/12/06	7167



<b>Name of Committee</b>	<b>CABINET</b>
<b>Directorate:</b>	Governance and Resources
<b>Director:</b>	Ian Thompson, Interim Finance Director
<b>Date:</b>	19 <sup>th</sup> December 2006

<b>Report Title</b>	Budget Monitoring 2006/07
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<b>Key Decision</b>	<b>Yes</b>
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## 1. Recommendations

Cabinet is invited:

- to note the report and approve the management action being taken to contain the forecast overspend
- to note that the potential impact for future years is covered by a separate report on the agenda.

## 2. Summary

2.1 The report indicates the current year projected outturn position with Appendix 1 providing further background information. The report also refers to management action being taken in response to the forecast to minimise the impact on the council's general reserves at the end of the financial year.

### 3. Report Background

3.1 The report on the Revenue Budget for 2007/08 and later years forming part of the Cabinet agenda for the 4<sup>th</sup> December meeting indicated that a report on the current year forecast outturn position was in course of preparation. Based on the available information to the end of November (period 8), budget managers in conjunction with finance support staff have now prepared detailed forecasts of expenditure and income to the end of the current financial year.

3.2 Initial indications were that net expenditure for the year could potentially exceed the approved budget by some £3.9m. Concerted action by budget managers has identified that this figure can be revised downwards to a net overspend of £1.9m. An outturn position of this order would have the effect of depleting the council's general reserves which amounted to some £2.9m at the start of the financial year.

3.3 Officers are continuing to work to identify opportunities for replenishing the reserves in support of the 2007/08 budget and there is the potential to identify approximately £1m on a one-off basis by a combination of:

- (a) capitalising revenue expenditure where this has been legitimately incurred in support of capital schemes (for example, staffing costs and professional fees where this expenditure relates to regeneration schemes and where there is a high expectation of realising future capital receipts). This approach is not without risk. Should specific schemes not proceed, costs would have to be recharged to the revenue budget in the year that becomes clear.
- (b) reviewing Section 106 contributions currently held on the balance sheet but where the associated works have been undertaken using council resources in previous years
- (c) reviewing a range of notionally earmarked reserves and provisions forming part of the council's balance sheet to identify funds that may be released into the general reserves without risk.

3.4 In relation to (c) above, it is considered prudent to retain any surplus on the insurance reserve as a provision against potential clawback of benefits subsidy. It will be recalled that during 2005/06 it was identified that the earmarked insurance reserve was potentially over-provided. The expressed intention was that any surplus at the end of the financial year should be released into general reserves in order to ensure that the reserves in support of the 2006/07 budget were adequate. In the event, the final outturn for 2005/06 was about £1m better than had been previously forecast (although the final position was nevertheless a significant overspend relative to the approved budget) and it was not necessary to take this action. There is a now further complication in that the audit of the Benefit Subsidy claims for 2004/05 and 2005/06 has revealed that there may have been an overclaim of subsidy. Officers and retained external specialists are currently negotiating the scale of any clawback with the external auditors and the Department of Work and Pensions.

3.5 Appendix 1 shows in some detail the identified variations from the approved budget that are giving rise to the forecast net overspend of some £1.9m. Brief

explanations are also given. A number of key budgets that were carried into 2006/07 from previous years were not realistic and did not adequately reflect current activity levels. This has become apparent as the financial year has unfolded and those managers tasked with managing and monitoring devolved budgets for the first time have begun to identify significant variances. Major examples are in relation to income from car parking, markets and trade waste. Where there is a clear expectation that the budget shortfall will continue into 2007/08 and subsequent years, then this has had to be addressed as part of the budget setting exercise covered by another report on this agenda.

3.6 The single most significant variance relates to concessionary fares. A new statutory scheme for England was introduced on 1st April 2006 following introduction in Scotland and Wales a year earlier. One of the underlying principles is intended to be that the bus operators should neither be worse off than before nor profit from the scheme. In setting the budget for 2006/07, in common with the other Northamptonshire district councils, officers took advice from WS Atkins who act as agents to the county council. Northampton Borough Council's scheme was based on the minimum statutory requirement with enhancement to incorporate the 'Dial A Ride' scheme. Based on the advice received, the council's previous budget was increased by £550k to a total level of c.£1.2m. However, as shown by the appendix, the current forecast overspend is of the order of £890k and officers have given the required statutory notice to the bus operators in relation to a revised method of funding for 2007/08 (noting that this may be subject to appeal). The draft budget for 2007/08 and later years reflects the potential impact of this together with an assessment of the associated risks.

3.7 As indicated above managers have already taken action to minimise the overall net impact on council finances. This has included identifying where there is scope for efficiencies and ceasing expenditure on supplies and services where this could be achieved without detriment to public service delivery. In addition, appointment to staff vacancies is subject to rigorous appraisal against a set of criteria in order to ensure that value for money can be demonstrated (for example, where permanent appointment would be more cost effective than the employment of temporary agency staff).

3.8 Cabinet is invited to note the report and approve the actions being taken both to contain net expenditure in the current year and to minimise the impact on the council's reserves at the end of the financial year.



#### **4. Options and Evaluation of Options**

4.1 Options for constraining expenditure have been considered and taken where this can be achieved without detriment to front line service delivery.

#### **5. Resource Implications (including Financial Implications)**

5.1 See section 3.

#### **6. Risk and Opportunity Issues**

6.1 These mainly relate to the ongoing impact in future years and the level of general reserves that will need to be retained to mitigate risk. A separate report on this agenda deals with this.

#### **7. Consultees (Internal and External)**

<b>Internal</b>	CE, Directors, Corporate Managers.
<b>External</b>	N/a

#### **8. Compliance Issues**

##### **A: How Proposals Deliver Priority Outcomes**

<b>Recovery Plan</b>
N/a
<b>Corporate Plan</b>

N/a
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**B: Other Implications**

<b>Other Strategies</b>
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N/a
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<b>Finance Comments</b>
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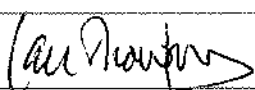
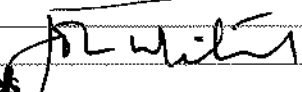
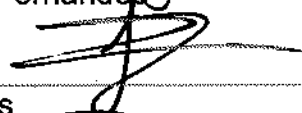
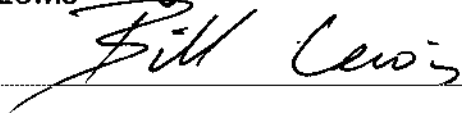
See above
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<b>Legal Comments</b>
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**9. Background Papers**

Title	Description	Source

Ian Thompson, Interim Finance Director, ext 8744

Name	Signature	Date	Ext.
Author	Ian Thompson 	18.12.06	8744
Corporate Manager	N/a		
Director	John Whiteoak 	18.12.06	8706
Monitoring Officer or Deputy (Key decision only)	Francis Fernandes 	18.12.06	7334
Section 151 Officer or Deputy (Key decision only)	Bill Lewis 	18.12.06	

**General Fund Revenue Budget - Forecast Outturn Variance 2006/2007**

	2006/07 Annual Budget	2006/07 Forecast Outturn (Under) / Over Spends	Note
	£000	£000	
<u>Performance, IT &amp; Improvement</u>			
Information Technology		-29	1
	2,974	-29	
<u>Finance &amp; Asset Management</u>			
Other Land and Buildings		135	2
Pensions Added Years and Severance Costs		541	3
Markets		232	4
Other Services		-69	5
	5,489	839	
<u>Community Safety, Leisure &amp; Town Centre Operations</u>			
Car Parking		808	6
Balloon Festival		102	7
Town Centre Management		45	8
Leisure Centres		-80	9
Other Services		-236	10
	-777	639	
<u>Customer Services</u>			
One Stop Shop		420	11
Other Services		-185	12
	3,031	235	
<u>Streetscene &amp; Property Maintenance</u>			
Recycling		-209	13
Domestic Refuse		-83	14
Highways Agency		126	15
Trade Refuse		397	16
		-207	17
	10,817	44	
<u>Development - Building Control &amp; Environmental Health</u>			
Building Control		-80	18
Other Services		-93	19
	2,422	-173	
<u>Regeneration, Growth &amp; Community Development</u>			
Concessionary Fares		890	20
Regeneration		442	21
Other Services		-501	22
	4906	831	
<u>Housing Services</u>	2,183	-54	23
<u>Human Resources</u>	1,558	72	24
<u>Governance, Resources &amp; Communication</u>	2,741	13	25
<u>Chief Executives</u>	813	189	26
Estimated Savings from In Year Recruitment Controls	0	-300	
<b>Outturn Variance Prior to Financing Adjustments</b>	<b>35,757</b>	<b>2,286</b>	
<u>Financing Adjustments</u>			
Unallocated Section 106 Receipts	0	-250	
Capitalisation of Revenue Expenditure	0	-70	
	0	-320	
<b>Revised Forecast Outturn Variance</b>	<b>35,757</b>	<b>1,966</b>	

**Notes to Forecast Outturn Variance 2006/07**

1	Savings have been achieved on the running costs of the internal telephone system
2	Under recovery of budgeted income for rent. Rent was budgeted for Demgate Theatre however they were granted a rent free period. This was not reflected in the budget.
3	Overspend on Pensions due to the effect of Root & Branch. Added years and pension costs that could not be capitalised as they related to the enhanced element of the severance scheme.
4	Budget reflected historic levels of Open Market activity. In addition, income has been lost due to the vacation of the Market Hall and expenditure has been incurred in relation to compensation payments to Market Hall traders.
5	Savings have been achieved as a result of reductions in the external audit fee. In addition the Division has and will continue to hold a number of posts vacant.
6	The budgeted level of income for car parks will not be achieved partly because the base budget was overstated.
7	The budgeted profit for the festival was not achieved. Increased costs were incurred in relation to catering. Income for car parking was lower than anticipated due to poor weather.
8	Non achievement of the budgeted income for the Town Centre Management Partnership. This was due to the Town Centre Manager post being vacant for a significant period of time.
9	Additional Leisure centre income is predicted as a result of increased activity due to the new gym equipment and the post Christmas activity increase. The additional income offsets the overtime costs incurred to cover sickness/leave absence of the Duty Officer.
10	Savings relating to vacant posts within Community Safety, Health and Safety, Events and Arts.
11	Additional cost of the CAPITA Contract for the Customer Contact Centre combined with the cost of additional Customer Services Officers.
12	Significant savings have been achieved due to management action of holding posts vacant and reducing expenditure on Supplies and Services.
13	The service is forecasting additional recycling income to that budgeted. In addition the service will not spend the Waste Performance Efficiency Grant this year.
14	A variety of savings have been identified due to management action to achieve efficiencies. Savings in relation to the employees budgets will be achieved due to reducing overtime and managing sickness more effectively. The cost of the Christmas Collection will be contained within the forecast.
15	The budgeted income will not be achieved as a result of reduced trading activity.
16	The Trade Refuse Service is unable to achieve the budgeted income. The service is performing close to maximum capacity hence limiting its ability to gain any further income.
17	Savings have been achieved due to staff vacancies, reduction in the use of temporary staff and supplies and services expenditure within Parks and Open Spaces, Neighbourhood Wardens, Street Cleaning and Cemeteries.
18	Additional income will be achieved for Building Regulations
19	Savings in relation to vacant posts within Environmental Health
20	The cost of the Concessionary Fares service is higher than budgeted (see main report).
21	Additional costs have been incurred in relation to the use of Consultancy Services to cover vacant posts.
22	Savings have been achieved in relation to vacant posts. These savings have been utilised to meet the cost of consultancy staff to cover the vacant posts.
23	Savings have been achieved in relation to vacant posts. In addition, reductions in expenditure have been identified, due to the improvement in the turnaround of Void properties.
24	Additional costs of conducting the Pay and Grading Review of £112k will be incurred. This has been partially offset by savings within the centralised training budget as a result of management action to reduce additional training activity.
25	Additional licensing income has been received as a result of the changes in Liquor licensing. This income has been offset by additional employee costs in relation of consultancy arrangement to cover vacant posts.
26	Additional costs have been incurred for consultancy and interim management to cover key vacancies.



**NORTHAMPTON  
BOROUGH COUNCIL**

<b>Name of Committee</b>	<b>CABINET</b>
<b>Directorate:</b>	Governance and Resources
<b>Director:</b>	Ian Thompson, Interim Finance Director
<b>Date:</b>	19 <sup>th</sup> December 2006

<b>Report Title</b>	Budget 2007/08 to 2009/10
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<b>Key Decision</b>	<b>Yes</b>
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**1. Recommendations**

<p>Cabinet is invited:</p> <ul style="list-style-type: none"> <li>- to note the report and in particular the funding shortfall identified of £3.23m after introducing a target efficiency/value for money saving of £1.1m.</li> <li>- to note the actions already taken by officers to minimise the reported funding shortfall</li> <li>- to determine options for future service delivery that are to be considered as the basis for public consultation to bridge the identified funding gap</li> </ul>
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**2. Summary**

<p>2.1 The report sets out the current budget forecast for 2007/08 and later years. A series of options to address the identified funding shortfall will be tabled at Cabinet and subsequently used for public consultation.</p>
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### 3. Report Background

3.1 The Cabinet agenda of 4<sup>th</sup> December included a report on the process that was then under way to develop the draft budget for 2007/08 and later years. The report also provided an overview of the Revenue Support Grant settlement and stated that the provisional settlement was consistent with the three year forecast provided one year ago. The final Government decision on the grant settlement will not be notified until late January 2007.

3.2 In order to develop a robust budget for 2007/08 and future years, leading members of all political groups have met at intervals during the autumn of 2006 in order to be informed about the overall budget situation, its causes and to identify policy options. The most recent meeting was on 23<sup>rd</sup> November where consideration was given to a range of service delivery options put forward by officers. The meeting also considered:

- duties and responsibilities of the council in setting balanced budgets and linkage to policy planning
- the council's vision for the medium and long term
- the key issues related to the Comprehensive Performance Assessment
- the need to establish a value for money framework to assist in delivering major savings for 2007/08 and beyond
- Corporate Plan priorities

3.3 Subsequent to that meeting and having regard to the emerging financial position for the current year 2006/07, officers have continued to prepare a detailed budget for consideration by Cabinet as the basis for public consultation prior to further consideration by Cabinet on 29<sup>th</sup> January 2007. In addition, further meetings involving all political groups on the council have also taken place as the budget forecasts have been progressively refined and the forecast outturn position for 2006/07 has clarified.

3.4 The current draft budget position is summarised in the appendices. Appendix 1 indicates that there is currently a funding shortfall of some £3.23m based on:

- continuation of current service levels
- corrections to base budgets where it is clear from experience in the current year that budgets do not reflect the actual position or expectation
- additional growth items that are necessary to meet legislative requirements and to provide revenue funding for additional borrowing in support of the capital programme
- an additional contingency provision of £1m. to provide against a range of risks inherent in the draft budgets (for example, car park income that is both a significant element of the overall budget and subject to varying demand
- incorporation of a range of efficiency savings and additional income opportunities that can be achieved within the existing policy framework.
- an additional target efficiency/value for money saving as set out in the Medium Term Financial Plan agreed in September 2006.

3.5 The overall position is extremely challenging. Previous Comprehensive

Performance Assessment reports for the Council have expressed the view that the Council has too many priorities and attempts to undertake too much. The key issue for Cabinet to address therefore is what actions are to be taken to ensure that the budget to be agreed by Council at the meeting of 13th February 2007 is both balanced and robust whilst at the same time seeking to ensure that service budgets are clearly linked to explicit levels of service delivery/policy that in turn reflect the council's future priorities.

3.6 It will be essential that the Council's 'Section 151 Officer' is able to certify that the budget that is finally considered and approved by Council in February is consistent with the above, although recognising that the determination of service priorities is a matter for elected members.

3.7 Cabinet is now invited to indicate those options that are to be considered as a means of bridging the current funding shortfall, noting that these will form the basis of the required public consultation to be carried out over coming weeks. The outcome of the consultation exercise will be reported to Cabinet on 29<sup>th</sup> January 2007.

#### **4. Options and Evaluation of Options**

4.1 As indicated above, it is essential that Cabinet proposes a schedule of options for bridging the reported funding gap as the basis for wide public consultation. It can be noted that the current forecast includes an indicative council tax increase of 3%. As part of the current provisional Revenue Support Grant settlement, it has been indicated that the Government may invoke reserve 'capping' powers where rises exceed 5%.

#### **5. Resource Implications (including Financial Implications)**

5.1 The scale of the funding shortfall is set out above and detailed in the appendices.

#### **6. Risk and Opportunity Issues**

6.1 There is a range of risk factors to be taken into account in setting the budget. As stated above, provision to increase the council's reserves by a further £1m. has been incorporated into the draft budget in recognition of a number of key risks that are perceived in relation to the budget as currently presented.



## 7. Consultees (Internal and External)

<b>Internal</b>	CE, Directors, Corporate Managers, Leading Members
<b>External</b>	To be undertaken prior to Cabinet 29 <sup>th</sup> January 2007.

## 8. Compliance Issues

### A: How Proposals Deliver Priority Outcomes

<b>Recovery Plan</b>
To be determined.
<b>Corporate Plan</b>
To be determined.

### B: Other Implications

<b>Other Strategies</b>
N/a

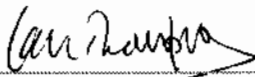
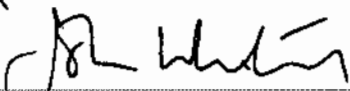
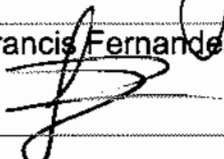

<b>Finance Comments</b>
Included above.

<b>Legal Comments</b>

## 9. Background Papers

Title	Description	Source

Ian Thompson, Interim Finance Director

Name	Signature	Date	Ext.
Author	Ian Thompson 	18.12.06	8744
Corporate Manager	N/a		
Director	John Whiteoak 	18.12.06	8706
Monitoring Officer or Deputy (Key decision only)	Francis Fernandes 	18.12.06	7334
Section 151 Officer or Deputy (Key decision only)	Bill Lewis 	18.12.06	

**Appendix 1:**  
**General Fund Revenue Budget - Future Years Budgets 2007 - 2010**

	2007/08 £000's	2008/09 £000's	2009/10 £000's	Note
<u>Medium Term Financial Plan</u>				
See Appendix 2	1,115	1,350	1,600	A
Plus Reinstated Savings Target (to avoid double counting)	233	233	195	B
	<b>1,348</b>	<b>1,583</b>	<b>1,795</b>	
<u>Community Safety, Leisure &amp; Community Operations</u>				
Balloon Festival	47	47	47	1
Community Safety	-187	-199	-199	2
Town Centre Management	45	45	45	3
Events, Arts and Museums	-53	-53	-53	4
Leisure Centres	-70	-70	-70	5
Car Parking	446	446	446	6
<u>Customer Services</u>				
One Stop Shop	182	190	199	7
Print Services	-50	-50	-50	8
<u>Finance &amp; Asset Management</u>				
Cliftonville House, Industrial Units and Investment Property	114	114	114	9
Audit Fee/Internal Audit	-84	-84	-84	10
Markets Income Adjustment	204	162	160	11
Pensions Added Years Costs	140	140	140	12
<u>Governance &amp; Recovery</u>				
Members Expenses and Meeting Services	129	129	130	13
Elections	217	0	0	14
Landcharges Income Shortfall	109	109	109	15
Savings for Licence Income and Communications Staff	-104	-105	-105	16
<u>Planning &amp; Environmental Health</u>				
Private Sector Improvement and Repairs & Health & Safety At Work	-66	-36	-32	17
<u>Regeneration &amp; Growth</u>				
Regeneration and Growth	-70	-70	-70	18
Concessionary Fares	200	200	200	19
<u>Performance and Improvement</u>				
IT	-57	-57	-57	20
<u>Streetscene &amp; Property Maintenance</u>				
Highways Revenue Account	357	356	351	21
Domestic Refuse Collection and Recycling	143	143	143	22
Trade Refuse Collection	271	355	318	23
<u>Human Resources</u>				
Pay and Grading Review	-500	-300	0	24
Training	-200	-200	-200	25
<u>Housing</u>				
Homelessness	-160	-160	-160	26
Additional Capacity Revenues and Benefits	250	250	250	27
<b>Total Continuing Impact on Future Years Budgets</b>	<b>1,253</b>	<b>1,302</b>	<b>1,572</b>	
<u>Additional Future Years Budget Pressures</u>				
Additional Debt Charges	350	350	350	28
Excess Inflation - Principally Energy	294	179	221	29
Legal, Statutory and Health & Safety - Trees Maintenance	100	100	100	
<b>Total Additional Future Years Budget Pressures</b>	<b>744</b>	<b>629</b>	<b>671</b>	
<b>Additional Contingency Provision</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	30
<b>Less Value for Money/Efficiency Target as per Medium Term Financial Plan</b>	<b>-1,115</b>	<b>-1,350</b>	<b>-1,600</b>	
<b>Total</b>	<b>3,230</b>	<b>3,164</b>	<b>3,438</b>	

Appendix 2: General Fund Revenue Summary			
	Cash Limit 06/07 £'000	Forecast 07/08 £'000	Forecast 08/09 £'000
<b>Funding</b>			
Collection Fund Adjustments	147	0	0
Formula Grant	-17,889	-18,405	-18,902
<b>Council Tax @ 4.9%, 3%, 3%</b>	-11,652	-12,118	-12,627
<b>Total Income</b>	<b>-29,394</b>	<b>-30,523</b>	<b>-31,529</b>
<b>Expenditure</b>			
<b>Cash Limits</b>			
Customer Services	1,896	1,970	2,055
Performance & Improvement	2,883	2,994	3,086
Human Resources	1,141	1,156	1,190
Citizen Engagement	4,338	4,449	4,607
Planning, Environmental Health & Leisure	4,352	4,671	4,875
Finance & Asset Management	6,458	6,796	7,040
Regeneration & Growth	1,213	1,319	1,364
Street Scene & Property Maintenance	5,593	6,140	6,583
Housing Services	1,455	1,586	1,684
Legal & Democratic Services	2,441	2,571	2,664
<b>Net Expenditure (Cash Limit)</b>	<b>31,770</b>	<b>33,651</b>	<b>35,150</b>
Recharges to Other funds	-4,356	-4,842	-5,100
Net General Fund Cash Limit	27,414	28,809	30,050
Debt Charges	192	212	212
	<b>27,606</b>	<b>29,021</b>	<b>30,262</b>
<b>Funding Gap Prior to Additional Items</b>	<b>-1,788</b>	<b>-1,502</b>	<b>-1,267</b>
<b>Current Budget Deficiencies</b>			
Refuse Services	430	430	430
Land Charges	200	200	200
Property Income Reduction	300	300	300
Telephone System - Unachievable Savings	50	50	50
	<b>-808</b>	<b>-522</b>	<b>-287</b>
<b>Inescapable Additions</b>			
Recycling	-115	-115	-115
Recovery / Improvement	100	100	100
Single Status	60	800	800
Concessionary Fares Statutory Scheme	550	550	550
Occupational Health & Stress Management	40	40	40
Revenue Implications of Capital Projects	165	165	165
Community Centres	15	24	24
Research Assistants	63	118	118
Benefits Trainees	115	120	120
	<b>185</b>	<b>1,280</b>	<b>1,515</b>
<b>Recovery Programme Required</b>			
Training Budget	200	400	400
Regeneration & Growth	100	200	200
Building Maintenance	150	200	200
Homelessness Prevention - Invest to Save	100	200	200
	<b>735</b>	<b>2,280</b>	<b>2,515</b>
<b>Optional Items</b>			
Office Accommodation	-20	-50	-50
Street Cleaning	75	75	75
Concessionary Fares Extended Scheme	150	150	150
Concessionary Fares Extended Scheme Removal	-150	-150	-150
	<b>790</b>	<b>2,305</b>	<b>2,540</b>
<b>Further Proposals</b>			
Car Parks Income	-500	-500	-500
Leisure Income	-200	-200	-200
Parks Savings	-100	-250	-250
Bulky Waste	-50	-50	-50
Youth Provision	60	60	60
Efficiency Savings		-250	-250
	<b>0</b>	<b>1,115</b>	<b>1,350</b>

## Notes to the Future Years Budgets 2007 - 2010

A	See Appendix 2. Includes assumption that council tax rise is 3% year on year
B	Efficiency savings included as target at A above - need to avoid double counting.
1	<b>Balloon Festival</b> Realigns the budget with past experience and future expectations.
2	<b>Community Safety</b> Removal of a post within Community Safety -£50k and savings to be made in relation to CCTV -£130k
3	<b>Town Centre Management</b> Non achievement of the Town Centre Partnership income
4	<b>Events, Arts and Museums</b> Savings within Events and Arts with regards to reductions on Supplies and Services budgets. Additional savings of £15k have been included for the Museums.
5	<b>Leisure Centres</b> Additional Leisure Centre income reflecting 2006/07 experience.
6	<b>Car Parking</b> Realigns the budget with actual experience/expectations.
7	<b>One Stop Shop</b> Additional Customer Services Officers £240k. This is offset partially by cross cutting savings across the Council on Customer Services of -£48k as a result of the operation of the Customer Contact Centre. Further efficiency savings to be identified for 2007/08
8	<b>Print Services</b> Efficiency savings targeted for the Print Unit including potential to explore partnership option.
9	<b>Cliftonville House, Industrial Units and Investment Property</b> Rental income will be reduced due to the rent free period offered to the Demgate £135k. Income will also be reduced at Cliftonville House due to the vacation of District Audit from the offices. These additional costs will be partially offset by increased rental income from industrial units and other land and buildings
10	<b>Audit Fee/Internal Audit</b> Ongoing savings in relation to the Audit fee paid by the Council and Internal Audit services procured.
11	<b>Markets Income Adjustment</b> Realignment of the historic income budget for the Open Market (£147k) together with reduction in income from the Indoor Market £57k due to its vacation.
12	<b>Pensions Added Years Costs</b> Realignment of the budget for pensions added years costs arising in part from the Root and Branch exercise.
13	<b>Members Expenses and Meeting Services</b> Increase in members allowances not reflected in the budget (£99k) and reinstatement of unachievable income budget (£30k)
14	<b>Elections</b> Cost of the Northampton Borough Council election.
15	<b>Landcharges Income Shortfall</b> Reduction in landcharge income due to external competition in the market and limited ability to respond competitively.
16	<b>Savings for Licence Income and Communications Staff</b> Increased licensing income -£72k and deletion of a post within Communications Team
17	<b>Private Sector Improvement and Repairs &amp; Health &amp; Safety At Work</b> Reflects HIMO licensing income of £46k and savings that are achievable as a result of staff turnover at lower than budgeted spinal points.
18	<b>Regeneration and Growth</b> Removal of additional budget allocated in the Medium Term Financial Plan of £100k. This saving has been offset partially by an unachievable income budget of £30k
19	<b>Concessionary Fares</b> Additional cost of Concessionary fares.
20	<b>IT</b> Removal of a post -£32k and ongoing savings on the running costs of the internal telephone system -£25k
21	<b>Highways Revenue Account</b> Non achievement of the budgeted income for the service due to the loss of trading activity with Atkins/County Council.
22	<b>Domestic Refuse Collection and Recycling</b> Increased costs of collection for green waste £200k within the Recycling service and reduced Domestic Refuse income of £50k due to unachievable bulky waste collection income budget. These additional costs have been partially offset by a savings proposal in relation to the Materials Recycling Facility of -£100k.
23	<b>Trade Refuse Collection</b> The base budget includes an income surplus which will not be achieved of £420k. In 2007/08 this is reduced by the potential receipt from the sale of the operation of £150k. This is a one off receipt.
24	<b>Pay and Grading Review</b> Savings arising from the proposed re-phasing of implementation of the Pay and Grading review.
25	<b>Training</b> Deletion of previously committed growth for the corporate training budget.
26	<b>Homelessness</b> Deletion of additional budget allocated in the Medium Term Financial Plan of £100k. Additional savings of £60k are proposed on the service due to the cessation of the use of Bed and Breakfast accommodation.
27	<b>Additional Capacity Revenues and Benefits</b> Cost of providing additional capacity within the service to maintain improved service levels.
28	<b>Additional Debt Charges</b> Cost of servicing additional borrowing required on a short term basis to fund the committed 2006/07 capital programme.
29	<b>Excess Inflation - Principally Energy</b> Additional inflation - principally energy costs impacting on leisure centres and car parks.
30	<b>Contingency Provision</b> See reference in main body of report.



Ward/s

all

<b>Name of Group:</b>	<b>CABINET</b>
<b>Meeting Date:</b>	19 December 2006
<b>Directorate:</b>	Customers and Service Delivery
<b>Corporate Manager:</b>	Thomas Hall
<b>Cabinet Meeting Date</b>	
<b>Agenda Status:</b>	Public

**Report Title**

Future Services for Young People

**Key Decision**

on the Forward Plan as a key decision; the nature of the report has changed as described below)

**NO** (note that this was listed

**1. Recommendations**

To note that an anticipated key decision is not now required; changes to Northamptonshire County Council's policy on the delivery of youth services make a decision on involvement in commissioning these services now irrelevant.

**2. Summary and Background**

In February 2006 Northamptonshire County Council decided to withdraw from the direct provision of youth services. Instead, a regime of commissioning services from other bodies in the public, private and voluntary sectors was to be instituted. Northampton Borough Council could have become one of these bodies, either providing direct provision of services or itself 'sub-commissioning' them to local bodies. A key decision would have been

required on this Council's approach to that opportunity, hence a report was indicated on the forward plan for cabinet.

However, the county council has now decided not to proceed with the commissioning approach, but to continue with a level of direct provision of youth services. Northampton Borough Council no longer has an opportunity to be involved in commissioning. This report is therefore to inform cabinet that no key decision is now required.

#### **4. Options and Evaluation of Options**

None

#### **5. Resource Implications (including Financial Implications)**

None

#### **6. Risk and Opportunity Issues**

Northampton Borough Council already provides a wide range of services to children and young people. Although the opportunity of delivering youth services commissioned by the county council no longer exists, the Local Area Agreement continues to provide an opportunity to co-ordinate this council's activities with those of other public bodies, and to enhance them.

#### **7. Consultees (Internal and External)**

<b>Internal</b>	community safety, leisure, community development
<b>External</b>	Northamptonshire County Council (Mr Gordon Stewart)

#### **8. Compliance Issues**

##### **A: How Proposals Deliver Priority Outcomes**

**Recovery Plan, Corporate Plan**

Not applicable

**B: Other Implications****Other Strategies**

Not applicable


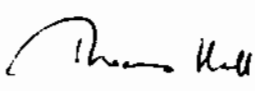
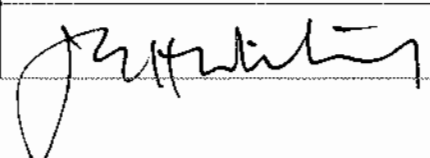
**Finance Comments****Legal Comments****Crime and Disorder Issues, Equality Impact Assessments**

Not applicable

**9. Background Papers**

Title	Description	Source
None		

**Thomas Hall**  
Corporate Manager – Community Safety, Leisure & Town Centre Operations  
ext 7593

Name	Signature	Date	Ext.
<b>Author</b>		11.12.06	7593
<b>Corporate Manager</b>		11.12.06	7593
<b>Director</b>		18.12.06	



## Appendices



**NORTHAMPTON  
BOROUGH COUNCIL**

Item No.

**13**

Ward

**West Hunsbury**

<b>Name of Meeting:</b>	<b>CABINET</b>
<b>Meeting Date:</b>	19 December 2006
<b>Directorate:</b>	Governance Resources & Improvement
<b>Corporate Manager:</b>	Francis Fernandes
<b>Agenda Status:</b>	Public part of Agenda

<b>Report Title</b>	Petition to Extend Upton Parish Boundary
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**KEY DECISION**

**NO**

## 1. Recommendations

1. That the Petition be sent to the Secretary of State for Communities and Local Government together with a statement of the Council's views which agrees with the proposals in the Petition.
2. That the Secretary of State and the Electoral Commission also be informed that the Council have decided to consider the electoral arrangements for the proposed Parish Council in that they consider it should be divided into two wards.

## 2. Summary

A petition has been received supporting a proposal that the present unparished areas of Upton Grange, part of the new Upton Development and the Banbury Lane Development be included within the Boundary of Upton Parish. The petition is signed by 284 residents living in the area. It now falls to the Council to forward the petition to the Secretary of State together with their views about it

### **3. Report Background**

#### Legal Position

The procedure for reviewing parish boundaries is contained in the Local Government and Rating Act 1997. One of the ways this can be initiated is by a petition being made by local government electors in an area that is not presently parished, for that area to be constituted as a parish and for a Parish Council to be established for it. The number of signatories to the petition must be at least 250 or 10% of the electors in that area, whichever is the greater. Within 2 months of receiving the petition the Council must forward the petition to the Secretary of State, together with a statement of their views about it. The County Council must also be notified, who can send their views either to the District Council or to the Secretary of State.

If the Council decide to consider the electoral arrangements for the proposed parish council they should also inform the Electoral Commission.

#### The Proposals

The present petition was received on 21 September 2006 but interest has been expressed in adding Upton Grange to Upton Parish Council since 2003.

A plan showing the proposals is annexed. It includes the whole area between the present eastern boundary of Upton Parish and Upton Way. This area comprises the existing Upton Grange Development and part of Site A of the new Upton Development. The proposal also includes the Banbury Lane Development.

In relation to Upton Grange and the Upton Developments there is no doubt that the existing boundary carries no present geographical significance, whereas the proposed boundary along Upton Way would be logical and recognisable.

In relation to the Banbury Lane Development the inclusion of this area in Upton Parish might help that rather isolated development integrate with the wider developing community on the western side of the Town.

#### Electoral Arrangements – Wards

Even without the proposed additions Upton Parish is set to grow enormously in its population since it includes both the Upton and St Crispin Developments. The opinion of the Electoral Officer is that the opportunity should be taken to look at dividing the Parish into two wards – one to the north of Weedon Road and one to the south.

#### 4. Options and Evaluation of Options

##### Options

1. As recommended in this report. This appears the most appropriate course to meet the needs of the locality.
2. To disagree with the proposal. Given that the request made by the petition is a reasonable one coming from members of the public in the locality this option is not recommended.
3. To suggest that a decision be deferred, pending a more comprehensive review of parish boundaries. However, undertaking such a review is not a corporate priority and it would inevitably divert resources from other priorities. It would also not be an appropriate time to do this in view of the possibility of more wide ranging local government reorganisation following the recent white paper.

#### 5. Resource Implications (including Financial Implications)

If accepted the proposals will involve some staff time to implement, particularly in Electoral Services and Council Tax; but no additional resources will be required.

#### 6. Risk and Opportunity Issues

None identified

#### 7. Consultees (Internal and External)

<b>Internal</b>	Community Development, Electoral Services, Council Tax
<b>External</b>	County Council

## 8. Compliance Issues

### A: How Proposals Deliver Priority Outcomes

<b>Strategic Improvement Plan</b>
Links to Council's priority of improving interaction with the public
<b>Corporate Plan</b>
Links to Priority 1: Listen to local people and provide the services they need

### B: Other Implications

<b>Other Strategies</b>

<b>Finance Comments</b>
N/A

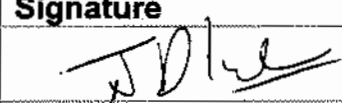


<b>Legal Comments</b>
N/A

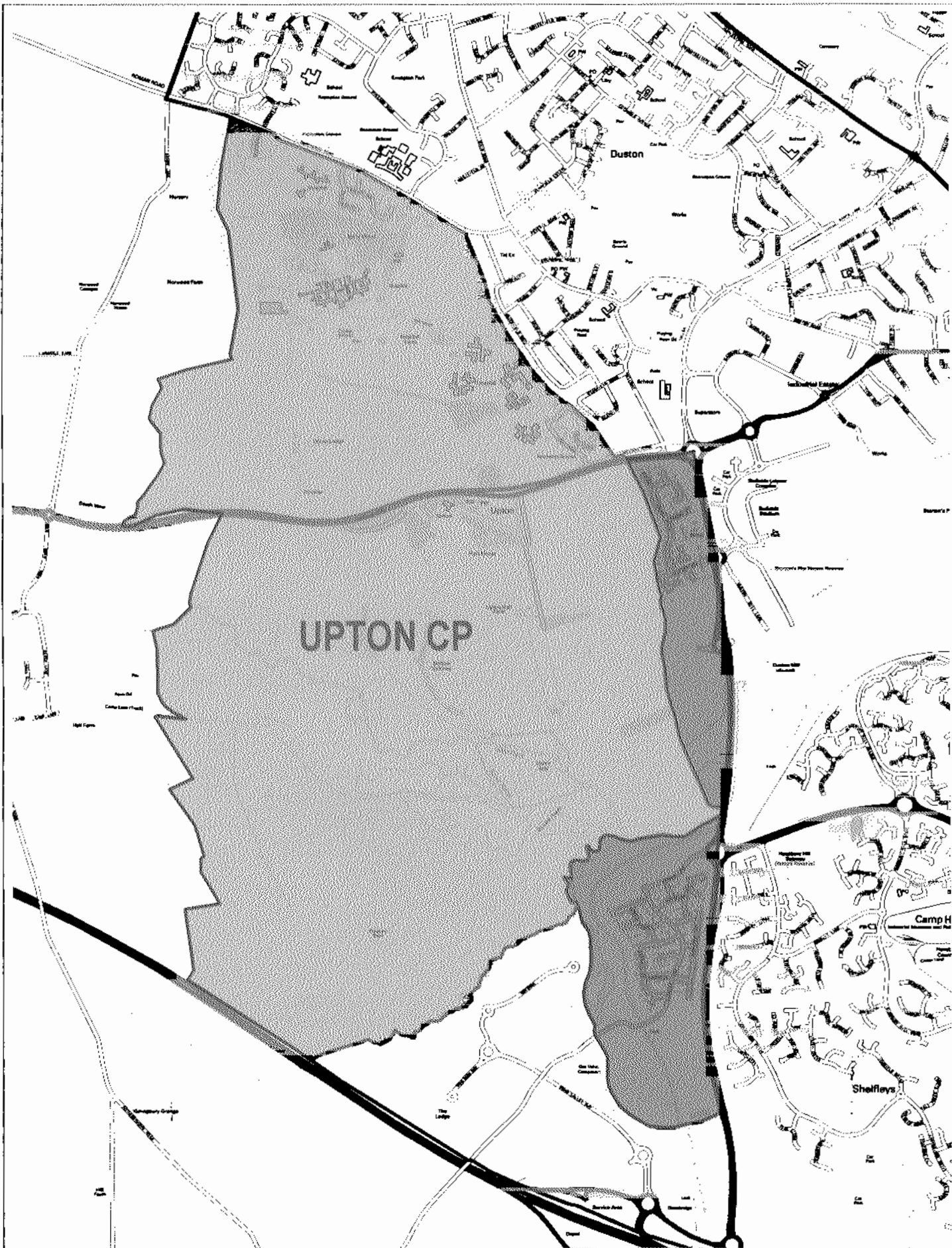
## 9. Background Papers

Title	Description	Source
Local Government and Rating Act 1997	<p>Act of Parliament</p> <ul style="list-style-type: none"><li>• Petition</li><li>• Correspondence</li><li>• Minutes of Upton Parish Council 10 July 2006</li><li>• Minutes of Upton Grange Residents Association 3 July 2006</li><li>• Minutes of Banbury Lane Residents Association 24 August 2006</li></ul>	

**Report Author**  
J Inch  
Senior Solicitor

Ext: 7335

Name	Signature	Date	Ext.
Author		8.12.06	7335
Corporate Manager		8.12.06	
Director			



Rev: L. Pave  
 Date: 7th December 2006  
 Scale: 1:20,000  
 Type: Legal  
 Project:

Title

## Proposed Changes to Upton Parish Boundary

Produced from the 2004 Ordnance Survey 1:1250 mapping with the permission of the  
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Ward/s

<b>Name of Group:</b>	<b>CABINET</b>
<b>Meeting Date:</b>	19 <sup>th</sup> December 2006
<b>Directorate:</b>	People, Performance & Regeneration
<b>Corporate Manager:</b>	Christopher Cavanagh
<b>Cabinet Meeting Date</b>	19th December 2006
<b>Agenda Status:</b>	Public

<b>Report Title</b>	Making a difference - Strategy for tenant involvement and tenant participation agreement
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<b>Key Decision -</b>	Approve the Strategy and Agreement	<b>YES</b>
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## 1. Recommendations

Approve the strategy for tenant involvement and its accompanying agreement (compact) between tenants, leaseholders and the Council . The agreement also forms an outline implementation plan.

This agreement being subject to formal confirmation that the strategy can be fully contained within existing resources and future resource levels as outlined in the Medium Term Financial Strategy.

## 2. Summary

The strategy sets out the approach for tenant involvement with Housing Services, taking into account links to other policy areas such as the Corporate priorities, the Council's housing strategy, the Community Vision and Neighbourhood Management.

There are three key objectives of the strategy: 1. To ensure as a social landlord that our services operate within the principles of Best Practice, 2. Providing a framework for how tenants will be kept informed, consulted and involved, and 3. An overview of how the performance of the housing service

can be monitored with the involvement of tenants.

The strategy outlines a range of ways that tenants can be involved in influencing the housing service to meet the involvement and communication preferences that different people have, and to ensure these are as inclusive as possible.

Section 7 specifically focuses on steps that the Council needs to take to ensure that hard to reach groups of people can be encouraged and supported to take part and influence the housing services that they receive.

The strategy includes a diagram to illustrate how tenants and leaseholders can influence and be part of the continuous improvement of housing services. Northampton Council does not work in isolation and section 6 highlights the importance of working in partnership with other agencies.

The final section of the strategy outlines the various ways that the strategy can be monitored to demonstrate and measure the impact that tenant involvement has had on housing services.



### **3. Report Background**

Audit Commission Inspectors highlighted the need for the Council to review its Tenant Pledge, (also known as a compact) which is the agreement with tenants and leaseholders about how they will be informed, consulted and involved in housing issues. This was originally produced with tenants in 2001. The Inspectors also highlighted the need for an overarching strategy for tenant involvement. A specialist tenant involvement consultant was appointed to undertake this work in April 2006.

The review of the strategy and Pledge has involved a working group of tenants and staff, briefing sessions for Councillors, survey of tenants and leaseholders via Housing Matters and internal and external consultation. Following Cabinet approval, the strategy and agreement will be launched in January 2007.

### **4. Options and Evaluation of Options**

There was no option to not do this activity, and the authority did not have the capacity to undertake the work in house.

### **5. Resource Implications (including Financial Implications)**

The funding (£15,000) to meet the costs of the consultant who has developed the Strategy and Pledge was secured from the Office of the Deputy Prime Minister (now the Department for Communities and Local Government). This funding sits within the Housing Revenue Account. It is estimated that the additional budget required to implement the recommendations contained in the Pledge would be £3,500 in 2006-07 and 15,000 in 2007-08.

The implementation of the Strategy and Pledge will result in an increase in tenant engagement that will require additional resources.

There is a specific budget for tenant involvement and this will need to be reviewed with tenants on an annual basis to ensure adequate funding for tenant involvement activity.

## 6. Risk and Opportunity Issues

### Risks:

- Poor inspection assessment if strategy update is not implemented
- Lack of engagement with and feedback to tenants and leaseholders about how they have influenced housing services is likely to result in apathy and under involvement.

### Opportunities:

- Opportunity to be one of the best performers in engaging tenants with customer focused housing services. As a result this will improve the Council's reputation via the results from the Customer Satisfaction Survey that the council undertakes,
- Increased satisfaction with services as a result of increased involvement and understanding about the housing service

## 7. Consultees (Internal and External)

<b>Internal</b>	All Councillors and all staff
<b>External</b>	<ul style="list-style-type: none"><li>• Tenants on Sounding Board</li><li>• N-TACT Committee members</li><li>• Tenants and Residents Associations</li><li>• Federation of Residents Associations</li><li>• Leaseholder Panel</li><li>• Northampton Area Partnerships</li><li>• Northampton Borough forums for: Disabled; Lesbian, Gay and Bisexual; Pensioners, Youth; Race Equality; Women's</li><li>• Northamptonshire County Council – Julia Tinker, Northampton Strategic Neighbourhood Management Manager</li></ul>

## **8. Compliance Issues**

### **A: How Proposals Deliver Priority Outcomes**

<b>Recovery Plan</b>
There are direct links to supporting our Improvement Plan in respect to ensuring and enabling Tenant engagement in supporting housing services to address those elements of services identified within the Recovery Plan.
<b>Corporate Plan</b>
There are distinct and clear links all of the Corporate Plan priorities, but in particular to the 2 <sup>nd</sup> detailing: Improve Northampton's housing

### **B: Other Implications**

<b>Other Strategies</b>
There are links to strategies for Equality and Diversity, Housing, Neighbourhood Management and Customer Care.

<b>Finance Comments</b>
The Tenant Participation budget currently stands at £16k, the majority of which relates to professional services. Any further funding required will need a business case.

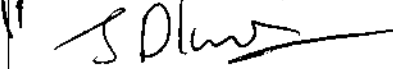
<b>Legal Comments</b>
This strategy acknowledges the legal requirements and statutory instruments and guidance for consultation and involvement of tenants within the 1985 Housing Act, Housing (Right to manage) Regulation 1994, The National Framework for Tenant Participation Compacts (DCLG), subsequent Audit Commission recommendations and the October 2006 Government White paper 'Strong and prosperous communities'. Its aim is to give local people and local communities more influence and power to improve their lives.

<b>Crime and Disorder Issues</b>
By engaging tenants in the development of and addressing current service issues, the principles of Designing out Crime both in service development and also materials/environmental enhancement programmes are addressed.

<b>Equality Impact Assessments</b>
An initial assessment has been undertaken with the assistance of a specialist Housing Equality and Diversity consultant. Although this initial assessment does not advise that a full EIA is required it does include recommendations for a partial EIA and makes many helpful comments to assist on the future implementation of the strategy that will be presented to N-TACT. The partial EIA will be undertaken with N-TACT and the outcomes will be built into the tenant participation strategy implementation plan.

## 9. Background Papers

Title	Description	Source

Name	Signature	Date	Ext.
Author	Carole Amer/Sean Silver	13.12.06	7836
Corporate Manager	Chris Cavanagh	13.12.06	
Director	Clive Thomas	13.12.06	
Monitoring Officer or Deputy (Key decision only)	PF Francis Fernandes 	15.12.06	7335
Section 151 Officer or Deputy (Key decision only)	Bill Lewis		

## **'Making a difference' (working title)**

### **Tenant Participation Strategy 2006-2009**

Front-page photo

NBC logo N- TACT logo

#### **1. Introduction**

This strategy explains Northampton Borough Council's approach to the involvement of tenants and leaseholders, referred to jointly as tenants in this strategy, in helping to develop and improve housing services. If you need this information in your language, large print or as an audio recording please call the Tenant Participation Co-ordinator on 01604 8377836

If your language is not listed we will do our best to translate or interpret.

#### **Insert translation panels for**

1. Polish
2. Bengali
3. Russian
4. Somali
5. Turkish
6. Cantonese
7. Gujarati
8. Latvian
9. Lithuanian
10. Bulgarian
11. Punjabi

***These translation panels are based on the main requests for translations to the Community Access & Language Service plus those languages that we predict may be required in the near future.***

For further information about tenant participation telephone: 01604 837836

Or visit: [www.northampton.gov.uk](http://www.northampton.gov.uk)

#### **What is tenant participation?**

Tenants and leaseholders having a real influence over the decisions made about housing. This includes how they are kept informed, consulted and actively involved in decision making. The Tenant Participation agreement details the areas of the housing service that tenants can be involved in.

Northampton Borough Council as a landlord has statutory rights and obligations and responsibilities which are outlined in tenancy agreements.

Secure tenants have statutory rights outlined in legislation and contractual rights as outlined in tenancy agreements. These include the right to be consulted about issues that substantially affect them as well as the Right to Manage their own homes Further details about Tenants Rights and legislation that apply to this strategy are included in the Appendices.

## **Why tenant involvement is important to the future of the housing service?**

Tenants and leaseholders views are instrumental in helping to ensure that Northampton Borough Council housing services are continuously improving and are providing best value for the money spent by the Council which is paid by tenants and leaseholders through their rents and service charges.

By tenants, leaseholders and the Council working together to design, develop, monitor and report on performance these services will be open to the challenge of the people who receive the services as well as those who deliver them. This can only be achieved through the proactive participation of tenants and leaseholders.

Northampton Borough Council Cabinet Member responsible for Housing, Councillor Yousuf Miah, said *"The strategy is a good example of working in this way. Tenants have been involved throughout the development of the strategy right from the beginning and will now be involved in ensuring that the Council deliver on the commitments it makes in this and its more detailed action plan. A big thank you to everyone involved in making this happen"*.

## **Insert photos**

## **Signatures above names & titles**

**Sylvia Genus**

Chair of N-TACT

**Councillor Yousef Miah**

NBC Cabinet

Member for Housing

**Mairi McLean**

NBC Chief Executive

**More photos here of range of people including N-TACT meeting, working group, tenant participation and housing staff**

## **1. Overview**

This strategy has been developed with the participation of tenants and staff right from the beginning. The tenant Involvement Strategy and Pledge working group was set up to review the strategy and agreement (called the Tenants Pledge) and involved tenants from Northampton Tenants and Council Together (N-TACT) and housing service staff. This group helped to ensure that the strategy is tailored to the needs of tenants and leaseholders and takes into account the reality of delivering the housing service. One of the key things recognised as part of developing this strategy is the importance of involving tenants and leaseholders at the outset of a review rather than later in the process. This review of tenant involvement demonstrates this in practice.

During September 2006 information about the review "Making a difference" was posted out to all tenants and leaseholders in the Borough asking for their views on how best to keep tenants informed, provide opportunities to influence and improve the housing service. The 369 responses have been built into this strategy and have helped to check we are taking the right

approach. Housing Services staff were consulted through an internal newsletter which also helped to raise awareness.

***Insert scanned image of the flyer***

The Northampton Federation of Residents' Associations as well as Tenants and Leaseholders from the six Community Forums in the Borough have been kept informed of progress and consulted by post. N-TACT helped to run a workshop at a joint forums' event in October to gather some feedback from participants.

This strategy will be available via the Council's Web Site and hard copies will be posted to all tenants and leaseholders and provided to new tenants in their sign up pack.

The accompanying agreement forms an action plan and outlines the areas agreed between the Council and tenants about how tenants and leaseholders will be proactively involved.

N -TACT will play a key role in working together with staff to monitor progress against the targets that have been set. Each year an impact assessment activity will be undertaken involving tenants and the Council working together. This will assess the achievements of the strategy, what has worked well and what needs to be done differently.

Progress will be reported to the N-TACT Committee and the Senior Corporate Management Team quarterly, to Council six monthly and to the tenants through Housing Matters annually. More detail is enclosed in a later section and in the Tenant Participation Agreement.

## **2. Background information about Northampton Borough Council housing**

Northampton Borough Council is the largest district council in Northamptonshire with approximately 12,500 residential council properties. Black and Minority Ethnic Communities represent 8.5% of the population in the Borough. The town is part of the Milton Keynes and South Midlands area identified for economic and population growth as part of the Government's Sustainable Communities Plan.

### **Links to other Council policy areas**

The Council highlights its commitment to the involvement of tenants in other strategies and plans for future Council services.

### **The Community Vision for Northampton states:**

#### **By 2011 it will....**

- Be well served by modern and efficient local government:  
Local councils will have defined their role as community leaders, working in partnership to deliver this vision for Northampton. Their decisions will be easy to understand, transparent and will involve local people

#### **By 2021 it will....**

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

**The Corporate Priorities agreed by the Council for 2007-2011 are:**

- Make Northampton a safer, cleaner and greener place to live
- Invest in the planning and regeneration of the town, providing economic development and growth
- Deliver better basic services
- Be an accessible and responsive council by listening to local people and providing the services they need
- Take an increased community leadership role alongside our partners
- Improve our performance as a Council and be fit for purpose by delivering our priorities for improvement:
  - Improve our weakest services
  - Improve our interaction with the public
  - Improve partnerships to deliver better outcomes
  - Ensure clear, decisive political leadership
  - Build management capacity to drive cultural change

**Review of public engagement and communications**

Following a referral from Northampton Borough Council's Improvement Board, the Overview and Scrutiny Committee was asked to review public engagement and communications across the Council. A Task and Finish Group was 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 Strategic Improvement 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 the 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 found that there were already a number of examples of effective consultation and engagement within the Council but there was still a need for them to be co-ordinated and brought up to a consistent standard. The 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 are proposing are aimed at increasing public engagement within the Council and the introduction of improved, standardised consultation methods.

The Tenant Participation Strategy is therefore helping to fulfil one of the key Corporate priorities for Northampton Borough Council.

### **The Council's Housing Strategy**

Northampton Borough Council recognises that tenant involvement is important both in the delivery of the housing landlord service and to the development of the housing strategic role. The involvement of tenants in housing strategy has risen in importance given the recognition of the role of housing in a much broader agenda of sustainable communities, neighbourhood management and renewal to meet the Decent Homes Standard and the wider regeneration agenda. Tenants have also said they want to be more involved in issues around access to housing, affordability and the development of the growth agenda.

A housing strategy focus group was held to engage tenants and leaseholders in the development of the strategy. The Council will invite tenant representatives to all key stakeholder events and will consult with tenants on the draft version of the housing strategy. The Council's intention is to further develop the input of tenants in the housing strategy development in 2007.

### **Neighbourhood Management**

Northamptonshire County Council Cabinet agreed the Countrywide Neighbourhood Renewal Strategy (NRS) in March 2005, subsequently Countrywide partners have provided endorsement of the approach at the Local Area Agreement (LAA) conference in July 2005. The Northamptonshire NRS follows the National NRS ambition that "within 10 to 20 years, no-one should be seriously disadvantaged by where they live". The LAA 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 2006/7.

The Neighbourhood Renewal Strategy identified 23 Super Output Areas (SOAs) in Northampton that fell within the 20% most disadvantaged in the country (Index of Multiple Deprivation 2004). These SOAs were also identified by the Northampton Neighbourhood Renewal Strategy as areas of focus.

Partners have agreed Neighbourhood Management as an approach to delivering local services across the town in Neighbourhood Renewal areas. This 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 public service agencies, and to give a more prominent role to local people.

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 disorder, anti social behaviour, and the "cleaner,

safer, greener” as well as the Government’s ‘Respect’ agenda, regenerate and involving local people in decision-making.

The Neighbourhood Management Team for each area will include a Neighbourhood Co-ordinator, 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 that may be identified in the future not only from these organisations, but other partners within the Northampton Local Strategic Partnership. Involvement of all stakeholders in local neighbourhood areas is essential to ensure issues that are important to local people are addressed.

### **Links to the Tenant Participation Agreement**

This strategy is a description and outline of the Council’s approach to tenant participation. The agreement between tenants and leaseholders and the Council, the Tenant Participation Agreement, provides a more detailed action plan that underpins this strategy. This has also been developed with the working group of tenants and staff with wider consultation with tenants and leaseholders.

### **3. Key objectives of the Tenant Participation Strategy**

This strategy aims to outline the approach to involving tenants and leaseholders in decisions about their homes and the surrounding environment. The main objectives are to:

- be recognised as one of the best social landlords in the East Midlands at engaging and involving tenants and leaseholders in ways that demonstrate a real difference to housing services
- provide a framework for the more detailed action plan (in the Tenant Participation Agreement) about how tenants will be informed, consulted and involved
- provide an overview of how the performance of the housing service can be monitored with the involvement of tenants and how this fits into the review and continuous improvement of service delivery

### **4. Ways tenants can be involved in influencing the housing service**

Tenants and leaseholders may want to be involved in different ways depending on their personal circumstances, time available and areas of interest. These may be formal meetings and committees, focus working groups, panels or through more informal methods such as postal surveys or small discussion groups about service specific issues. Many people now have access to the Internet and may be more comfortable or prefer to have an input electronically, or by telephone conference. This strategy outlines the range of ways that tenants and leaseholders can be involved in helping to ensure that the housing service is tailored to tenants needs

Each of the following methods of involvement were discussed and agreed by the tenant participation review working group of tenants and staff. These are outlined in more detail in the Tenant Involvement Agreement (Formerly the Tenants Pledge).

## Chart indicating ways to be involved

The following outline the range of ways that tenants and leaseholders can influence the housing service. The level of likely commitment in terms of time this will take up is indicated, although this will vary in some instances.

<b>Activity</b>	<b>Involvement</b>
Active involvement in N-TACT Committee (Northampton Tenants and Council Together) elected by tenants at an open meeting annually and works together with the Council to help develop and monitor housing services	<i>2-3 hours once a month plus some activity events in between</i>
Membership of N-TACT – Northampton Tenants and Council Together – all Council tenants are automatically members	<i>Open meetings four times a year for a couple of hours plus the Annual General Meeting</i>
Tenant involvement in monitoring estates services	<i>Will vary from an hour each week to monthly depending on service being monitored eg gardening contracts, cleaning of communal areas</i>
Helping to develop and monitor customer service delivery standards	<i>Involvement in working groups to develop and some reality checks through mystery shopping or tenant inspection, 3-4 hours per month on average</i>
Tenant Inspectors helping to improve the housing service – as a part of the housing service review programme	<i>1-2 days, 3-4 times a year</i>
Tenant mystery shoppers, providing feedback on service delivery standards	<i>1-2 days, 3-4 times a year</i>
Conferences for tenants and leaseholders to discuss aspects of the housing services and develop ideas for service delivery improvements	<i>Half day once a year</i>
Policy review working groups	<i>As part of the service performance review programme – duration 2 hours each meeting</i>
Involvement in a Project/Housing Policy Board and Housing Strategy Steering Group	<i>N-TACT elects 2 representatives who attend meetings of about 2 hours quarterly</i>
One-off housing focus/discussion groups to discuss tenants views of service specific housing issues	<i>Take part as and when held – 2 hours duration, monthly question to tenants that staff meet or talk to about services 15 minutes monthly</i>
Tenants sounding board - a database of tenants who want to be consulted from a distance by phone, email, post, SMS texting	<i>1 hour, once a month</i>
Tenants may take part in on-line discussion groups as part of the Northampton website so tenants and leaseholders can discuss issues	<i>As much involvement as interested tenants are interested in.</i>

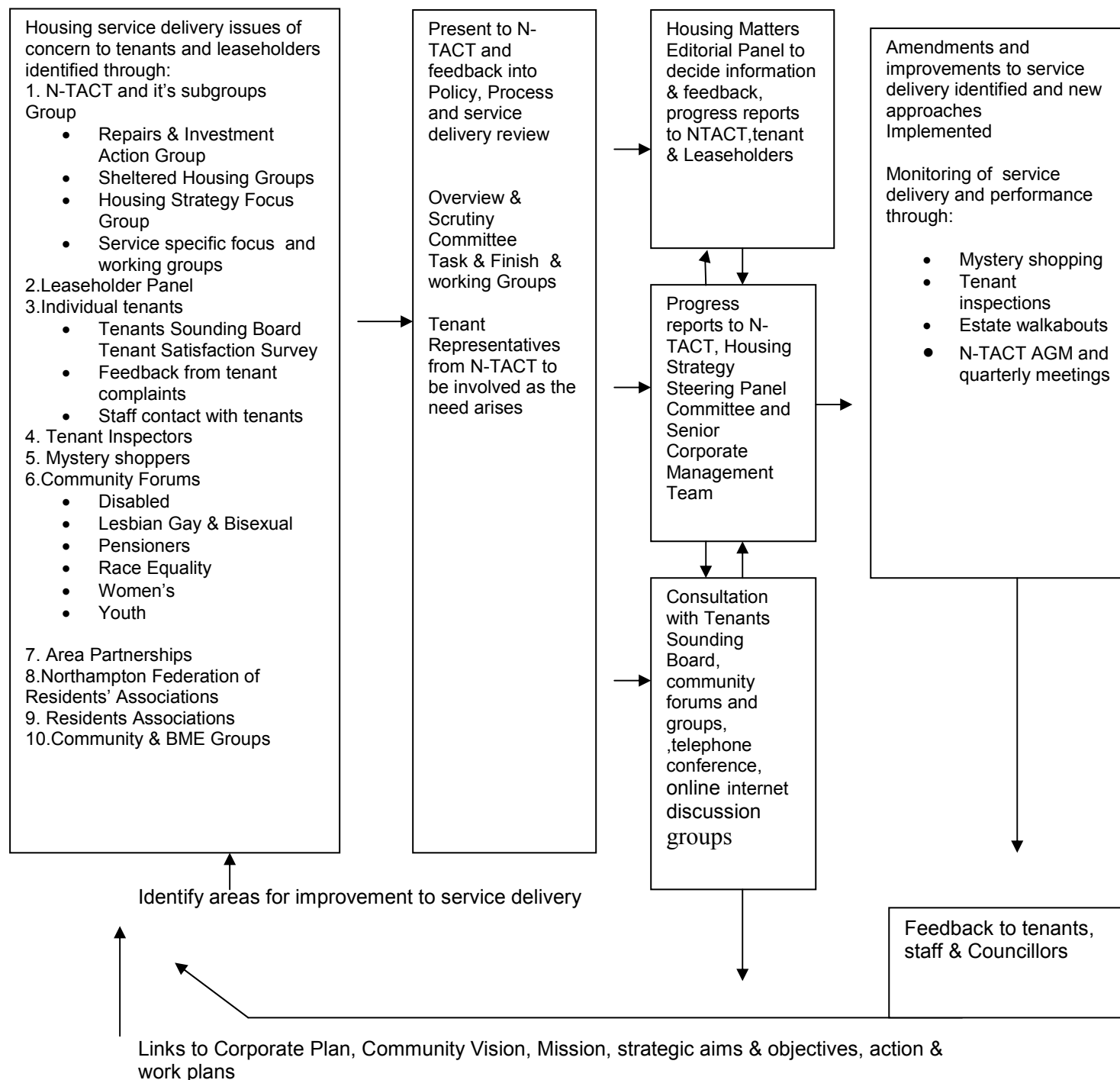
important to them over the internet	
Work with schools to find out what future tenants expect?	<i>How much time will depend on topic – but expect 3 hours once or twice a year</i>
Take part in national customer satisfaction surveys to feedback on the service tenants receive from the landlord and other satisfaction surveys at a local level	<i>Minimum of once every 3 years – an hour to complete</i>
Tenants take part in estate inspections with managers and contractors	<i>2 hours, once a month</i>
Sheltered housing groups. Meet to discuss the issues about their housing important to them	<i>Quarterly</i>
Involvement on the editorial panel for tenant magazine housing matters and other information for tenants	<i>Quarterly for 2-3 hours</i>
Attend one of the six Community Forums in the borough for race equality, disabled people, lesbian, gay and bisexual, pensioners, women and youth	<i>every 6 – 8 weeks for a couple of hours plus some activities in between</i>
Attending surgeries, drop in sessions at housing offices, community centres about specific issues	<i>half hour to an hour depending on the issue</i>
Contacting the Council via a 'hotline' telephone number or via a tenant involvement email box if you want more information about tenant involvement	<i>As much involvement as wanted</i>
The Council will support tenants wishing to explore Tenant management opportunities through their Right to Manage where tenants explore the options available for taking over collectively responsibility for the management of an area of council housing, which is then managed by tenants.	<i>Initially intensive involvement meeting for 2-3hours at least once a month for two or more years while tenants explore and study the options, feasibility development of a tenant management organisation and ongoing involvement managing the tenant management organisation when set up</i>

To ensure that tenants and leaseholders had an opportunity to have an input to the development of the Tenant Participation strategy and agreement the 'Making a difference' survey was sent out in September 2006 with the tenants' newsletter to every Council household and to leaseholders. The 369 responses received although a small proportion of tenants generally provided some useful information to help develop this strategy.

Some involvement has influenced decisions made at a strategic level; such as N-TACT's input into policy and performance and service reviews. Other ways are focused at local level issues through tenants and leaseholder groups and estate inspections.

## Diagram to illustrate the arrangements for tenants and leaseholders to influence housing services:

The framework illustrated here shows how tenants and leaseholders can formally and informally influence the continuous improvement of service delivery of housing services



To ensure that tenants and leaseholders had an opportunity to have an input to the development of the strategy and compact a survey was sent out quarterly in the tenants' magazine Housing Matters in September which is posted to every Council tenant. This established some firm information about the ways tenants want to be kept informed, consulted and actively engaged. The 369 responses from the survey have helped to develop this strategy.

Some involvement has influence over decisions made at a high strategic level such as N-TACT's input into policy and service reviews. Other ways are purely focused at local level issues eg tenant and leasehold groups and estate inspections.

## **5. Getting the message across**

To ensure every contact with tenants and leaseholders is an opportunity to attract, promote and inform people about tenant participation the following activities will help to get the message across:

- Communicating and promoting these opportunities for involvement and examples of what tenants have achieved through their involvement is important to help motivate other tenants and leaseholders to be involved. This will be achieved in the following ways:
- Articles in Housing Matters about how tenants and leaseholders have been involved and what they have achieved and who to contact if interested
- A specific area on the website for promoting tenant involvement activities
- Posters and leaflets about involvement activity in the 'One Stop Shop', the Guildhall entrance and other places where tenants and leaseholders visit eg housing offices, community centres
- N-TACT to man a stand periodically in the One Stop Shop
- Information leaflets about tenant involvement provided and explained at sign up visits for new tenants and during any other contact housing officers, trades staff and customer service staff have with tenants and leaseholders
- TV video screens in public areas running information about tenant involvement
- Promote the achievements of tenant involvement and how tenants and leaseholders can be involved at local festivals and events eg the annual Northampton Balloon Festival

## **6. Links to other departments of Northampton Borough Council and other agencies**

The Council recognises that many of the issues that tenants and leaseholders are interested in are wider than just housing eg anti social-behaviour, environmental issues, education. Although the Tenant Participation Strategy is specifically aimed at involving tenants in housing issues, we will work together with other agencies to address some of these other issues and encourage and help direct tenants and leaseholders to the organisations which will be able to help.

The Council is developing neighbourhood management approach which reinforces this partnership working with other agencies in the Borough.

In many areas tenants and leaseholders, who may have other landlords, live alongside homeowners and tenants. And shared owners. The Councils approach to tenant involvement takes this into account and will work together with other landlords and tenants to address issues of general concern in an area, estate or neighbourhood. This is particularly the case with anti social behaviour and environmental issues as well as estate services.

Photos

## **7. Involving all**

Northampton Borough Council is committed to ensuring that all tenants and leaseholders have the opportunity to influence decisions and are consulted and involved in ways that are appropriate for them.

Providing opportunities for involvement for the diverse groups of people who are Council tenants and leaseholders of Northampton Borough Council will be achieved by:

- Supporting staff to promote opportunities for involvement to all tenants including those from traditionally under represented and hard to reach groups
- Providing support and training for traditionally under represented groups to enable them to take part in tenant involvement activities eg tenants and leaseholders from black and minority ethnic groups
- Ensuring that tenants are aware that child care and dependency care costs and travel costs can be paid in relation to attendance at a tenant involvement event/meeting and are met appropriately
- Ensuring that venues and meeting times are accessible so that people are able to attend.
- Endeavour to find ways to provide interpretation and signers so that meetings are inclusive
- Providing information for tenants in plain language and in alternative formats such as large print, other languages or pictorial format on request.
- The Tenant Participation Co-ordinator to facilitate links with the Council's six Community Forums that tenants and leaseholders may attend which have been set up specifically for disabled; race equality, gay lesbian, and bi sexual; pensioners; women; and youth and any other resident involvement activity the Council may organise
- Helping to direct tenants and leaseholders to additional funding opportunities such as the Money 4 Youth funding (see useful contacts section)

## **8. Commitment and Resources for tenant Involvement**

For tenant and leaseholder involvement to be effective, Councillors, N-TACT members and staff must recognise that the relationship between the Council and tenants is about working in partnership to develop and improve housing services through:

- All staff have a responsibility for promoting the opportunities for tenants and leaseholders to participate and signposting interested tenants to where they can access support and funding
- There is a Cabinet Member who keeps the involvement of tenants and leaseholders firmly on the agenda
- The Corporate manager responsible for Tenant Participation is responsible for the implementation of the Tenant Participation Strategy and the accompanying Tenant Participation Agreement at a strategic and frontline delivery level to ensure tenant involvement is integral to how the housing service delivered
- Specialist tenant involvement staff are employed by the Council to offer support, assistance, advice and training to staff about engaging with tenants and leaseholders at a local level
- 
- The Participation Team Leader in liaison with the Corporate Managers has a responsibility for ensuring that staff are kept updated about the tenant involvement strategy and other achievements that have involved tenants
- Council Officers attend N-TACT meetings and other tenant meetings where issues relevant to those staff members are discussed.
- There is a dedicated tenant Involvement budget specifically available for tenant involvement activity managed by the Participation Team Leader. N-TACT will work with the Tenant Participation Co-ordinator to plan and review this budget
- Grants and other financial support is available to assist tenants and tenants' organisations with training, venues for meetings, expenses
- There is a specific training programme for tenants and staff developed with N-TACT which focuses on the Tenant Participation Strategy the Tenant Participation Agreement and helps to build the capacity for tenants to be more involved in decision making
- The potential for a tenants resource room will be explored with support from the Council, so that N-TACT and other involved tenants have a base and easy access to resources and training for the development and support of tenant involvement activities in the borough.
- There are arrangements in place to reimburse expenses for tenants who are actively involved in influencing housing decisions. This includes childcare, dependency costs and travel expenses..
- An incentives and reward scheme for encouraging greater involvement will be explored together with tenants and leaseholders.

## **9. Responsibility for tenant and leaseholder involvement**

For tenant involvement to be embedded as part of how the housing service is delivered it must be the responsibility of all staff, similar to equality and diversity and customer care. The tenant participation team will be the catalyst and driver for tenant participation activity for the Council. The team will provide help, support and advice for staff delivering the housing service to engage effectively with tenants to help develop and improve services.

Housing staff delivering the service will keep the tenant participation team updated on what is achieved with the help of tenants and help to keep the



tenant participation team informed about the key issues in housing eg achieving Decent Homes standard, the Government's 'Respect' agenda and other Corporate priorities.

Housing service delivery staff will play an important role in monitoring the effectiveness of tenant involvement activity and in achieving the planned outcomes

#### **10. Monitoring the impact of tenant involvement**

Tenants generally and N-TACT, staff and Councillors need to receive feedback on how tenant involvement activity has helped to shape the housing service. Monitoring of activity needs to take place to ensure that it is making a positive difference and is providing the best value for the money that is spent on tenant participation from the rents that tenants pay.

##### **This will take place through:**

- Tracking the trend of tenant satisfaction with the opportunities to participate through the three-yearly customer satisfaction survey
- Age, gender, disability and ethnic origin monitoring is expected of all formally recognised tenants groups, N -TACT and all its sub groups, and other panels to ensure that a broad representation of tenants from a range of different backgrounds are involved and able to participate.
- Satisfaction levels will be monitored for potentially disadvantaged groups to compare if these are at least as high as for the whole community
- Additional tenant involvement performance indicators will be developed and linked to the Tenant Participation Agreement.
- N-TACT will receive quarterly performance information about tenant participation and what has been achieved through the involvement of tenants quarterly and will help to plan the way forward to continuously improve how tenants can participate.
- An impact assessment showing the difference that tenant involvement has made to housing services with a cost benefit analysis, will be produced annually and reported to staff and tenants
- Performance information about tenant involvement will be reported to Cabinet annually
- Tenants will receive annual performance information specific to tenant involvement through the tenants newsletter, Housing Matters.

## Appendices

### Appendix 1 Tenants Rights

#### What Rights do Tenants Have?

Introductory Tenants do not have the same Rights as Secure Tenants:

<b>Legal Right</b>	<b>Secure Tenants</b>	<b>Introductory Tenants</b>
<b>Right to 'Succession'</b>	√	√
<b>Right to Repair</b>	√	√
<b>Right to be Consulted on Housing Management issues</b>	√	√
<b>Right to take part in monitoring Housing Management Contracts</b>	√	√
<b>Right to Assign</b>	√	√
<b>Right to Buy</b> Note: Can be with held if Court Order on anti –social behaviour or a a suspended order for arrears applies	√	No but the Introductory period counts towards the discount
<b>Right to take in Lodgers</b>	√	X
<b>Right to Sublet part of Property (with permission)</b>	√	X
<b>Right to carry out Improvements</b>	√	X
<b>Right to Exchange</b>	√	X
<b>Right to Vote before a Transfer to New Landlord</b>	√	X
<b>Right to Manage: Tenants can exercise their right to manage their Homes, Area, Estate or Neighbourhood of Council Housing following an Options Study and a Feasibility Study before forming a Tenant Management Organisation (TMO)</b>	√	X

## **Appendix 2 The Legal Framework**

Reference List can be found at Her Majesty's Stationery Office (HMSO)  
<http://www.hmso.gov.uk/>

Office of Public Sector Information (OPSI) <http://www.opsi.gov.uk/>  
Department for Communities and Local Government (DCLG)  
<http://www.communities.gov.uk/>

### **Housing and Local Government Acts:**

Housing (Rent and Subsidies) Act 1975 – Delegated responsibility for Budgets and the Right to Manage (RtM) Tenant Management Organisations (TMOs).

Housing Act 1980

Housing and Building Control Act 1984

Housing Act 1985

Housing and Planning Act 1986 – Section 16 Tenant Empowerment Grants for developing TMOs.

Housing Act 1988

Local Government and Housing Act 1989

Leasehold Reform Housing and Development Act 1993 – Formation & RtM TMOs subject to meeting required levels of competence and a Majority of Secure Tenants Voting in favour

Housing Act 1996

Housing Grants Construction and Regeneration Act 1996

Commonhold and Leasehold Reform Act 2002

Housing Act 2004

### **Statutory Instruments and Guidance:**

The National Framework for Tenant Participation Compacts (DCLG)

Housing (Right to Manage) Regulation 1994

Modular Management Agreement (MMA) for Tenant Management Organisations – 2005 (DCLG)

Disability Discrimination Act - 1998

Disability Equality Legislation effective from 4 December 06 – This outlines the basic duties for a public authority when carrying out their functions

Gender Equality Duty effective from April 2007

Crime & disorder Act 1998

Anti Social Behaviour Act 2003

## Appendix 3

### Useful contacts and websites

Northampton Borough Council (NBC) - Phone: Switch: 01604 837 837 or Housing Services: 0845 3300 637

Email: [housingcustomerservice@northampton.gov.uk](mailto:housingcustomerservice@northampton.gov.uk) - Website: [www.northampton.gov.uk](http://www.northampton.gov.uk)

**NBC – Tenant Participation Team:**

Phone: 01604 837 836 – Email: [participation@northampton.gov.uk](mailto:participation@northampton.gov.uk)

**Tenant Participation Team Leader: Lindsey Cameron**

Phone: 01604 838 931 – Email: [lcameron@northampton.gov.uk](mailto:lcameron@northampton.gov.uk)

**Tenant Participation Co-ordinator: ????**

Phone: 01604 838 836 – Email: [??@northampton.gov.uk](mailto:??@northampton.gov.uk)

**N-TACT - Northampton Tenants and Council Together – Phone: 01604 837 836**

**NBC – Area Partnerships & Community Forums Co-ordinator: Lindsey Ambrose**

**Money 4 Youth Scheme** - Youth Opportunity Fund- The Northampton Youth Forum is involved in this scheme. Northampton have been awarded £702,000 for young people to spend on local activities which they think would be a good idea for their local areas.

Phone: 01604 837 566 – Email: [lambrose@northampton.gov.uk](mailto:lambrose@northampton.gov.uk)

**GOEM – East Midlands Tenants Participation Forum: Claire Newton EMPTF Facilitator**

Phone: 0115 971 2663 – Email: [goem.tpforum@goem.gsi.gov.uk](mailto:goem.tpforum@goem.gsi.gov.uk)

**DCLG – Tenants Services Branch & Tenants Participation Unit:**

Phone: 0207 944 3483 - Email: [TP@communities.gov.uk](mailto:TP@communities.gov.uk) - Website: [www.communities.gov.uk](http://www.communities.gov.uk)

**Tenant Participation Advisory Service (TPAS)**

Free Phone 0500 844 111 – Email: [info@tpas.org.uk](mailto:info@tpas.org.uk) - Website: [www.tpas.org.uk](http://www.tpas.org.uk)

**Community Access and Language Service – Phone: 01604 401817**

**Housing and Money Advice Centre - Phone: 01604 838 700**

### Useful websites - Housing, Tenant, Neighbourhood Management, Regeneration and Renewal:

<http://www.communities.gov.uk/> Department of Communities and Local Government (DCLG): Building Regulations, Civil Renewal, Equality & Diversity, Community Cohesion, Fire Services, Homelessness, Housing, Neighbourhood Renewal, Planning, Urban Policy, The Regions & Sustainable Communities.

<http://www.hmso.gov.uk/> Her Majesty's Stationery Office (HMSO) continues to exist to fulfil its core activities including responsibility for the publication of legislation and management of Crown copyright operating from within OPSI.

<http://www.opsi.gov.uk/> Office of Public Sector Information (OPSI) Operates from National Archives at the heart of information policy, setting standards, delivering access and encouraging the re-use of public sector info.

<http://www.idea.gov.uk/> Improvement and Development Agency (IDeA) works with Councils to enhance performance of the best to enhance the performance of the rest, and develop the whole sector

<http://www.neighbourhood.gov.uk/> Neighbourhood Renewal Unit (NRU) loads of links especially to Neighbourhood Statistics, Baseline Information and Floor Targets interactive

<http://www.socialexclusionunit.gov.uk/> Social Exclusion Unit (SEU) - Reports and Research

<http://www.goem.gov.uk> Government Office for the East Midlands (GO-EM) website links to Local Strategic Partnerships (LSP's)

<http://www.emda.org.uk/> East Midlands Development Agency (EMDA) website links to Sub-Regional Strategic Partnership's (SSP's) and the East Midlands Regional Assembly (EMRA)

<http://www.cleanergreenersafer.gov.uk/> Safer Stronger Communities Fund (SSCF)

<http://www.statistics.gov.uk/> Office of National Statistics (ONS)

<http://www.neighbourhood.statistics.gov.uk/> Neighbourhood Statistics by Post Code

<http://www.renewal.net/> Good practice in Neighbourhood Renewal

<http://www.regenerationmagazine.com/> Regeneration and Renewal magazine website - good set of links

<http://www.newstartmag.co.uk/> Regeneration magazine with a Community emphasis - again good links

<http://www.bura.org.uk/> British Urban Regeneration Association (BURA)

<http://www.tpas.org.uk/> Tenants Participation Advisory Service (TPAS) - Advice, Consultancy and Training

<http://www.pep.org.uk/> Priority Estate Projects (PEP) - Consultancy and Training - Strengthening Communities, Regenerating Neighbourhoods, Developing Community Empowerment Networks (CEN) and Tenant Management Organisations (TMO's)

<http://www.nftmo.com/> National Federation of Tenant Management Organisations (NFTMO) read on line 'The TMO Magazine' and the 'Confederation of Co-operative Housing (CCH) Bulletin'

<http://www.watmos.org.uk/> WATMOS (Walsall Alliance of Tenant Management Organisations) Community Homes Ltd was Established in 1992 and became a Registered Charitable Housing Association in 2004 with a Board of 8 Tenants (Majority) + 4 Independents owns 1,700 Homes managed by 8 TMOs

<http://www.kctmo.org/> Kensington and Chelsea Tenant Management Organisation Ltd (KCTMO) is 3 Star Rated by Audit Commission was Established in 1996 became the first Tenant-led Arms Length Management Organisation (ALMO) and a Registered Charity in 2002 with a Board of 11 Tenants (Majority) + 5 Councillors + 5 Independents manages 8 Estates with over 10,000 Council Homes

<http://www.traffordhall.com/> National Communities Resource Centre (NCRC) – Trafford Hall - Chester  
Making Communities Work (MCW) – Neighbourhood Renewal Element Fund (NREF) - Community Empowerment Networks (CEN) - TMOs - Training funded by DCLG & Housing Corporation

## **Appendix 4**

### **Glossary, Abbreviations and Jargon Buster: Housing, Tenant, Neighbourhood Management, Regeneration and Renewal:**

**AP = Area Partnership**

**CASPAR = Crime and Anti-Social Behaviour Partnership**

**CDRP = Crime and Disorder Reduction Partnership**

**DCLG = Department for Communities and Local Government (Formerly the ODPM / DTLR / DETR / DoE)**

**EMB = Estate Management Board**

**EMDA = East Midlands Development Agency**

**EMRA = East Midlands Regional Assembly**

**GOEM = Government Office of the East Midlands**

**IDeA = Improvement and Development Agency**

**LAA = Local Area Agreement**

**LSP = Local Strategic Partnership**

**MKSM = Milton Keynes South Midlands is a Sub Regional Growth Area**

**NBC = Northampton Borough Council**

**NCC = Northamptonshire County Council**

**NCRC = National Communities Resource Centre – Trafford Hall (Funded by DCLG & Housing Corporation)**

**NDC = New Deal for Communities**

**NFRA = Northampton Federation of Residents' Associations**

**NM = Neighbourhood Management**

**NMM = Neighbourhood Management Model**

**)**

**NR= Neighbourhood Renewal**

**NRAP = Neighbourhood Renewal Action Plan**

**NVCS = Northampton Volunteer and Community Sector**

**Quorum = Minimum number of people present at a meeting before decision can be made.**

**RAs = Residents' Associations**

**RSLs = Registered Social Landlords**

**SCT = Safer Communities Team (See also NPT = Neighbourhood Policing Team)**

**SLA = Service Level Agreement**

**SRB = Single Regeneration Budget**

**SSCB = Safer Stronger Communities Board (NCC)**

**SSCF = Safer Stronger Communities Fund (Funded by HO & DCLG)**

**TMOs = Tenant Management Organisations**

**TPAS = Tenants Participation Advisory Service (Funded by DCLG)**

# **‘Making a Difference’ – Making it happen (working title)**

## **Draft Tenant Participation Agreement**

Front page photo

NBC logo N-TACT logo

This agreement explains Northampton Borough Council's approach to the involvement of tenants and leaseholders (referred to as tenants in this agreement), in helping to develop and improve housing services. If you need this information in your language, large print or as an audio recording please call the Tenant Participation Co-ordinator on 01604 837836

If your language is not listed we will do our best to translate or interpret.

1. Polish
2. Bengali
3. Russian
4. Somali
5. Turkish
6. Cantonese
7. Gujarati
8. Latvian
9. Lithuanian
10. Bulgarian
11. Punjabi

These translation panels are based on the main requests for translations to the Community Access & Language Service and languages that we think may be required in the near future.

For further information about tenant involvement and participation telephone 01604 837836

Or visit **[www.northampton.gov.uk](http://www.northampton.gov.uk)**

### **1. Introduction from members of the working group**

We have all worked together to develop this agreement. We did have an agreement before which was called the Tenants Pledge, but as this needed updating we have produced this agreement to replace it.

We want it to be more than a document that sits on the shelf. We are hoping that its practical nature with actions and monitoring activity will make it really useful for tenants and staff involved in monitoring housing service delivery.

We have looked at other examples of how councils, housing associations and arms-length management organisations approach involving their tenants and leaseholders and have tried to include what we think will work for Northampton tenants and leaseholders.

We need a regular quarterly review of implementation progress and to update the agreement as need arises, as we know that things will change as time moves on.

Councillor Yousuf Miah said, *"Tenants have been involved throughout the development of this agreement and will now be involved in ensuring that the Council delivers on the commitments it makes. A big thank you to everyone involved in making this happen"*.

## **2. Copy of page signed on behalf of the tenants and the Council**

Insert Photos and signatures here

Signatures above names and titles

Sylvia Genus

Councillor Yousuf Miah

Mairi McLean

Chair of NTACTION

Portfolio holder for housing

Chief Executive

## **3. What is this agreement? Why do we need one?**

It is an agreement between tenants and Northampton Borough Council about how they are to be informed, consulted and involved. It sets out the priorities and actions to be taken over the next few years and supports the overall strategy or approach to involving tenants in housing issues.

This agreement provides the best practice framework expected by the Department of Communities and Local Government (DCLG) guidelines and ensures that tenant involvement is driven forward as part of how the housing service is delivered and is a firm commitment on how this will be delivered.

## **4. Aims of the agreement**

The aim of this agreement is to build on the approach outlined in the tenant participation strategy with real targets and actions, which outline a real commitment to involving tenants in decision-making. So it's an action plan for implementing the intentions highlighted in the strategy for tenant participation, which both tenants and the Council have formally signed up to. Progress against the actions planned will be monitored by tenants and Council staff and reported back to all tenants and all staff and Councillors.

## **5. Roles and responsibilities for tenant involvement**

To ensure that tenants and leaseholders are able to play a proactive role in designing, developing, influencing and monitoring housing service responsibilities for that does what are key to achieving the aims of the agreement. Tenant involvement is not only the responsibility of the tenant involvement team. Everyone has his or her part to play. These responsibilities are outlined here.

**The Council, tenants and leaseholders agree that:**

<b>Actions 2007/08</b>	<b>Target date</b>	<b>Responsibility</b>	<b>Monitoring method</b>
All housing staff will have tenant involvement built into their job descriptions	June 2007	Human Resources & Corporate Managers	Agenda item team meetings



Targets for involving and consulting tenants and leaseholders will be set as part of performance review	Start January 2007 – ongoing	Corporate Managers & Team Leaders	Annual Housing Service Plan
---	------------------------------	-----------------------------------	-----------------------------

Tenant involvement activity is discussed at one to ones and team briefs and good practice shared	January 2007	Corporate Managers & Team Leaders	Tenant participation log sheets to be completed for each event/activity and forwarded to the Tenant Participation Co-ordinator
A specific area is designated on the intranet for staff to share experiences of tenant involvement activity and what has worked well	March 2007	Corporate Managers in liaison with IT & Tenant Participation Co-ordinator	Bi-monthly check on intranet & report to N-TACT quarterly
There is a specific co-ordinator role for resident participation driving the action plan for the strategy and agreement forward	In place end January 2007	Tenant Participation Co-ordinator  Participation Team Leader	New Co-ordinator to attend N-TACT meeting January 2007

## 6. Getting the message across - Keeping you informed

To ensure every contact with tenants and leaseholders is an opportunity to promote, attract and inform people about tenant participation the Council and tenants agree to:

<b>Actions for 2007/08</b>	<b>Target date</b>	<b>Responsibility</b>	<b>Monitoring method</b>
Hold a launch event to raise awareness of the strategy & the agreement with formal “signing” ceremony	End of January 2007	Team Leader – Participation Team in liaison with Communications Unit	Report back to N-TACT February 2007 meeting and to all tenants in annual newsletter
An article in each edition of Housing Matters about tenant involvement, activity and what has been achieved as a result – N-TACT column	December 2006  March 2007  June 2007  September 2007	Tenant Participation Co-ordinator in conjunction with N-TACT and Communications Unit	Editorial panel meets quarterly and involves tenant representatives who decide content for N-TACT column & reports on activity sheets

			completed by staff
Hold strategy & awareness briefing sessions for staff & Councillors about the strategy and agreement	February 2007	Tenant Participation Co-ordinator together with N-TACT and Corporate Managers	One to ones and Councillor training feedback sheets
Editorial Panel reviews its terms of reference	March 2007	Tenant Participation Co-ordinator	Quarterly meetings of Editorial Panel
Review the area on the website for tenant participation and post up to date information about tenant involvement activities to it	March 2007	Tenant Participation Co-ordinator & IT department & N-TACT	N-TACT meeting On –line survey
Review existing leaflets for tenant involvement and develop new leaflets & posters summarising the new strategy and tenant participation agreement Display at housing offices, The Guildhall, the 'One Stop Shop' and community centres. Include in new tenants' sign up pack	April 2007	Tenant Participation Co-ordinator & N-TACT	N-TACT meeting and survey via Housing Matters newsletter
Ensure all leaflets, information and other resident involvement documents are provided in alternative formats eg languages, audio tape, large print	April 2007	Tenant Participation Co-ordinator	Report take up to N-TACT annually and in Housing Matters
N-TACT to develop with help from staff a 'tenant friendly' logo for NBC leaflets and publications	Sept 2007	N-TACT and Tenant Participation Co-ordinator	N-TACT and tenant sounding board
Draw up a calendar of local festivals & community events where tenant involvement can be promoted	End January 2007	Tenant Participation Co-ordinator	N-TACT meeting
Work together with Customer Services department to explore the potential for having TV video outlets running information about tenant involvement in public areas eg One Stop Shop and Housing offices	June 2007	Tenant Participation Co-ordinator & Corporate Manager for Customer Services	Report back to N-TACT

## 7. Ways for you to participate

As tenants may want to be involved in different ways so a range of options are available. People may want to be involved from a distance via surveys by

post or email or by taking part in a telephone focus group from the comfort of their own homes. Some people may want to be more proactively involved in meetings and panels.

The tenant participation strategy and compact working group decided to explore a range of options for participation. The survey of tenants and leaseholders in the September 2006 edition of Housing Matters showed that two third of the 369 respondents would prefer to take part via postal surveys. One seventh would like to be involved via telephone surveys, attending local meetings or N-TACT meetings.

N-TACT is the main formal tenant consultative forum working with the Council to improve and monitor housing services. N-TACT Committee is elected by tenants attending the Annual General meeting. The Committee has a formal constitution and meets 10 times per year.

A significantly lower number of tenants wanted to take part in small discussion groups. As less traditional style meeting opportunities for tenants seem to be less popular, this agreement with tenants and leaseholders offers a wide range of ways that tenants and leaseholders can influence the housing service.

**The Council and tenants agree to support, develop and pilot the range of ways for tenants and leaseholders to influence the housing service, including:**

<b>Involvement activity</b>	<b>Level of commitments</b>
Involvement in N-TACT Committee	<i>2-3 hours once a month plus some activities/events in between</i>
Membership of N-TACT(all Council tenants are automatically members)	<i>Open meetings four times a year for a couple of hours plus an AGM</i>
Tenant involvement in monitoring services on estates	<i>Will vary from an hour each week to monthly depending on service being monitored eg gardening contracts, cleaning of communal areas</i>
Helping to develop and monitor service standards	<i>Working groups &amp; reality checks such as mystery shopping, 3-4 hours per month on average</i>
Tenant inspectors helping to improve the housing service – as a part of service review programme	<i>1-2 days, 3-4 times a year</i>
Tenant mystery shoppers, providing feedback on service delivery standards	<i>1-2 days, 3-4 times a year</i>
Conferences for tenants and leaseholders to discuss aspects of the housing service and develop ideas for improvement	<i>Half day, once a year</i>

Performance and Policy review working groups	<i>As part of the service review programme – duration 2 hours each meeting</i>
Involvement in the Housing Policy Board and Housing Strategy Steering Panel	<i>N-TACT elect 2 representatives who attend meetings of about 2 hours quarterly</i>
One-off housing focus/discussion groups to discuss tenants views of specific housing issues	<i>Take part as and when held, 2 hours duration</i>
All staff to promote tenant participation activity where appropriate and to highlight in consultation overviews.	<i>As and when appropriate</i>
Tenants sounding board - a database of tenants who want to be consulted from a distance by phone, email, post and SMS texting	<i>1 hour, once a month</i>
On-line discussion group as part of the Northampton website so tenants and leaseholders can discuss issues important to them over the internet	<i>Will vary</i>
Link into Youth Forum to discuss involvement opportunities	<i>How much time will depend on topic – but expect 3 hours, once a year</i>
Take part in national customer satisfaction surveys to feedback on the service tenants receive from Northampton Borough Council as their landlord and other local surveys	<i>Minimum of once every 3 years, an hour to complete</i>
Tenants take part in estate inspections with managers and contractors	<i>Once a month, 2 hours</i>
Involvement on the editorial panel producing the Housing Matters and other information for tenants	<i>2-3 hours, once a quarter</i>
Sheltered housing groups. Meet to discuss the issues about housing issues important to them	<i>Quarterly,</i>
Attend one of the six community forums in the borough for race equality; disabled people; lesbian, gay and bisexual; pensioners; women; and youth	<i>Every 6 8 weeks for a couple of hours plus some activities in between</i>
Attending surgeries, drop in sessions at housing offices, community centres about specific issues	<i>Half hour to an hour depending on the issue,</i>
Contacting the Council via a 'hotline' telephone number or via a tenant involvement email box if you want more information about tenant involvement	<i>Will vary</i>
Tenants may exercise their 'Right to manage' by forming Tenant Management Organisations (TMO) Tenants explore the options available for	<i>Initially intensive Options, Feasibility and Development Studies involve meeting for 2-3 hours at least once a</i>

taking over collective responsibility for the management of an area, estate or neighbourhood of council housing which is then directly managed by tenants.	<i>month for two or more years while tenants explore the development of a tenant management organisation and ongoing involvement managing the TMO when set up</i>
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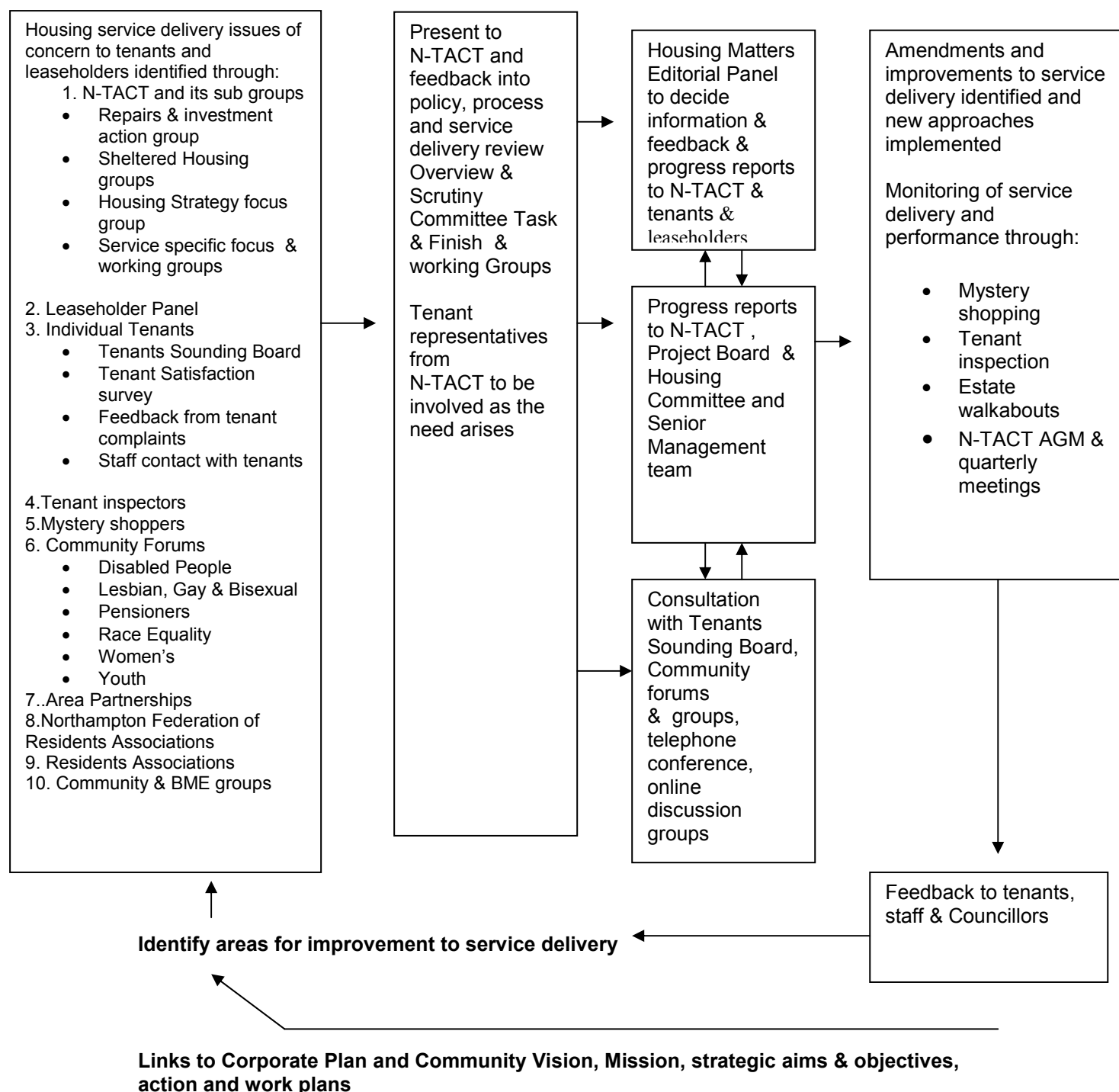
**The Council, tenants and leaseholders agree to:**

<b>Actions 2007/08</b>	<b>Target date</b>	<b>Responsibility</b>	<b>Monitoring method</b>
Build on the existing database of tenants interested in participating in the 'sounding board' by adding those people who have replied to the Sept tenant involvement survey. Include information in sign up pack	June 2007	Tenant Participation Officer	Report to N-TACT and tenants generally in Housing Matters and those on the database.
Staff will attend and support and service N-TACT meetings and other panels and residents' groups in the tenant involvement framework	January 2007 – ongoing	Tenant Participation Officer & Tenant Participation Co-ordinator	Minutes of meetings
Develop a work and action plan for N-TACT	February 2007	Tenant Participation Co-ordinator and N-TACT	Report to Corporate Manager and present to N-TACT meeting End February
Work with housing services and 'interested tenants' to develop a check list for tenants to use to monitor estate contracts	July 2007	Tenant Participation Co-ordinator & Estate Services	Report to N-TACT, and NBC SMT quarterly
Contact tenants on the Sounding Board database to offer involvement in piloting some of the new ways of involving people	March 2007	Tenant Participation Co-ordinator	Progress report to to N-TACT and Participation Team Leader
Work with housing services to develop estate profiles and the most appropriate way of involving tenants in addressing the issues identified by tenants from the tenants' survey September 2006	December 2007	Housing Officers & Tenant Participation Co-ordinator	Report to N-TACT and NBC SMT
Target 4 areas identified with housing services to work together with housingservices and neighbourhood wardens to develop involvement of tenants in addressing the issues important to local tenants and leaseholders	April 2007	Housing Officers & Tenant Participation Co-ordinator	Report to N-TACT and NBC SMT

Develop a costed outline brief for recruiting tenants as mystery shoppers and tenant inspectors and present to N-TACT and Senior Management	July 2007	Tenant Participation Co-ordinator	Present to N-TACT and Corporate Managers, Housing services & Customer Services
Plan and hold a tenants' day to celebrate achievements of tenant participation and discuss how tenants can be involved in developing housing services further & link into Balloon Festival or other existing event	July/August 2007	Tenant Participation Co-ordinator & N-TACT	Report to N-TACT and in Housing Matters
Review the responses to the Autumn Customer Satisfaction Survey with N-TACT in relation to tenant participation and how this fits into the agreement action plan and amend this plan as necessary	June 2007	Tenant Participation Co-ordinator	Report to N -TACT June 2007
Meet with Sheltered Scheme managers and discuss and plan their role in gathering input from tenants about their housing issues	May 2007	Tenant Participation Co-ordinator & Sheltered Housing Support Officer	Feedback to N-TACT via Sheltered Housing Group
Explore arrangements and cost of a dedicated 'telephone hotline' and email box specifically for tenant participation that can be promoted on literature and tenants 'Housing Matters' newsletters	September 2007	Tenant Participation Co-ordinator	Report to N-TACT September 2007
Identify with Housing Services the potential areas in the Borough for undertaking options studies for Tenant Management Organisations and explore section 16 grant funding for taking this forward with the Department of Community and Local Government	July 2007	Tenant Participation Co-ordinator and Corporate Manager for Housing	Report to N-TACT July 2007 and the Northampton Federation of Residents' Associations (NFRA) and Residents associations and NBC Cabinet

## 8. Tenant Involvement framework

The framework illustrated here shows how tenants and leaseholders can formally and informally influence the continuous improvement of housing service delivery. N-TACT, as the main consultative forum elected by tenants annually, play a key role in working with the Council to develop and monitor housing services



## **9. The areas of the housing service that tenants can be involved in**

National guidance on core standards for tenant participation agreements are outlined by the Department for Communities and Local Government and expect tenants to be involved in the following areas:

- Developing housing policy and strategy
- Considering options for housing investment and improvements and developing and taking forward the chosen option
- Drawing up the capital & renovation programme
- Budgets, finance, rent points setting (not setting actual rents)
- Allocation & lettings policies including choice based lettings
- Anti-social behaviour policies & procedures
- Management of housing services
- Policies and procedures for repairs, maintenance, rent collection and rent arrears
- Tenancy management and sustainability issues, tenancy agreements and conditions
- Exploring the potential through options studies for Tenant Management Organisations
- Housing Benefit, debt advice, debt recovery procedures
- Leaseholder issues and charges
- Sheltered housing
- Service performance strategies, arrangements for monitoring and reviewing council performance, addressing shortcomings and remedial action
- Setting, monitoring and reviewing services, performance standards and targets for housing management and neighbourhood management services
- Proposed remedial action if performance on services falls short of delivery standards
- Proposals to contract housing services to other providers including through partnering contracts
- Neighbourhood management issues which affect tenants' homes or the management of the housing service
- Equality policies including race equality policies and policies on racial harassment
- Customer care service standards
- Environmental enhancement works
- Arrangements for providing information for tenant consultation and participation, including handling complaints and remedial action

A survey of the Borough's tenants and leaseholders sent out with the September edition of Housing Matters asked tenants about the things that they were particularly concerned about. The top six/nine areas identified by respondents indicates the areas of priority for the Council and the focus of this agreement with tenants and leaseholders for the next year are:

1. How anti-social behaviour is dealt with
2. Cleaning of communal areas



3. How well and quickly repairs are completed
4. Removal of bulk rubbish
5. How empty properties are allocated to new tenants
6. Arrangements for repairs appointments
7. Planned repairs programmes eg roofing, guttering
8. Gardening in communal areas
9. How quickly abandoned cars are dealt with

**The Council, tenants and leaseholders agree to:**

<b>Actions 2007/08</b>	<b>Target date</b>	<b>Responsibility</b>	<b>Monitoring method</b>
Feedback this survey information to housing servicesto feed into the estate profiling exercise mentioned earlier	End October 2006	Participation Team Leader	Tenant Participation Team meetings
Ensure that the tenants database 'sounding board' includes details of the areas of concern for tenants	February 2007	Tenant Participation Co-ordinator	Report to N-TACT quarterly
Report survey findings to tenants and leaseholders in December Housing Matters & N-TACT	December 2006	Participation Team Leader	Present report to N-TACT
Look at feedback from national customer satisfaction survey regarding areas of concern and interest for tenants and feedback to N-TACT	February 2007	Participation Team Leader & Tenant Participation Co-ordinator	N-TACT meeting

**10. Support and training to encourage participation**

**The Council, tenants and leaseholders agree to:**

<b>Actions 2007/08</b>	<b>Target date</b>	<b>Responsibility</b>	<b>Monitoring method</b>
Develop a training programme for staff, tenants and leaseholders to ensure awareness of the range of options for involvement and the skills needed to actively promote, support , encourage and monitor Tenant Participation activity	June 2007	Tenant Participation Co-ordinator & N -TACT	Report to N -TACT and tenants in Housing Matters & Corporate managers, Housing Services & Customer Services
Include tenant participation as part of staff induction and orientation programme	February 2007 onwards	Human Resources, Corporate Managers & Tenant Participation	Discuss with manager atOne to Ones Evaluation and feedback from induction

		Co-ordinator	programmes
Develop a training & support plan for N-TACT committee members	June 2007	Tenant Participation Co-ordinator & N-TACT	Report to N-TACT & NBC Cabinet if financial implications
Review the expense arrangements for tenants actively involved.	June 2007	Tenant Participation Co-ordinator	Report to N-TACT on budget, spend & good practice & report to NBC Cabinet
Research an incentive & reward scheme for tenants & residents actively involved	December 2007	Tenant Participation Co-ordinator	Report to N-TACT and NBC SMT
Explore the potential for a tenants' resource room and produce a costed proposal	September 2007	Tenant Participation Co-ordinator	Present to N-TACT Committee & NBC Cabinet
Review with N-TACT the budget for tenant participation	September 2007	Tenant Participation Co-ordinator	Present to N-TACT
Appoint Tenant Participation Co-ordinator and a Tenant Participation Officer as specialist tenant participation staff	January 2007	Participation Team Leader	Staff in post
Tenant Participation Co-ordinator to update the Portfolio Holder for Housing on progress of implementing the strategy and agreement	Ongoing	Tenant Participation Co-ordinator	Feedback from Portfolio holder reported to N-TACT
Share and brief staff about progress of implementing the tenant participation strategy and agreement	January 2007 onwards	Corporate Managers	Post updates to specific area of intranet + posters on staff notices boards

## 11. Involving all, excluding none

Tenants and leaseholders will be able to be involved and consulted in ways that are appropriate. To achieve this, Council, tenants and leaseholders agree to:

<b>Actions 2007/08</b>	<b>Target date</b>	<b>Responsibility</b>	<b>Monitoring method</b>
Review the arrangements for reimbursing child and dependency care costs for tenants actively participating	March 2007	Tenant Participation Co-ordinator	Report to N-TACT and NBC SMT
Ensure tenant participation staff are aware of how to access	March 2007	Participation Team Leader	Targets + one to ones and

interpreters, signers, information in large print and translated documents			appraisal
That the views of under-represented groups of tenants are sought by using the database of interested tenants and by linking into the NFRA, six community forums, eight areas partnerships and all RA's and BME Groups	January 2007 onwards – ongoing	Tenant Participation Co-ordinator in association with Area Forum and Community Forum Co-ordinator	Report to N-TACT quarterly
Young people are directed to the Money 4 youth funding for local projects	January 2007 onwards	Tenant Participation Co-ordinator in association with Area Forum and Community Forum Co-ordinator	Report to N-TACT
Work with tenant members of the disabled peoples' forum to identify the issues that are important for the involvement and participation of this group	February 2007 onwards	Tenant Participation Co-ordinator in association with Area Forum and Community Forum Co-ordinator	Report to N-TACT quarterly
Equality and diversity training is included in the training programme for staff and tenants	January 2007 onwards	Tenant Participation Co-ordinator in association with Area Forum and Community Forum Co-ordinator	
Invite representatives to N-TACT from Community forums, NFRA, RAs to share common ground that affect residents and tenants living on estates including mixed tenure	January 2007	Tenant Participation Co-ordinator in association with Area Forum and Community Forum Co-ordinator	

## 12. Resources for tenant participation

For tenant participation for be effective all parties involved need to work together to secure the resources needed to implement the strategy and agreement

**The Council, tenants and leaseholders agree to:**

<b>Actions 2007/08</b>	<b>Target date</b>	<b>Responsibility</b>	<b>Monitoring method</b>
Review the tenant participation budget to meet the needs of the tenant participation strategy and agreement	End March 2007	Tenant Participation Co-ordinator	Report to N-TACT meeting end March 2007

**13. Monitoring and reviewing the tenant participation agreement**

Everyone involved needs feedback about how tenant participation is helping to shape the housing service. Systems and processes need to be in place to ensure that the tenant participation activity is making a difference to services and is value for money. To achieve this the Council, tenants and leaseholders agree to:

<b>Actions 2006/07</b>	<b>Target date</b>	<b>Responsibility</b>	<b>Monitoring method</b>
Review results relating to tenant involvement from the national customer satisfaction survey and feedback to tenants	June 2007	Tenant Participation Co-ordinator	N-TACT meeting June 2007
Ensure tenants' groups, panels and N-TACT assess annually how their make up reflects the make up of the tenants and leaseholders that they represent	July 2007	Tenant Participation Co-ordinator	Report annually to N-TACT and at the AGM
Develop tenant participation performance indicators	September 2007	Tenant Participation Co-ordinator & N-TACT	Report to N-TACT Committee, Quarterly to Open meetings and AGM
Report performance information about tenant participation to N-TACT	Quarterly January 2007 onwards	Tenant Participation Co-ordinator	Report to N-TACT Committee, quarterly to open meetings and AGM
Report performance information about tenant participation achievements to tenants and leaseholders in Housing Matters annually	September 2007	Tenant Participation Co-ordinator & Editorial panel & Press & Communications team	Housing Matters
Conduct an assessment of costs and the impact that tenant Participation has over the year and report to tenants and staff	December 2007	Tenant Participation Co-ordinator	N-TACT Senior management

and Members			report Cabinet report
Explore possibility of purchasing an appropriate on line assessment tool for tenant participation eg 'Feel the Difference'	March 2007	Tenant Participation Co-ordinator in consultation with team Leader Procurement, IT infra structure & Systems Manager and Finance & Asset management	Report to N-TACT and NBC Cabinet
Explore and achieve recognition for excellent tenant participation and pin point quality accreditation from Tenant Participation Advisory Service (TPAS)	June 2008	Tenant Participation Co-ordinator & Corporate Managers & N-TACT	N-TACT Committee & Working group of tenants & staff
Review the tenant participation agreement with tenants and develop action plan for 2008/09	December 2007	Tenant Participation Co-ordinator & N-TACT	N-TACT Committee Working group of tenants & staff

## Appendices

### Appendix 1 Tenants Rights

#### What Rights do Tenants Have?

Introductory Tenants do not have the same Rights as Secure Tenants:

	<b>Legal Right</b>	<b>Secure Tenants</b>	<b>Introductory Tenants</b>
	<b>Right to 'Succession'</b>	√	√
	<b>Right to Repair</b>	√	√
	<b>Right to be Consulted on Housing Management issues</b>	√	√
	<b>Right to take part in monitoring Housing Management Contracts</b>	√	√
	<i>Right to Assign</i>	√	√
	<b>Right to Buy</b>	√	No but the Introductory period counts towards the discount
	<b>Right to take in Lodgers</b>	√	X
	<b>Right to Sublet part of Property (with permission)</b>	√	X
	<i>Right to carry out Improvements</i>	√	X
	<b>Right to Exchange</b>	√	X
	<b>Right to Vote before a Transfer to New Landlord</b>	√	X
	<b>Right to Manage: Tenants can exercise their right to manage their Homes, Area, Estate or Neighbourhood of Council Housing following an a Options Study and a Feasibility Study before forming a Tenant Management Organisation (TMO)</b>	√	X

## **Appendix 2 The Legal Framework**

Reference List can be found at Her Majesty's Stationery Office (HMSO)

<http://www.hmso.gov.uk/>

Office of Public Sector Information (OPSI) <http://www.opsi.gov.uk/>

Department for Communities and Local Government

(DCLG) <http://www.communities.gov.uk/>

Housing and Local Government Acts:

Housing (Rent and Subsidies) Act 1975 – Delegated responsibility for Budgets and the Right to Manage (RtM) Tenant Management Organisations (TMOs).

Housing (Right to Manage) regulations 1994 SI. No 627

Housing Act 1980

Housing and Building Control Act 1984

Housing Act 1985

Housing and Planning Act 1986 – Section 16 Tenant Empowerment Grants for developing TMOs.

Housing Act 1988

Local Government and Housing Act 1989

Leasehold Reform Housing and Development Act 1993 – Formation & RtM TMOs subject to meeting required levels of competence and a Majority of Secure Tenants Voting in favour

Housing Act 1996

Housing Grants Construction and Regeneration Act 1996

Housing Act 2001

Commonhold and Leasehold Reform Act 2002

Housing Act 2004

Statutory Instruments and Guidance:

The National Framework for Tenant Participation Compacts (DCLG)

Housing (Right to Manage) Regulation 1994

Modular Management Agreement (MMA) for Tenant Management Organisations – 2005 (DCLG)

Disability Discrimination Act - 1998

Disability Equality Legislation effective from 4 December 06 – This outlines the basic duties for a public authority when carrying out their functions

Gender Equality Duty effective from April 2007

Race Relations Act

Crime & Disorder Act 1998

Anti Social Behaviour Act 2003

## Appendix 3

### Useful contacts and websites

Northampton Borough Council (NBC) - Phone: Switch: 01604 837 837 or Housing: 0845 3300 637

Email: [housingcustomerservice@northampton.gov.uk](mailto:housingcustomerservice@northampton.gov.uk) - Website: [www.northampton.gov.uk](http://www.northampton.gov.uk)

**NBC – Tenant Participation Team:**

Phone: 01604 837 836 – Email: [participation@northampton.gov.uk](mailto:participation@northampton.gov.uk)

**Tenant Participation Team Leader: Lindsey Cameron**

Phone: 01604 838 931 – Email: [lcameron@northampton.gov.uk](mailto:lcameron@northampton.gov.uk)

**Tenant Participation Co-ordinator:**

Phone: 01604 838 836 – Email: [??@northampton.gov.uk](mailto:??@northampton.gov.uk)

**N-TACT - Northampton Tenants and Council Together** – Phone: 01604 837 836

**NBC – Area Partnerships & Community Forums Co-ordinator: Lindsey Ambrose**

**Money 4 Youth Scheme** - Youth Opportunity Fund- The Northampton Youth Forum is involved in this scheme. Northampton have been awarded £702,000 for young people to spend on local activities which they think would be a good idea for their local areas.

Phone: 01604 837 566 – Email: [lambrose@northampton.gov.uk](mailto:lambrose@northampton.gov.uk)

**GO-EM – East Midlands Tenants Participation Forum: Claire Newton EMPTF Facilitator**

Phone: 0115 971 2663 – Email: [goem.tpforum@goem.gsi.gov.uk](mailto:goem.tpforum@goem.gsi.gov.uk)

**DCLG – Tenants Services Branch & Tenants Participation Unit:**

Phone: 0207 944 3483 - Email: [TP@communities.gov.uk](mailto:TP@communities.gov.uk) - Website: [www.communities.gov.uk](http://www.communities.gov.uk)

**Tenant Participation Advisory Service (TPAS)**

Free Phone 0500 844 111 – Email: [info@tpas.org.uk](mailto:info@tpas.org.uk) - Website: [www.tpas.org.uk](http://www.tpas.org.uk)

**Community Access and Language Service** – Phone: 01604 ???

**Housing and Money Advice Centre** - Phone: 01604 838 700

### Useful websites - Housing, Tenant, Neighbourhood Management, Regeneration and Renewal:

<http://www.communities.gov.uk/> Department of Communities and Local Government (DCLG): Building Regulations, Civil Renewal, Equality & Diversity, Community Cohesion, Fire Services, Homelessness, Housing, Neighbourhood Renewal, Planning, Urban Policy, The Regions & Sustainable Communities.

<http://www.hmsso.gov.uk/> Her Majesty's Stationery Office (HMSO) continues to exist to fulfil its core activities including responsibility for the publication of legislation and management of Crown copyright operating from within OPSI.

<http://www.opsi.gov.uk/> Office of Public Sector Information (OPSI) Operates from National Archives at the heart of information policy, setting standards, delivering access and encouraging the re-use of public sector info.

<http://www.idea.gov.uk/> Improvement and Development Agency (IDeA) works with Councils to enhance performance of the best to enhance the performance of the rest, and develop the whole sector

<http://www.neighbourhood.gov.uk/> Neighbourhood Renewal Unit (NRU) loads of links especially to Neighbourhood Statistics, Baseline Information and Floor Targets interactive

<http://www.socialexclusionunit.gov.uk/> Social Exclusion Unit (SEU) - Reports and Research

<http://www.go-em.gov.uk/> Government Office for the East Midlands (GO-EM) website links to Local Strategic Partnerships (LSP's)



<http://www.emda.org.uk/> East Midlands Development Agency (EMDA) website links to Sub-Regional Strategic Partnership's (SSP's) and the East Midlands Regional Assembly (EMRA)

<http://www.cleanergreenersafer.gov.uk/> Safer Stronger Communities Fund (SSCF)

<http://www.statistics.gov.uk/> Office of National Statistics (ONS)

<http://www.neighbourhood.statistics.gov.uk/> Neighbourhood Statistics by Post Code

<http://www.renewal.net/> Good practice in Neighbourhood Renewal

<http://www.regenerationmagazine.com/> Regeneration and Renewal magazine website - good set of links

<http://www.newstartmag.co.uk/> Regeneration magazine with a Community emphasis - again good links

<http://www.bura.org.uk/> British Urban Regeneration Association (BURA)

<http://www.tpas.org.uk/> Tenants Participation Advisory Service (TPAS) - Advice, Consultancy and Training

<http://www.pep.org.uk/> Priority Estate Projects (PEP) - Consultancy and Training - Strengthening Communities, Regenerating Neighbourhoods, Developing Community Empowerment Networks (CEN) and Tenant Management Organisations (TMO's)

<http://www.nftmo.com/> National Federation of Tenant Management Organisations (NFTMO) read on line 'The TMO Magazine' and the 'Confederation of Co-operative Housing (CCH) Bulletin'

<http://www.watmos.org.uk/> WATMOS (Walsall Alliance of Tenant Management Organisations) Community Homes Ltd was Established in 1992 and became a Registered Charitable Housing Association in 2004 with a Board of 8 Tenants (Majority) + 4 Independents owns 1,700 Homes managed by 8 TMOs

<http://www.kctmo.org/> Kensington and Chelsea Tenant Management Organisation Ltd (KCTMO) is 3 Star Rated by Audit Commission was Established in 1996 became the first Tenant-led Arms Length Management Organisation (ALMO) and a Registered Charity in 2002 with a Board of 11 Tenants (Majority) + 5 Councillors + 5 Independents manages 8 Estates with over 10,000 Council Homes

<http://www.traffordhall.com/> National Communities Resource Centre (NCRC) – Trafford Hall - Chester  
Making Communities Work (MCW) – Neighbourhood Renewal Element Fund (NREF) - Community Empowerment Networks (CEN) - TMOs - Training funded by DCLG & Housing Corporation

## **Appendix 4**

### **Glossary, Abbreviations and Jargon Buster: Housing, Tenant, Neighbourhood Management, Regeneration and Renewal:**

**AP = Area Partnership**

**CASPAR = Crime and Anti-Social Behaviour Partnership**

**CDRP = Crime and Disorder Reduction Partnership**

**DCLG = Department for Communities and Local Government (Formerly the ODPM / DTLR / DETR / DoE)**

**EMB = Estate Management Board**

**EMDA = East Midlands Development Agency**

**EMRA = East Midlands Regional Assembly**

**GO-EM = Government Office of the East Midlands**

**IDeA = Improvement and Development Agency**

**LAA = Local Area Agreement**

**LSP = Local Strategic Partnership**

**MKSM = Milton Keynes South Midlands is a Sub Regional Growth Area**

**NBC = Northampton Borough Council**

**NCC = Northamptonshire County Council**

**NCRC = National Communities Resource Centre – Trafford Hall (Funded by DCLG & Housing Corporation)**

**NDC = New Deal for Communities**

**NFRA = Northampton Federation of Residents' Associations**

**NM = Neighbourhood Management**

**NMM = Neighbourhood Management Model**

**NR= Neighbourhood Renewal**

**NRAP = Neighbourhood Renewal Action Plan**

**NVCS = Northampton Volunteer and Community Sector**

**Quorum = Minimum number of people present at a meeting before decision can be made.**

**RAs = Residents' Associations**

**RSLs = Registered Social Landlords**

**SCT = Safer Communities Team (See also NPT = Neighbourhood Policing Team)**

**SLA = Service Level Agreement**

**SRB = Single Regeneration Budget**

**SSCB = Safer Stronger Communities Board (NCC)**

**SSCF = Safer Stronger Communities Fund (Funded by HO & DCLG)**

**TMOs = Tenant Management Organisations**

**TPAS = Tenants Participation Advisory Service (Funded by DCLG)**



Ward/s

<b>Name of Group:</b>	<b>CABINET</b>
<b>Meeting Date:</b>	19 December 2006
<b>Directorate:</b>	People Planning & Regeneration
<b>Corporate Manager:</b>	Howard Crabtree
<b>Cabinet Meeting Date</b>	19 December 2006
<b>Agenda Status:</b>	Public

<b>Report Title</b>	Approval of Pay & Grading Structure
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<b>Key Decision</b>	<b>YES</b>
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## 1. Recommendations

1. That the report be noted.
2. That the draft Terms of Reference for a Pay and Grading Review Committee to agree the final recommendations of the Project Board are brought to a future meeting.
3. That at the next Council Meeting (22/1/07) a short presentation is made to Councillors to explain the Pay and Grading Review

## 2. Summary

The 2004 Joint Agreement between trade Unions and the National Employers provides for local pay reviews to be completed and implemented by April 2007. This effectively would conclude issues of single status implementation from the original national agreement on this issue in 1997.

### **3. Report Background**

1. The Council set up a project team to progress this work. The team commenced work in May/June 2006 and has made good progress on a very complex and time consuming piece of work.
2. The project team is a joint management and trade union team (the national agreement specifies the need for local joint working). A project board is sponsored by the Corporate Manager HR and chaired by the Portfolio Holder (People/Performance)
3. The current project timetable is attached at Appendix A. This has recently been reviewed and approved by the project board. The logistics of completing some 500 separate job evaluations and ensuring these are adequately checked and moderated has meant that an April 2007 implementation date is not possible. A number of Councils will fail to meet the 01/04/07 deadline and all Councils are facing uncertainty in progressing this work whilst an appeal against a recent Employment tribunal decision is heard by the EAT in January 2007.
4. However, the project team are making good progress and the new timescale is a reflection of a controlled approach and not unintentional slippage.
5. This delay has meant initial financial information expected in September from evaluating benchmark jobs will not now be available until December. The purpose of this information is to support decision making on the 2007/8 budget. The outcome of this project is a major factor.
6. The Council has already made provision of £740k to be considered for the 2007/8 budget to fund the costs of implementation. It is not yet known whether this will be sufficient, the completion of initial pay modelling in December will help determine whether this is the case or not.
7. A number of factors will need consideration when the budget implications are identified. These are:
  - Any Equal Pay liabilities and the period of back pay required to resolve these
  - Protection for any staff whose grade/pay is reduced, and the duration of that protection
  - The cost of upgrading staff whose pay increases
  - The split between the HRA and General Fund
  - The potential to capitalise the cost of back-pay. The Local Government Employers Association have recently written to the Government requesting that this be allowed and an answer is awaited.
  - The potential for phasing in the outcomes of the review over one or more financial years
  - Implementing the scheme for lower grades first
8. Constitutionally final decisions on the outcome of the review (which will be subject to a Trade Union ballot) will need to be put to a special Pay and Grading Review Committee, the terms of reference for which need to be drawn up shortly in order that this can be established.
9. It is also proposed that a short presentation is made to January Council to explain the review for information.

#### **4. Options and Evaluation of Options**

As the review progresses the Project Board will evaluate all the options identified in order to determine an appropriate pay and grading structure for the Council and the means to finance the implementation of any changes proposed. A number of potential options are listed in the section above.

The Project Board will assess legal, financial and industrial relations risks associated with the Pay and Grading Review as there will be a major factor in the evaluation of final options

#### **5. Resource Implications (including Financial Implications)**

The resources required to manage the project through 2006/7 have been identified. At its meeting of 3/7/06 Cabinet agreed £112,000 funding to meet the costs of undertaking a programme to evaluate approximately 500 Council jobs and design an appropriate salary structure from the results. This was in addition to the £60,000 project management and administration already allocated in the 2006/7 budget. As at the 1/12/06 the estimated full year cost of the project is £163,000. Initial provision has been estimated of £18,000 for project implementation costs in 2007/8. The ongoing implications will have to be considered as part of the budget process for 2007/08 and later years. These do not cover the costs to the paybill as described in section 3 above.

#### **6. Risk and Opportunity Issues**

There are a number of risks associated with implementation. These can be summarised as follows:

- i. Financial; the cost to the Council of funding implementation including resolving any equal pay issues, back pay and protection for those whose salaries are reduced as a result of the exercise
- ii. Industrial / Employee Relations; Acceptability of the final proposals to staff and the disruption that could occur even following a 'yes' vote, if there are sufficient numbers of employees unhappy with their pay and grade
- iii. Legal; a number of important tribunal cases have had a significant impact on both Councils and Trade Unions as they appear to affect the ability of both parties to reach a negotiated settlement. One of these cases is being appealed by a Trade Union in February 2007. All Councils face the risk of potential equal pay claims both prior to and following an agreement.

However there is a major opportunity for the Council to put in a new pay structure for its staff ensuring that pay reflects more closely the level of work undertaken and that the Council's pay structure is equality proofed.

## 7. Consultees (Internal and External)

<b>Internal</b>	Trade Unions and Employees
<b>External</b>	

## 8. Compliance Issues

### A: How Proposals Deliver Priority Outcomes

<b>Recovery Plan</b>
Build Management Capacity to Drive Cultural Change
<b>Corporate Plan</b>
Linked to the requirement to improve overall organisational performance. A sound pay and grading structure for all employees underpins this.

### B: Other Implications

<b>Other Strategies</b>
HR Strategies

<b>Finance Comments</b>

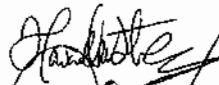
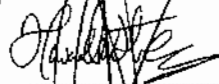

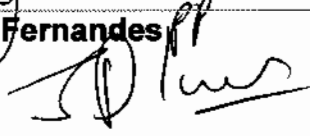
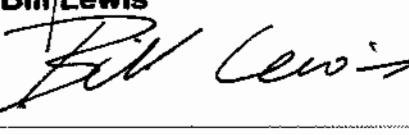
<b>Legal Comments</b>

<b>Crime and Disorder Issues</b>
None

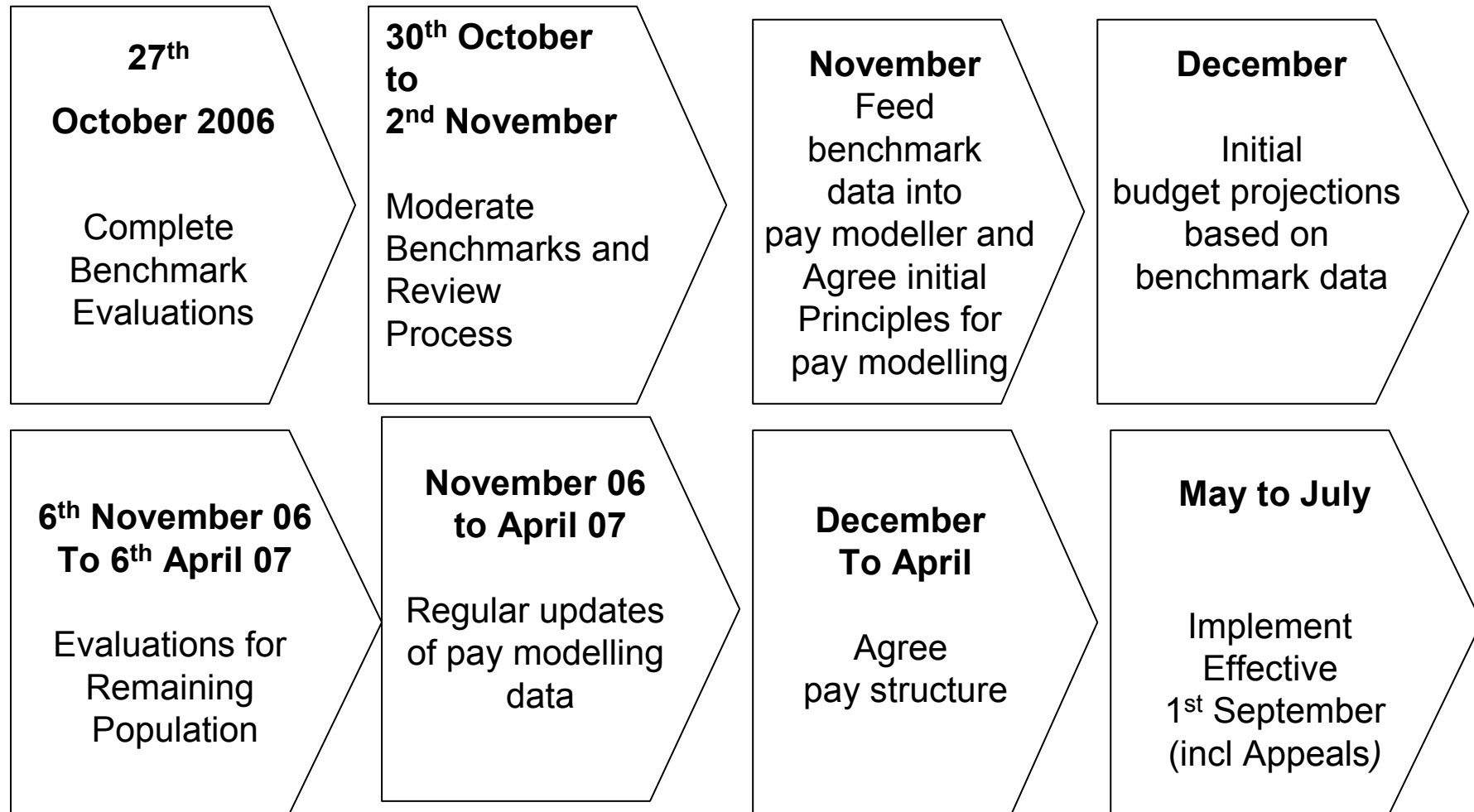
<b>Equality Impact Assessments</b>
An EIA will be required on the final grade structure to ensure it is equality proofed.

## 9. Background Papers

<b>Title</b>	<b>Description</b>	<b>Source</b>
Pay & Grading Review – Implementation Resources	Resources required to deliver project	Cabinet 3 July 2006

Name	Signature	Date	Ext.
Author	Howard Crabtree 	11/12/06	7377
Corporate Manager	Howard Crabtree 	11/12/06	7377
Director	Clive Thomas 	11/12/06	
Monitoring Officer or Deputy (Key decision only)	Francis Fernandes 	15.12.06	7335
Section 151 Officer or Deputy (Key decision only)	Bill Lewis 		

## **Pay & Grading Project Updated Outline As at 18<sup>th</sup> October 2006**





# Agenda Item 18

EXEMPT INFORMATION BY VIRTUE OF  
PARAGRAPH(S)3 OF PART 1 OF SCHEDULE 12A  
OF THE LOCAL GOVERNMENT ACT 1972.

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# Agenda Item 19

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