



# **CABINET AGENDA**

**Wednesday, 17 March 2010**

The Jeffery Room, The Guildhall, St Giles Square,  
Northampton NN1 1DE

6:00 pm

Members of the Cabinet:

Councillor: Brian Hoare (Leader of the Council)  
Councillor: Paul Varnsvery (Deputy Leader)  
Councillors: Sally Beardsworth, Richard Church,  
Trini Crake, Brian Markham, David Perkins

Chief Executive David Kennedy

If you have any enquiries about this agenda please contact Jo Darby at  
[jdarby@northampton.gov.uk](mailto:jdarby@northampton.gov.uk) or 01604 837089

## PORTFOLIOS OF CABINET MEMBERS

CABINET MEMBER	PORTFOLIO TITLE
Councillor B. Hoare	Leader Partnership and Improvement
Councillor P.D. Varnserry	Deputy Leader Community Engagement
Councillor S. Beardsworth	Housing
Councillor R. Church	Planning and Regeneration
Councillor T. Crake	Environment
Councillor B Markham	Performance and Support
Councillor D. Perkins	Finance

## SPEAKING AT CABINET MEETINGS

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

Registration can be by:

Telephone: (01604) 837101, 837089, 837355, 837356  
(Fax 01604 838729)

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

By e-mail to [democraticservices@northampton.gov.uk](mailto:democraticservices@northampton.gov.uk)

Only thirty minutes in total will be allowed for addresses, so that if speakers each take three minutes no more than ten speakers will be heard. Each speaker will be allowed to speak for a maximum of three minutes at each meeting. Speakers will normally be heard in the order in which they registered to speak. However, the Chair of Cabinet may decide to depart from that order in the interest of hearing a greater diversity of views on an item, or hearing views on a greater number of items. The Chair of Cabinet may also decide to allow a greater number of addresses and a greater time slot subject still to the maximum three minutes per address for such addresses for items of special public interest.

Members who wish to address Cabinet shall notify the Chair prior to the commencement of the meeting and may speak on any item on that meeting's agenda. Such addresses will be for a maximum of three minutes unless the Chair exercises discretion to allow longer. The time these addresses take will not count towards the thirty minute period referred to above so as to prejudice any other persons who have registered their wish to speak.

## KEY DECISIONS

 denotes the issue is a 'Key' decision:

- Any decision in relation to the Executive function\* which results in the Council incurring expenditure which is, or the making of saving which are significant having regard to the Council's budget for the service or function to which the decision relates. For these purpose the minimum financial threshold will be £50,000;
- Where decisions are not likely to involve significant expenditure or savings but nevertheless are likely to be significant in terms of their effects on communities in two or more wards or electoral divisions; and
- For the purpose of interpretation a decision, which is ancillary or incidental to a Key decision, which had been previously taken by or on behalf of the Council shall not of itself be further deemed to be significant for the purpose of the definition.

## **NORTHAMPTON BOROUGH COUNCIL**

### **CABINET**

Your attendance is requested at a meeting to be held in The Jeffery Room,  
The Guildhall, St Giles Square, Northampton NN1 1DE on Wednesday, 17  
March 2010 at 6:00 pm.

**D Kennedy**  
**Chief Executive**

### **AGENDA**

1. APOLOGIES
2. MINUTES
3. DEPUTATIONS/PUBLIC ADDRESSES
4. DECLARATIONS OF INTEREST
5. ISSUES ARISING FROM OVERVIEW AND SCRUTINY COMMITTEES
6. CORPORATE ASSET MANAGEMENT STRATEGY 2010 - 2013  
    🔑 Report of the Director of Finance and Support
7. PERFORMANCE
  - (A) PERFORMANCE MONTHLY REPORT - JANUARY 2010  
        Report of the Assistant Chief Executive
  - (B) GENERAL FUND REVENUE BUDGET MONITORING P10  
        JANUARY 2010  
        Report of the Director of Finance and Support
  - (C) HOUSING REVENUE ACCOUNT MONITORING -  
        JANUARY 2010  
        Report of the Director of Finance and Support
  - (D) CAPITAL PROGRAMME 2009-10 - POSITION AS AT END  
        OF JANUARY 2010  
        🔑 Report of the Director of Finance and Support
8. 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:-**

9. IMPLEMENTATION OF THE SECOND GENERATION (1)  
MANAGED SERVICE AGENCY STAFF CONTRACT

🔗 Report of the Director of Finance and Support



## CABINET REPORT

<b>Report Title</b>	<b>Corporate Asset Management Strategy 2010 - 2013</b>
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### AGENDA STATUS: PUBLIC

<b>Cabinet Meeting Date:</b>	17 March 2010
<b>Key Decision:</b>	Yes
<b>Listed on Forward Plan:</b>	Yes
<b>Within Policy:</b>	Yes
<b>Policy Document:</b>	Yes
<b>Directorate:</b>	Finance & Support
<b>Accountable Cabinet Member:</b>	Cllr David Perkins
<b>Ward(s)</b>	All Wards

### 1. Purpose

- 1.1 The purpose of this report is to seek the authority of Cabinet to adopt a Corporate Asset Management Strategy for the period 2010-2013.

### 2. Recommendations

- 2.1 That Cabinet support the adoption of the draft Corporate Asset Management Strategy for the period 2010-2013, attached at Appendix 1, and the implementation of the key directions and objectives set out in the Strategy in order to achieve the desired outcomes, that are respectively summarised at 3.2.1 & 3.2.2 of this report.

### **3. Issues and Choices**

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#### **3.1 Report Background**

- 3.1.1 This Council adopted an Asset Management Plan in 2007 for the period 2006/7 – 2008/9. It was envisaged at that time that this would be subject to significant revision or replacement to reflect emerging detailed individual service plans and the consequential property needs of this Council.
- 3.1.2 Due to a mixture of emerging severe revenue pressures for the financial year 2008/09 and 2009/10 and the Council's decision in late 2008 to embark on a series of strategic business reviews, the timing, content and emphasis of this new strategy is changed. This proposed strategy takes account of and recognises the work programmes presently being undertaken as part of the current Strategic Business Review of Assets. The latter has a primary focus on improved delivery of service but includes as part of that process a fundamental review of Council property holdings.
- 3.1.3 The proposed Corporate Asset Management Strategy relates to all property assets of the Council other than housing revenue account residential property i.e. everything except "council housing". Strong, effective and strategic asset management will help to contribute to the improvement of the Council's overall "Use of Resources" judgement made by the Audit Commission under Comprehensive Area Assessment (CAA). The Use of Resources (2009) criteria (3.2), related to land and buildings, place additional challenges upon Councils to demonstrate the ways in which they are improving value for money by rationalising their property holdings to meet strategic asset planning objectives. A key emphasis in achieving this strategic approach is effective partnership and community working.
- 3.1.4 The Strategy proposed is for a period of three years to reflect the life of the Corporate Plan. The relatively short period of the strategy is also recognition that the shape of the Council may, within that timescale, be significantly different from its present position.

#### **3.2 Issues**

- 3.2.1 The Strategy sets out a number of key directions and objectives. These may be summarised as follows:
- To use property in a strategic way and to adopt a flexible property response to organisational and cultural changes within the Council.
  - To reduce the overall property holdings of the Council to maximise utilisation of space, manage down maintenance liabilities and limit related overheads.
  - To generate capital receipts from property disposals to support corporate objectives and to selectively re-invest in a core group of operational assets that should be fit for purpose, energy efficient and well designed.
  - Work effectively with public sector and voluntary sector partners to maximise the use of existing public sector property assets in Northampton.
  - To use Council owned property to help promote the development of additional housing, commercial activity and employment in the Town

3.2.2 Key desired outcomes for the Town and its people from pursuing this strategy are:

- The delivery of high quality public services to local people from suitably located buildings, in good condition, aligned with locally agreed priorities.
- To make Northampton a more attractive commercial and retail centre and improve the overall economic well being of the Town
- To support planned growth in housing and employment opportunities within the Town
- To empower and engage communities within their physical environment and facilitate structured community initiatives that meet corporate priorities
- To cut energy consumption and costs and to help to reduce the Council's carbon footprint
- To reduce overall property related costs of public service delivery in the Town and thereby release money to spend on direct services to the public

3.2.3 If this strategy is adopted, it must be recognised that the Council will increase the volume of its property disposals generating capital receipts and enabling development. However, this may also limit further the scope of the Council to directly provide accommodation to various businesses and groups in the Town.

3.2.4 An important element of effective delivery of this Strategy is the re-introduction of an effective Corporate Asset Board. This group would be able to provide direction and to monitor implementation and delivery of the strategy. A properly constituted forum, comprising senior officers and elected Members, it would enable greater scrutiny of proposed property decisions and enable there to be better understanding by Cabinet of the context of various property options and challenges.

### **3.3 Choices (Options)**

3.3.1 The Council could choose not to adopt this Strategy and either adopt an amended strategy with a changed emphasis or not adopt a new strategy at all. This proposed strategy is consistent in approach with generally supported good practice by CLG and various professional bodies including RICS and CIPFA. Not to have an up to date strategy or one that is divergent from recommended approaches is likely to be viewed adversely when judgements are made as part of CAA assessment.

3.3.2 The Council could choose to adopt this Strategy in its current form. This would provide clear overall direction about use of the Council's property and assist individual property decision-making. It would provide residents and partner organisations with a clear guide to the Council's objectives concerning its property assets. It should also enable positive external judgements to be made about the coherence and consistency of approach adopted by this Council.

## **4. Implications (including financial implications)**

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### **4.1 Policy**

- 4.1.1 This Strategy is intended to be complimentary and consistent with other key strategies adopted by this Council, which are referred to in the Strategy document.

### **4.2 Resources and Risk**

- 4.2.1 There are none specifically flowing from the adoption of this Strategy. There are clearly significant resource implications in implementation of the proposed key themes, including disposals and re-investment.

### **4.3 Legal**

- 4.3.1 There are no specific legal implications concerning the adoption of this Strategy.

### **4.4 Equality**

- 4.4.1 There are no specific implications in adopting this Strategy. The impact of individual property decisions will have regard to potential impacts on different sections of the community.

### **4.5 Consultees (Internal and External)**

- 4.5.1 All Directorates within Northampton Borough Council. Portfolio holder for Finance & Assets. Sections of the proposed strategy relating to collaborative working have been developed in light of recent discussions and other communications with a number of partners including Northamptonshire County Council, Northamptonshire Police, Northampton PCT and Northampton University.

### **4.6 How the Proposals deliver Priority Outcomes**

- 4.6.1 Adoption and implementation of the Strategy would help underpin delivery of all five corporate priorities set out in the present Corporate Plan.

### **4.7 Other Implications**

- 4.7.1 None

## **5. Background Papers**

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### **5.1 Asset Management Files**

**Simon Dougall, Asset Manager x 8177**





# **NORTHAMPTON BOROUGH COUNCIL**



## **CORPORATE ASSET MANAGEMENT STRATEGY**

**2010 – 2013**

## **CONTENTS**

- 1.0 Introduction & Overview
  - 1.1 Overview of Asset Management Strategy
  - 1.2 The Council's Corporate Plan and Priorities
  - 1.3 National and Local Factors and Drivers
- 2.0 Organisational Structure and Governance
- 3.0 Work undertaken by Asset Management function
- 4.0 Definition of Corporate Property
- 5.0 Property Asset Categorisation
- 6.0 Property Review
- 7.0 Partnership & Community Working
  - 7.1 Collaborative working with Public Sector partners
  - 7.2 Community Management
- 8.0 Office Accommodation Strategy
- 9.0 Maintenance Strategy
- 10.0 Capital Strategy
- 11.0 Carbon Management, Sustainability and Energy Use
- 12.0 Performance Monitoring Framework
- 13.0 Key Strategy points linked to Corporate Objectives 2010 - 2013

## **Appendices**

- 1. Structure chart of Asset Management Section
- 2. Work undertaken by Asset Management function
- 3. Property portfolio – summary taken from Asset Register
- 4. Property Performance Indicators
- 5. Action Plan

## **1.0 INTRODUCTION AND OVERVIEW**

### **1.1 Overview of Asset Management Strategy**

1.1.1 Strategic Asset Management is the activity that seeks to align the asset base with the Council's corporate priorities, goals, and objectives. It endeavours to ensure that the corporate property base of this organisation is optimally structured in the best overall interest of the Council. The purpose of this document is to provide a strategy basis for decision making regarding this Council's corporate land and property assets, to achieve the best and most cost effective utilisation of those Assets, whether through working alone or in active collaboration with other partners. The extent of the Council's corporate property that is subject to this strategy is defined in section 3 below. This strategy does not relate to Housing Revenue Account housing ("council housing") owned by the Council.

1.1.2 This strategy is intended to set out the key policy directions and objectives during the period 2010 to 2013, how they relate to the corporate goals of the Council, the governance arrangements for achieving these objectives, the way that performance will be measured and the specific outcomes sought in respect of particular types of property assets.

#### **1.1.3 The key directions and objectives of this Strategy may be summarised as follows:**

- To use property in a strategic way and to adopt a flexible property response to organisational and cultural changes within the Council.
- To reduce the overall property holdings of the Council to maximise utilisation of space, manage down maintenance liabilities and limit related overheads.
- To generate capital receipts from property disposals to support corporate objectives and to selectively re-invest in a core group of operational assets that should be fit for purpose, energy efficient and well designed
- Work effectively with public sector and voluntary sector partners to maximise the use of existing public sector property assets in Northampton
- To use Council owned property to help facilitate or enable the development of additional housing, commercial activity and employment in the Town

#### **The key desired outcomes for the Town and its people from pursuing this strategy will be:**

- The delivery of high quality public services to local people from suitably located buildings, in good condition, aligned with locally agreed priorities.
- To make Northampton a more attractive commercial and retail centre and improve the overall economic well being of the Town
- To support planned growth in housing and employment opportunities within the Town

- To empower and engage communities within their physical environment and facilitate structured affordable community initiatives that meet corporate priorities
- To cut energy consumption and costs and to help to reduce the Council's carbon footprint
- To reduce overall property related costs of public service delivery in the Town and thereby release money to spend on direct services to the public

- 1.1.4 This strategy is to cover for the period from 2010-2013. Although an Asset Management Strategy should ideally be formulated to apply over a medium to long-term period, it is nevertheless felt appropriate that this new Strategy should apply for a three years period generally consistent with the Council's adopted Corporate Plan. It is recognised that the Council is in a period of significant review of how and why it delivers certain services. It is therefore important that there should be annual reviews of this Strategy, reflecting actual changes and emerging issues that could have a significant bearing on this strategy.
- 1.1.5 This strategy provides a platform for structured and rigorous forward thinking. It should enable consistency of approach for future decision-making both by those concerned specifically with making land and property decisions and by those taking other decisions which have a bearing on the use of the Council's assets.
- 1.1.6 Property assets are essential to the Authority's functions and their best use and management are crucial in the delivery of efficient and effective services. Managing those assets should be a structured process that seeks to ensure best value for money from those assets, and to improve performance in meeting strategic and operational needs.
- 1.1.7 It is important that this strategy is seen to be a working document for all engaged in Asset Management (Councillors and Officers). Asset Management should underpin and contribute to the delivery of the local vision and priorities as set out in the Council's Corporate Plan, which is in turn derived from the Sustainable Community Strategies for Northamptonshire and Northampton and the related Local Area Agreement made between various public sector partners including this Council.

## **1.2 The Council's Corporate Plan and Priorities**

- 1.2.1 The Borough of Northampton covers an area of 8,080 hectares with a population in excess of 200,000, making it the largest district council in the country. Northampton has been traditional market town with a history of shoe making, but there is now a wide diversity across all sectors of employment. The town has increased in population significantly during the last 45 years, and is now due to expand further as part of the Sustainable Communities Plans for the County and the Government's growth agenda for the Town. The Council is to seek City status, as its population is intended to expand by an additional 100,000 by 2031.
- 1.2.2 The Council has endorsed a Corporate Plan for the period from 2010-2013, which sets out our ambitions, challenges, priorities and key targets. This will ensure that we respond effectively to the opportunities and challenges in terms of the local

economy, environment, and infrastructure, as well as to Northampton's diverse communities and neighbourhoods. Many of these issues will require effective working with the public, private, and voluntary sectors.

- 1.2.3 The Corporate Plan derives from the Local Area Agreement for Northamptonshire, which itself focuses on the delivery of services and improvements to communities. There are five priorities and underpinning commitments set out in the Corporate Plan namely: -

Priority 1 - We will help our communities become safer, greener and cleaner.

Priority 2 - We will improve housing and health to enhance the wellbeing of our communities.

Priority 3 – We will promote a confident, ambitious and successful Northampton.

Priority 4 - We will support partnership working and engaging with our communities to deliver better outcomes.

Priority 5 - We will be a well-managed organisation that puts our customers at the heart of what we do.

- 1.2.4 Importantly, in order to become one of the best Councils in terms of the delivery of public service by 2013, the Council has prioritised the following key management aims: -

- Provide excellent customer service
- Engage in meaningful dialogue
- Make best use of our resources
- Be a single effective team
- Support a better Northampton

These aims are central to the delivery of this Asset Management Strategy and form key elements of the annual Asset Management Service Plans effective during the period.

### **1.3 National & Local Factors**

#### **Key National Factors and Drivers for change and improvement**

- 1.3.1 Macro economic circumstances will govern the financial environment during the period of this Strategy. It is clear that high public sector borrowing and debt levels and consequential public spending constraints will lead to increasing pressure on Council revenue resources. Increased requirements for efficiency gains in local government and grant support reductions in both real and absolute terms are possible and likely. Revenue and capital resources to address maintenance and improvement requirements will remain sharply constrained. Similarly, the effects of the general recession throughout 2009 and the restrictive nature of the credit markets since 2008 has exacerbated falls in demand for, and values of, all types of

land and property that commenced in 2007. This will mean that opportunities to increase overall revenue income from investment property or from letting parts of operational property will be very limited. Similarly, demand for freehold property is likely to remain subdued and capital values may remain lower than the 2007 peak for the period of this Strategy. Prices obtained for property sold as part of any disposal programme will necessarily reflect these market conditions.

- 1.3.2 The Department for Communities and Local Government introduced in 2008 a framework for Local Authority Asset Management entitled “Building on Strong Foundations”. This identified the need for Asset Management to underpin, and contribute to, delivery of the local priorities as set out in the Sustainable Community Strategy, Local Area Agreement, and the Local Development Framework. It is clear from this document that the Government strongly feels there is a need to raise the profile of Asset Management in considering each local authority’s needs.
- 1.3.3 The Audit Commission published a study in 2009 entitled “Room for Improvement” – which examined the performance of local authorities in relation to use of property and value for money. This study, which this Council made some (acknowledged) contribution to, emphasised the need for local authorities to work collaboratively with other public sector partners to share property information, optimise the use of property assets to deliver efficiency gains and raise their game in a changed financial environment.
- 1.3.4 Strong, effective and strategic asset management will help to contribute to the improvement of the Council’s overall “Use of Resources” judgement made by the Audit Commission under Comprehensive Area Assessment (CAA). The Use of Resources (2009) criteria (3.2), related to land and buildings, place additional challenges upon Councils to demonstrate the ways in which they are improving value for money by rationalising their property holdings to meet strategic asset planning objectives. A key emphasis in achieving this strategic approach is effective partnership and community working.
- 1.3.5 Recent housing legislation and policy direction has highlighted the Government’s desire to quicken the pace of housing delivery. It has emphasised the expectation that Local Authorities will use their Assets to deliver more housing and to support regeneration activity. This remains an important policy driver, notwithstanding the reduction in private sector activity and likely constraints upon public funding to support housing construction activity (whether through registered social landlords or by private sector organisations).
- 1.3.6 Increased use of Community Asset Transfer remains a policy goal of the Department of Communities and Local Government (CLG). Following the findings of the “Quirk Review” in 2007, it is considered that the transfer of public assets to community management and ownership at less than best consideration is a legitimate and potentially beneficial option, that should be considered by Local Authorities and other public sector bodies as part of a strategic approach to Asset Management. This Council’s approach to this subject is set out further at 7 below. It is widely acknowledged by organisations, such as the Asset Management Planning Network (AMP) - part of the Institute of Public Finance (IPF), that there often exists an unresolved tension between this approach and the need to maximise capital receipts in a challenging financial environment.
- 1.3.7 The Royal Institution of Chartered Surveyors (RICS) published “Public Sector Asset Management Guidelines” in 2008, intended for all practitioners in public sector

bodies. CLG also commissioned the RICS to prepare a series of topic based local authority information pamphlets. These provide guidance on a number of areas – one example being “Tenanted Non-Residential Property” and effective Investment Performance Benchmarking.

### **Key Local Factors and Drivers for change and improvement**

- 1.3.8 It is an essential requirement of the Corporate Plan that the Asset Management Strategy of the Council must be linked to the Medium Term Financial Strategy (MTFS) of the Council. The most recent MTFS was adopted in 2009. This Asset Management Strategy is also required to be consistent with the adopted Capital Strategy of this Council, which was approved in early 2010. The intense pressures upon revenue budgets throughout the authority mean that the ability of the Council to support prudential borrowing, to fund any capital projects, has been extremely limited in 2008/9 and 2009/10. This is likely to continue until 2013 and beyond. The linkage to and facilitation of prioritised capital expenditure, by the release and sale of Council Assets, is essential to support both necessary re-investment in retained assets and to fund other corporate priority projects.
- 1.3.9 Annual Service Plans are prepared for each Council service. Whilst these plans have not directly identify specific service requirements for land and property, they do identify changes in service provision that may affect accommodation requirements - whether requiring improvements or additions to existing property or the potential release of certain operational assets from that service. These plans need to be annually reviewed with relevant Service Managers to identify actual and potential asset related effects.
- 1.3.10 The Council agreed in 2008 to undertake a programme of Strategic Business Reviews (SBRs). The Council has resolved to move toward a 'mixed economy' in the provision of services. In pursuance of this approach the Council has embarked upon a programme of “market testing”, identifying scope where services can possibly delivered in different ways. This general approach, taken together with the service specific SBRs commenced in the latter half of 2009, will help to resolve the property needed for direct service delivery requirements in the period of this Strategy and beyond.
- 1.3.11 A key SBR due to be completed in 2010 relates to Asset Management. An important strand of this over-arching review is a thorough examination of the property portfolio itself held by the Council, with this specific work being completed in the first quarter of 2010. This SBR work stream will provide property specific recommendations concerning assets that the Council should continue to hold - whether for operational purposes, investment return or to meet other corporate objectives – and will identify those property assets it should dispose of in a managed way. This approach will help to reduce maintenance liabilities, release capital receipts and release professional staff time to focus on key property priorities.
- 1.3.12 The Council has made a decision to consolidate its office accommodation in 2010, vacating a major office complex at Cliftonville House. The relocation of staff to predominantly other existing Council owned property forms the first stage in achieving a long-term goal - to rationalise the public sector office holdings in Northampton and to strengthen the importance of the Town centre.

- 1.3.13 As part of a Northamptonshire wide Improvement Project, the Council is working in 2009/10 with the Northamptonshire County Council and District Councils to map the respective property holdings of local authorities throughout the County. It is intended to achieve a position where common mapping (GIS) interfaces will be able to be used to identify locations of landholdings and common data sets will be available concerning each property. This work is being carried out under the Project Sponsorship of this Council's Director of Finance & Support. It forms an important strand of the general approach to greater collaborative working between public sector agencies. This subject is dealt with further at 7 below.
- 1.3.14 The Council's Carbon Management Strategy was adopted in 2008. This follows in part from the Council's voluntary commitment in 2006 to the "Nottingham Declaration" of local authorities in the East Midlands to reduce carbon emissions. The Council has set an ambitious target to cut these emissions by 35%, by 2012, from a 2005/6 baseline figure. The Council will be affected by the statutory requirements of the Carbon Reduction Commitment (CRC). During the period of this Strategy, the Council will incur increasing net financial liabilities, if it is unable to make tangible reductions in the emissions from its corporate property. There is a need to identify and undertake specific carbon reduction projects affecting Council property and to consider carbon impact issues when appraising property retention and disposal issues. This subject is considered further at 11 below.
- 1.3.15 Other relevant key strategies and of this Council that will impact upon property priorities and decisions during the life of this strategy include the following:
- Major town planning documents - Local Development Framework (LDF) and the emerging Central Area Action Plan (CAAP) reinforcing the importance of keeping new office, retail and leisure activity focussed within the Town centre
  - Northampton Economic Development Strategy and the focus on creating employment growth in higher skill businesses and promoting the knowledge economy
  - Regeneration proposals and agreements relating to the redevelopment and renaissance of the Town Centre. Most significantly this involves working in partnership with a key private sector partner, delivering the Council's responsibilities under a comprehensive Development Agreement. This will in turn help to bring forward hundreds of millions of pounds of private investment in a major re-modelling and expansion of retail and other commercial activity in the heart of the town centre
  - Housing Strategies (including Private Finance Initiative (PFI) opportunities) focussed both upon the improvement of existing neighbourhoods and the need to meet rising housing demand in line with forecast population growth
  - Parks and Open Spaces Strategy adopted by the Council in 2009, including opportunities connected to under-utilised allotment land



## **2.0 ORGANISATIONAL STRUCTURE & GOVERNANCE**

- 2.1 The Asset Management Section forms part of the Finance & Assets Division. The Head of Service is the Head of Finance & Assets. The Division forms part of the Finance & Support Directorate, headed by the Director of Finance & Support. A chart at Appendix 1 sets out the September 2009 structure of the function.
- 2.2 The principal element of the Asset Management SBR is on how this service can be best provided in the future – to ensure that the Council is supported by a flexible, innovative service that can meet the challenges of multi-faceted change. As noted above, work is being completed in early 2010 establishing what property the Council should hold in the future. This latter work will help to inform the future capacity required in terms of professional property support. Alternative ways of delivering this service are being considered in detail, through a structured process commenced at the end of 2009 and which will be completed in 2010.
- 2.3 The Cabinet is the executive decision-making body within the Council responsible for the majority of key decisions made by the Authority. A key decision is typically one that relates to disposal of property interests with a value of over £50,000 and/or which affects local people in more than one electoral Ward. Many recommendations relating to Asset issues have been routinely referred to the Cabinet in the period 2006 - 2009. This has reflected the Council's past "poor" rating for the Use of Resources and the consequential concern to ensure effective executive oversight. There has been strong transformation of the Council in 2008 and 2009 to one that is judged to be performing adequately and with strong prospects for further improvement. There is thus greater scope in 2010 -2013 for a dedicated corporate property forum to provide asset management direction and therefore less need for individual detailed Cabinet scrutiny of property decisions.
- 2.4 The Council's Cabinet has a Portfolio holder with responsibility for Assets. Property decisions which are not (constitutionally) regarded as 'key' decisions are usually taken by the Portfolio holder. Where necessary and appropriate those decisions may be taken by formal delegated decision. Both Cabinet and Portfolio holder delegated decisions are subject to constitutional 'call-in' rights.
- 2.5 The Corporate Asset Manager is the designated corporate property officer within the Council, with responsibility for directing strategic asset management activities. This officer has constitutional authority to take certain decisions relating to the Council's property assets, including the grant of leases of up to 21 years and the disposal of low value land (frequently in consultation with the Director of Finance and Support).
- 2.6 The proposed re-formation of a Corporate Asset Board (CAB), subject to Cabinet approval, will provide a forum for robust challenge and analysis of significant property proposals – whether regarding investment or disposal decisions. It will provide a dedicated body that can receive recommendations and initiate periodic review of what should continue to be the correct balance of the Council's property holdings. The CAB would provide considered recommendations to Cabinet. The re-establishment by the Council of a CAB, with a strategic purpose, fits with best practice identified by the Asset Management Network, part of the Institute of Public Finance (IPF). It will allow a standing body of senior officers and elected members to develop a detailed knowledge of the Council's asset base and make considered judgements about how the Council can best use them. It will build upon and monitor delivery of the outcomes identified in the completed SBR of Assets.

2.7 The range of responsibilities of the CAB will, subject to Cabinet approval, include:

- Overseeing the periodic review and amendment of the Asset Management Strategy and identifying changes of approach that may be required.
- Making appropriate recommendations on property issues to Cabinet.
- Identifying the future property needs of the Council and ensuring that property objectives are aligned with key corporate agenda priorities – e.g. Town Centre regeneration and supporting growth agenda in housing and employment.
- Treating property as a strategic resource and raising the profile of effective asset management within the Council
- Strategically reviewing the performance of all Assets in a structured way.
- Encouraging the greater exploitation of under-used Assets including promoting the shared public sector use of property and/or where appropriate the community management of assets
- Recommending to Cabinet the disposal of assets as determined by the Property Review process.
- Ensuring effective action is taken to address Key Lines of Enquiry (KLOE) relating to land and property assets under Use of Resources Assessment within Comprehensive Area Assessment (“One Place”)
- Understanding and identifying maintenance and improvement priorities and making recommendations about the prioritisation of corporate resources.
- Support carbon management objectives and sustainability issues in making decisions about property assets.

### **3.0 WORK UNDERTAKEN BY ASSET MANAGEMENT FUNCTION**

The work of the Asset Management function supports the achievement of a wide range of property related outcomes, aligned with the corporate objectives of the organisation. The full extent of roles performed is set out in more detail at Appendix 2, but may be summarised as:

- Developing, implementing and monitoring the Council’s Asset Management Strategy and supporting initiatives to improve collaborative working and use of public property with other partners.
- Ensure property records, land ownership, lease records, asset register, maintenance records and other appropriate data are maintained to a high standard.
- Provide professional valuation expertise and estate management advice on all aspects of property issues, related to a wide spectrum of property held for a diverse range of purposes.

- Ensure the efficient management and maximisation of net returns from the Council's Property Investment Portfolio to help support the Council's revenue budget
- Ensure ongoing structured property reviews of its asset holdings, identifying scope for and managing a disposal programme to maximise capital receipts
- Ensure that planned and responsive maintenance is managed effectively within resource constraints, particularly to ensure robust compliance with statutory and regulatory requirements
- To work with Service functions to identify, prioritise and deliver cost-effective improvements to corporate property to enhance service delivery, through good project management of capital schemes

#### **4.0 DEFINITION OF CORPORATE PROPERTY**

- 4.1 A summary of land and property held on the Council's asset register is shown in Appendix 3.
- 4.2 At 31 March 2009, excluding (1) Council dwellings and (2) vehicle plant and equipment, the Council's fixed assets had a net book value of £138,914,000. This value does not represent market value, since these valuations were prepared in accordance with relevant local government accounting regulations, which have themselves been subject to significant amendment in 2009/10 as a result of the introduction of International Financial Reporting Standards (IFRS) requirements.
- 4.3 This strategy encompasses all land and buildings owned or occupied by this Council or for which this Council has legal liabilities, save for the following exceptions:
- Council housing held within the Housing Revenue Account
  - Parks, Cemeteries and Open spaces (but maintenance responsibilities for structures, walls and paths within the same is within the scope of this strategy). The future use of these specific properties is subject to a separate "Parks and Open Spaces Strategy", adopted by the Council in November 2009.
- 4.4 The range of uses of property within the scope of this strategy includes:
- Operational property - offices, depots, sports and leisure centres, museums and art galleries, community centres, bus station, multi-storey and surface car parks, bus station and public conveniences.
  - Investment property (tenanted non- residential property) – shops, workshops, offices, leisure property, agricultural and garden land, a regional theatre complex and miscellaneous property.
  - Non-operational property and non-investment property held to support wider corporate objectives – land and buildings in strategic locations and heritage property.

- Property which is not owned by this Council but for which the Council has statutory maintenance responsibilities - e.g. some disused church graveyards.

## **5.0 PROPERTY ASSET CATEGORISATION**

The Council has resolved that all corporate property owned by the Council must be objectively judged to fit within one or more of the following five categories. If it does not, then prima facie, the presumption is that it should be disposed of at the most opportune time to maximise value for the Council (taking into account holding costs).

### **5.1 Operational Property**

- To deliver direct administrative services with or without public/ voluntary or private sector partners - facilitate face-to-face interaction with customers/ citizens e.g. One Stop Shop.
- To deliver direct services through specialised property - e.g. leisure centres; car parks; cemetery chapels; public conveniences.
- To accommodate public sector/ partner staff who deliver back office functions e.g. customer contact centre, finance and ICT staff.
- To provide rest and co-ordination facilities for public sector/ partner staff delivering physical services e.g. waste collection; grounds maintenance.
- To store records e.g. paper records needed to be kept for legal reasons
- To store plant and equipment used in delivery of services e.g. refuse lorries

### **5.2 Investment Property**

- Investment property from which rental income is derived e.g. shops and industrial units. Rationale for holding is that it produces a good net investment return relative to capital value, compared with that of other investment classes (e.g. stocks and shares, holding money on deposit) and judged against a corporately agreed acceptable level of return.

### **5.3 Property to support regeneration initiatives**

- Land and buildings in strategic locations to facilitate future land assembly and support regeneration and growth agenda – e.g. town centre development schemes; neighbourhood re-vitalisation, employment land and brown field initiatives.

### **5.4 Property to support housing initiatives**

- For direct Council house building
- For building of affordable homes by Registered Social Landlords
- Facilitate conversion of existing NBC non-housing property to residential use to bring forward additional affordable housing
- Support PFI housing proposals and associated neighbourhood improvement
- Support private sector housing growth and land assembly requirements
- For other specialist housing initiatives e.g. supported housing schemes

### **5.5 Property to support well being in Northampton**

- Promoting sport and recreation e.g. parks and changing facilities
- Promoting healthy living e.g. allotments
- Promoting community cohesion e.g. some shops in marginalised communities

- To protect important heritage buildings in the Town, where public ownership is judged most effective means

This categorisation has guided the Assets SBR in 2010 as to what property holdings the Council should retain or dispose of. It will form the rationale, during the period of this strategy, for further periodic review.

### 5.6 Tenanted Non-Residential Property (TNRP)

It will be noted from the above (5.2) that the Council holds property for non-operational purposes with the intention of generating rental income. This Tenanted Non-Residential Property has its historical origins in a number of objectives. These have included, in addition to generating revenue income, providing community facilities such as neighbourhood shops and 'starter' units for small businesses to promote economic development.

There may be an exceptional case made for the retention of poorly performing investment property, where it is objectively held – following rigorous challenge – that there is a 'regeneration' (5.3 above) rationale or 'well being' rationale (5.5 above) for retention. However, the future over-riding purpose for holding any investment property is to provide an independent, stable and appreciating source of income for the Council that is objectively judged to be an adequately performing asset. With the prospect of reductions in both real and absolute terms of central government funding to local government during the period to 2013, it is important that the Council has alternative sources of income.

The approach to letting of property in previous years has, in common with other local authorities, been sometimes paternalistic in nature with the Council accepting higher levels of risk and liabilities as landlord than would be the norm in the private commercial letting market. The present and future approach is characterised by a re-balancing of risk and reward between landlord and tenant, whilst recognising the responsibilities of the Council to act appropriately and to honour its contractual and statutory obligations. A customer survey of the Council's business tenants at the start of 2010 has identified the areas where the Council needs to improve the way it manages its tenanted Non-Residential Tenanted Estate. Further surveys during the period will monitor the Council's progress in improving how it interacts with and provides services to its commercial occupiers.

In line with recommendations made during the Assets SBR in 2009/10 the size of the TNRP held by the Council will be reduced overall. Retained investment property will continue to be challenged periodically to ensure that it continues to meet minimum rates of return determined by the Director of Finance & Support in consultation with the Corporate Asset Board.

## **6.0 PROPERTY REVIEW**

- 6.1 As noted above, a Strategic Business Review of Assets in 2009/10 has involved a review of all property holdings. A continuing systematic review of 20% of the Council's property holdings per annum will be undertaken, led by the Asset Management function, through the period of this Strategy. This applies to both operational and non-operational property, and includes the need for ad-hoc property reviews as well (whether arising as a result of service delivery changes, investment tenant insolvency or community approaches). This process will be driven by an overarching need to:

- Only retain property that fits into one of the five stated categories set out at 5.1 – 5.5 above - following effective challenge of representations made for retention by service functions
- Consider whether services can be delivered in a more cost effective way, without adverse impact on customer experience, whether from other property (either owned by this Council or any potential partner organisation) or by an alternative means
- Ensure that any investment property (tenanted non-residential property) recommended to be retained either meets or exceeds the required minimum corporate rate of return or will do so within an acceptable timescale
- Actively identify opportunities to reduce the Council's overall maintenance backlog by disposal of properties in poor condition or with limited life expectancy or where there is the likelihood of major repair/ renewal expenditure within short-medium term
- Identify scope for generating capital receipts in the near or medium term from re-development opportunities and establish income generation possibilities vs. holding costs until opportunity to maximise receipt arises
- Reduce carbon emissions of the Council by disposing of property that has low energy efficiency ratings and /or where improvements in energy efficiency are difficult or expensive to achieve
- Consider scope for community asset transfer as a possible alternative disposal route, where likely capital receipt would be low or where community asset transfer/ management could deliver substantial additional local benefits
- Assess whether any possible changes to property ownership/provision are likely to adversely impact on any particular section of the community

6.2 Such property reviews form an integral part of identifying potential disposal receipts to support the Capital Strategy of the Council. As part of an already well established and integrated capital accounting group involving Asset Management staff and Finance staff, an evolving disposal programme and capital receipt forecasting inform effective financial planning.

6.3 Property Review Group Meetings are presently held on a regular 6 weekly basis as a means of allowing detailed discussion about individual properties identified as being potentially available for disposal, development or alternative use. The group also provides an opportunity to review and monitor progress in moving properties through the disposal process from the initial point of recommendation through to completion of transfer. This Group provides a standing forum to involve staff from other key functions, including Finance, Housing, Planning, Regeneration and Legal Services, at a lower 'hands on' level than the Corporate Asset Board (CAB).

6.4 The CAB, subject to Cabinet approval, will provide the forum that will resolve any disputes concerning whether property should be retained or sold, prior to it making its own final recommendations (dependent on value) to either Cabinet or to the Portfolio holder with responsibility for Assets. Prior to the CAB considering disposal proposals, Ward Councillor and community engagement (with known

identified groups having a legitimate interest in the property or service concerned) will be undertaken.

## **7.0 PARTNERSHIP & COMMUNITY WORKING**

### **7.1 Collaborative working with Public Sector partners**

- 7.1.1 The completion and opening of a purpose built shared use property in 2007 ("Far Cotton REC Centre"), using a shared finance model to accommodate a community organisation self-managed community centre, County Council run library and Primary Care Trust run treatment facilities and Borough Council run public toilet facilities provides an effective model of the way in which a new development can meet a range of service delivery needs across the public sector.
- 7.1.2 Previous collaborative work was built upon in 2008, by the establishment of a partnership office in existing Council owned office accommodation (14, Fish Street). This has resulted in the physical co-location and operational integration of Northamptonshire Police staff and Council Community Safety staff as part of the 'Safer Stronger Northampton Partnership'. This Partnership along with allied specialist voluntary agencies (PCT funded and Council financially supported), operating from the same property, has resulted in more effective joint working and reduced overall property costs for the public sector. Further operational and financial benefits for the public sector will be sought in 2010, from the more intensive use of the same property by staff from other related agencies. The Partnership approach has helped the Council to fund the cost efficient alteration of a badly configured building, including the conversion of some space from an under-utilised social club, into better-organised office space.
- 7.1.3 Further work with the Police Service, on a 'sector' basis mirroring the Police's own operational model, has led to firm proposals involving the co-location of Police and frontline council staff in locations in the Town. Detailed work to support this will be undertaken in 2010. It is expected that this collaboration will promote even more effective cross-sector working and maximise use of existing public sector property. It will also assist a central element of the Council's Office accommodation strategy – to vacate a major office complex (Cliftonville House) in 2010.
- 7.1.4 The Council has and continues to be fully engaged with the agendas set by the sub-regional Northamptonshire and Improvement Efficiency Partnership (NIEP) and the East Midlands Regional Improvement and Efficiency and Partnership (RIEP). Senior Officers of Northampton Borough Council, including the Chief Executive and Director of Finance & Support, hold key roles in the delivery of certain projects. Two important projects, with funding provided by the NIEP/RIEP, are focussed on improved collaborative property outcomes.
- 7.1.5 The first RIEP project involves substantial capital monies to support changes to the Council's principal 'face to face' contact point with its customers – the "One Stop Shop" at the Guildhall – to expand the number of partners providing direct interfaces with the public at this location. The Council has accommodated the County Council's Registrar service within the Guildhall for a number of years and there has been an established regular presence, since early 2008, of Northamptonshire Police within the One Stop Shop facility. The facilitation of

access to other additional public/ voluntary sector agencies in the same location is intended to improve the customer experience further.

- 7.1.6 The second project involves creating a hub to allow effective interfaces between existing cartology data held and different Geographical Imaging Systems (GIS) already used by Northamptonshire County Council and Northamptonshire district councils to map their respective property holdings. Access to mapping systems and the agreement of and shared access to common data sets regarding those mapped assets, is intended to enable those planning service delivery changes and those conducting property reviews, to have knowledge of other public sector property ownerships. In this way potential property options that may exist within a given locality can be identified.
- 7.1.7 The Council will continue to collaborate with the County Council's property advisors to also identify opportunities for common disposal and development strategies relating to adjacent and contiguous land holdings within the Borough Council's boundary – to maximise value for the public sector. There are a number of sites already identified where this approach will be effective.
- 7.1.8 The Council continues to work effectively with the West Northamptonshire Development Corporation (WNDC), recognising its changing role, to agree master planning approaches to town centre re-development and to support land assembly processes. The Council has, for example, transferred land in 2009 at a key 'gateway' location (Green Street) to enable comprehensive development proposals to be advanced. The Council will continue to support such property initiatives to revitalise the Town Centre.
- 7.1.9 Similarly the Council will use its landholdings to enable suitable forms of development that will assist in meeting housing and employment growth in the Town. The Council continues to work closely with the Homes & Communities Agency (HCA) regarding respective landholdings, including development of land transferred by the Council in 2004 to HCA's predecessor (English Partnerships) as part of the Joint Brownfield Initiative. The Council will continue to work with HCA to help facilitate re-location of businesses and to enable major re-development schemes. These include supporting new housing developments at Ransome Road and other locations. The Council will also work with HCA to identify new housing opportunities in the Town and to help bring forward community facilities for existing and newly emerging neighbourhoods.
- 7.1.10 The Council will continue to deepen relations with other public sector bodies in the Town, including the Town's University, Colleges, NHS Primary Care Trust and the Northamptonshire Fire & Rescue Service.

## **7.2 Community Management**

- 7.2.1 Assets are used for many different social, community, and public purposes. There is the opportunity for the sale or transfer of public assets to community ownership and management, which can realise social or community benefits without risking wider public interest concerns.
- 7.2.2 The Quirk Review considered that the benefits of such community management and/or ownership of Assets can outweigh the risks, and thus opportunity costs, in appropriate circumstances. It concluded that provided there is thorough



consideration of these issues, there are no substantive impediments to the transfer of Public Assets to communities. The Council acknowledges the benefits that can accrue from such transfers. It also recognises the financial tension this may cause, where there may be scope to generate capital receipts at higher levels than is usually possible under community asset transfer proposals.

- 7.2.3 The Council adopted, in 2007, clear criteria governing the approach the Cabinet of the Council should adopt in considering the sale or letting of property at below full market value. These criteria have been used in 2009 to evaluate, for instance, the letting of property to a prominent local arts group, to promote cultural renaissance in the Town Centre. The Council has therefore already acknowledged, in policy terms, that there may be valid circumstances where it should transfer control of property assets to local organisations.
- 7.2.4 The Council has been an active participant, since 2008, with the County Council and local voluntary and community groups in the Northamptonshire Community Asset Project (NCAP). This organisation, with the support of the Development Trust Association (DTA) has promoted awareness and provided a network for community groups to seek assistance in formulating proposals for community asset transfer.
- 7.2.5 The Council has been actively considering since 2009 the scope for transfer of certain community centre buildings in the town to community organisations. This has involved discussions with community organisations, some of which already have a substantial degree of day-to-day control over some of these buildings, through established local management committee arrangements. The DTA and other local community umbrella groups have been engaged in these discussions. A key consideration is the capacity of the relevant community organisations for the acceptance of financial and other risk under possible transfer arrangements and the robustness of these organisations to take over existing Council liabilities – including repairing obligations and statutory compliance issues.
- 7.2.6 The Council will adopt, where possible, common approaches with the County Council and other public organisations in Northamptonshire in the evaluation of proposals for community asset transfer. This will enable local community organisations to have greater certainty about how to deal with public authorities in Northamptonshire.
- 7.2.7 The Council has directly engaged with community and faith organisations to help guide them as to what the impact and effect of key regulatory requirements are affecting property. Working also with officers from the Fire Service, in accessible forums, straightforward and tailored information has been given about Fire Regulations, Building Regulations and the Planning framework in the context of community use of buildings. Asset Management has used these same forums to engage with community organisations around the community asset transfer agenda and to help guide them in the forms of assistance that exist in capacity building and knowledge transfer around property. The Council will continue to work with community and voluntary organisations in the period of this strategy, to help build capacity and knowledge to enable community and faith groups to make more informed decisions and choices about property occupation and use. At the same time this Council will continue to make clear that, notwithstanding the possibilities that may arise from community asset transfer projects, the Council on its own is not in a position to meet the diverse requirements of local organisations.

## **8.0 OFFICE ACCOMMODATION STRATEGY**

- 8.1 Consistent with the Council's goals of managing assets to provide better value for money and to be transformational in its service delivery, a rationalisation of the Council's office accommodation is being undertaken in 2010. This follows earlier consolidation in 2009 by the closure of two district offices and relocation of services into a core group of office buildings.
- 8.2 The Council has and will make more effective use of the office accommodation it occupies in the short, medium and long term by:
- Supporting, where possible and suitable, greater collaborative working with other public sector partners and minimising the overall requirement for the occupation of office premises by the public sector in Northampton.
  - Increasing density of occupation of office accommodation overall by significant reduction of use of cellular offices; reduction of existing space allowances per employee and by reducing the overall % desk to employee ratio (to more accurately reflect existing and projected desk occupancy rates and patterns of working in different services).
  - Adopting a more modular approach to the provision of accommodation, furniture and IT/telephony provision, allowing future changes to occupation arrangements by different staff/functions without the need (wherever possible) to make physical alterations to buildings or to move furniture, IT or other equipment.
  - Reducing the physical storage of filing within specific work areas, in tandem with enhanced cost effective and practical corporate archiving arrangements.
  - Improving the working environment for staff and the customer experience of buildings providing services to the public.
  - Supporting cultural changes in ways of working e.g. greater use of "hot desks", mobile working and home working and promotion of a greater cross-functional boundary "Team Northampton" approach to space utilisation.
  - The disposal of any resulting surplus assets to generate capital receipts to help fund capital investment in retained or new property or other assets necessary to achieve these objectives.
  - Improving the overall standard of condition, maintenance and facilities management provided to the Council's office accommodation by concentrating existing limited revenue resources on a reduced overall provision (i.e. number of buildings and overall floor space occupied)
  - Improving energy efficiency and reducing the total overall carbon emissions from the Council's office accommodation in line with corporate carbon management objectives. It is also an objective of this strategy, by reducing the number of separate office locations, to reduce the need for business travel between office sites by vehicles.

- Support the Council's Economic and Regeneration strategies by focussing staff re-location strategies around Town Centre office use

- 8.3 A key first element of this process is the closure in 2010 of the large Cliftonville House site at Bedford Road and the re-location of staff based there to other existing Council owned and public sector controlled property. This will cut long-term revenue property overheads, reduce the maintenance backlog and carbon footprint of the Council and significantly improve space utilisation of its other property. It will make available the release of a sizeable, key 'gateway' site to promote regeneration and employment opportunities. In doing so it will also generate a significant capital receipt to support the Capital Strategy of the Council and in particular allow investment to reduce maintenance backlog liabilities in key operational property.
- 8.4 The relocation of staff from Cliftonville House to the Guildhall (St Giles Square) and other locations will necessarily require the implementation of new space and occupancy standards, standardised approaches to storage and archiving and promote more flexible and property efficient ways of working. Due regard to *"Working without Walls – An insight into the transforming government workplace"* (2004) [Allen et al.] and similar later guidance on use of property and associated changes to workplace culture informed the formulation of options for changes to office accommodation. The Council will continue to drive forward these changes to reduce office costs per head, to improve utilisation of space and assist in achieving productivity gains.
- 8.5 The Council will, consistent with the strategy set out at 7 above, continue to actively collaborate with Northamptonshire County Council, Northamptonshire Police, Northampton PCT and other public agencies to reduce further its office accommodation cost overheads where the effect is to support achievement of the objectives set out at 8.2 above.

## **9.0 MAINTENANCE STRATEGY**

- 9.1 The Asset Management function of this Council has responsibility for the maintenance and repair of all non-HRA housing assets of the Council, together with responsibilities for aspects of certain church owned property. With the exception of grounds maintenance issues and leisure equipment, this responsibility includes the maintenance of paths, walls and structures in parks and open spaces. The range of operational property includes the main administrative offices, car parks, leisure centres, museums, community centres, cemeteries and chapels, public conveniences, depots, bus station, changing room facilities and some non-HRA housing property. The Council also has substantial contractual responsibilities for repairs and maintenance issues in relation to investment property owned by the Council and let to third parties.
- 9.2 The Asset Management function acts as a corporate landlord in respect of operational and surplus assets under the direct control of individual services. It works with service functions to address individual building requirements and holds a centralised revenue budget in respect of repair and maintenance works. The Asset Management function has the role of ultimately allocating resources between individual properties, based upon a professional assessment of relative statutory, regulatory and service driven priorities. There are presently no specific direct re-charges of costs of works to individual services.

- 9.3 The Asset Management function works with individual services to prepare and submit capital bids for schemes involving improvements and other valid capital works to existing property. There is close working with the Capital team in the Finance function to ensure that the content of capital schemes do comply with relevant statutory accounting requirements and relevant CIPFA guidance. The prioritisation of bids reflects also renewal and improvement work identified through the completion of conditions surveys, by property type, carried out on a rolling basis.
- 9.4 The essential categorisation of works undertaken property is planned and responsive maintenance (revenue and capital) and renewal & improvement works (predominantly capital projects).
- 9.5 The planned and responsive maintenance may be further characterised as follows:
- Planned Maintenance - (condition based) is used to comply with statutory requirements and for building fabric, structural components and renewal of time expired plant. The aim is to prevent major failure and reduce total maintenance costs over time. Undertaken as a result of an asset's condition and driven by a condition assessment or inspection process. This generally applies to all building structures, fabric, mechanical, electrical services and site infrastructure.
  - Term Maintenance - (Preventative, Cyclical, Servicing or Time Based) is used to comply with statutory or manufacturers requirements and for building services. Undertaken at predetermined time intervals as required by statutory or operational reliability considerations. This may be applied to building structures, fabric, services and site infrastructure but is used predominately for the maintenance of mechanical, electrical services and water systems.
  - Responsive Maintenance - (Corrective, Day-to-Day) is unplanned maintenance used for asset components experiencing breakdown, failure or subject to vandalism.
  - Backlog Maintenance - is maintenance, which has been deferred on a planned or unplanned basis usually due to lack of funds. Backlog maintenance is re-evaluated regularly in terms of priority and considered for inclusion in the Maintenance Backlog Capital Programme as part of the maintenance planning process (where the works can be legitimately classed as capital works).
- 9.6 The safety of staff and customers using corporate property is a primary consideration. The range of legislation related to safe occupation of property is significant and expanding. It includes, amongst others, the following key areas:
- Fire Risk Management
  - Water Hygiene
  - Electricity at Work
  - Asbestos Management
  - Lift & Hoist safety
  - Gas testing

Consequently, the level of revenue expenditure required on compliance with such issues will continue to remain a priority and it will continue to represent a significant element of planned maintenance expenditure during the period of this strategy.

9.7 The Council recognises and will support the objective of actively manage down the overall level of backlog maintenance. This will, amongst other benefits, ensure that its property is fit for purpose and that property condition does not present a barrier to the effective delivery of services. The Council will therefore undertake a three-strand approach to meet these objectives:

- The Council will focus capital investment and revenue expenditure on properties that have been identified as being a long-term part of the Council's holdings. An example of this is the decision of the Council to invest £1.75m, in 2010/11, in undertaking major works to the Grosvenor Centre Car multi-storey car park to extend its useful life. This property will continue to play a major role in bringing forward the expansion of the town centre. Similarly, major physical improvements to the "One Stop Shop" at the Guildhall, a key aspect of the Council's interface with its customers, will be undertaken in 2010/11. This work will be carried out in combination with improving and extending existing collaborative working from that location with partner organisations. In the context of investment property, the Council will meet existing contractual liabilities, but will seek to reduce future liabilities through commercial negotiation with tenants (where properties are retained by the Council).
- The Council will not invest limited resources on properties that are not considered essential to the future delivery of services. In instances where there is not a proven case for the retention of property – consistent with the categorisation at 5 above, that property will be disposed of at the most appropriate time. In this way the overall revenue and capital liabilities of the Council will be reduced. Decisions about the future methodology of delivery of services, for instance through use of partner organisation's buildings, will also take account of existing property condition and costs. In the context of office accommodation, significant maintenance backlog liabilities will be eliminated and ongoing revenue overheads will be saved, through the proposed closure in 2010 of Cliftonville House and the disposal of the Council's interest in it. In making decisions about whether individual investment properties should be retained, the costs of average maintenance liabilities and likely future major costs are taken account of in assessing whether target rates of return are met. The revenue savings from not meeting ongoing repair costs of properties that are disposed of will release revenue resource, to permit more extensive ('discretionary') planned maintenance expenditure on retained 'core' assets.
- Capital receipts released from the disposal of corporate property will be used, in part, to re-invest in renewals and improvements to property considered as 'core' to the delivery of services and /or where capital values will be materially enhanced by such investment. Subject to the ultimate decision of cabinet, a proportion of the receipts arising from asset disposals will generally be applied in this way. This will over, the period of this strategy, reduce overall liabilities and increase the rate at which the remaining capital maintenance backlog is reduced.

## **10.0 CAPITAL STRATEGY**

10.1 The Asset Management function continues to work closely with finance colleagues to ensure alignment between the current Capital Strategy of the Council (last

updated in 2010) and the priorities set out in this asset management strategy. There is an established and effective Capital Accounting User Group that meets regularly, to ensure that this close co-ordination continues.

- 10.2 It is recognised that the capacity of the Council to support, in revenue terms, prudential borrowing will remain restricted. It is similarly acknowledged that a number of core assets do require capital investment to enhance service delivery, maintain capital values, reduce risks of functional obsolescence and extend useful life.
- 10.3 The primary source of new investment is likely to be from disposal receipts. The Council recognises that in rationalising its property holdings there is a need to prioritise a proportion of capital receipts received to re-invest in the Council's asset base. The Capital Strategy of the Council and specifically the consideration of specific annual capital bids will have regard to this position. The recent review of the council's property portfolio, undertaken as part of the wider strategic business review of assets held and the way the service is delivered, has identified a number of properties for disposal. A key early disposal, that should generate a multi-million pound receipt, is the sale of the Cliftonville House site together with ancillary land. Subject to cabinet approval, the process of disposal of this and other property would be undertaken in a programme to maximise value within a structured timetable.
- 10.4 Consistent with the Council's approach to collaborative working, set out above at 7.1, an alternative source of capital investment in existing Council owned property is that brought by partners in co-location initiatives. Recent examples of this include attracting Police and Home Office funding for partnership projects, situated in Council owned property. The Council will continue to seek third party funding, where such opportunities exist. Similarly, the Council will consider making investments in other partner's property, where this would generate greater financial and operational benefit for this Council.
- 10.5 There is a recognition that through the period of this strategy, significant capital projects are likely to continue to be smaller in number than historically. In particular the creation of new facilities, where there would be consequential new revenue liabilities for the Council, are unlikely to be supported. The focus of most capital investments in respect of property assets will be on improving existing buildings. Capital schemes involving new property will only be supported where there are supporting reductions in existing revenue liabilities to offset any new liabilities and where this is the optimum operational solution.

## **11.0 CARBON MANAGEMENT, SUSTAINABILITY & ENERGY USE**

- 11.1 Buildings are associated with pollution, water use and the depletion of finite resources. Their environmental impact can be viewed in terms of all stages of their life cycle from the choice of site location, to construction method, use, management and eventual demolition. In particular, the levels of energy consumption and resultant carbon emissions during use are a key element of the Council's overall carbon footprint.
- 11.2 The goals of the Council in relation to property assets are therefore that the Council should only seek to acquire, procure or hold buildings which:

- Are well designed and where environmental impacts and costs in use, over its life cycle, are properly taken into account in making initial investment decisions
- Either has or is capable of achieving good environmental/ energy performance, especially being low carbon. Retention and disposal decisions regarding existing property will have regard to energy and utility costs and the scope for cost effective improvement in energy efficiency
- Are appropriate in terms of location – i.e. sited for maximum accessibility by all forms of transport but particularly by rail, bus and cycle.

- 11.3 The Council adopted in 2008 a Carbon Management Strategy and has worked with the Carbon Trust to identify ways in which it can reduce its energy use. The adopted strategy has set a very ambitious target of reducing carbon emissions from a base line year of 2005/6 by 35% by 2012. It has a longer-term aspiration to be carbon neutral by 2020. This strategy is led by the Public Protection function of the Council, with two elements of key support from the Asset Management function. The first relates to providing internal co-ordination around data related to utility consumption and costs, working in liaison with any external organisations employed to validate and provide bureau services to the Council. The second is in identifying and project managing physical schemes to reduce carbon emissions from the Council's property assets.
- 11.4 The Council allocated capital for energy efficiency projects in 2008/9 and 2009/10. It has successfully obtained and committed significant additional external match loan funding from the Salix Fund, supported by the Carbon Trust. It has already used this combined funding to complete a number of projects to improve insulation, install energy efficiency lighting, purchase more efficient plant and machinery and upgrade energy management systems. The Council has undertaken reviews of the ways in which it operate from various properties. This has identified (now implemented) opportunities to reduce energy consumption (e.g. by reducing 'out of hours' lighting to multi-storey car parks without compromising community safety objectives). Asset Management will continue to work with colleagues in Public Protection, individual services and any external consultants employed to identify further projects to improve the energy performance of its buildings.
- 11.5 In 2009 nine of the Council's properties were required to have a Display Energy Certificate (DEC). The rating of those properties was generally found to be low. This fact has been taken into account in formulating proposals for energy efficiency improvement schemes and in making strategic decisions about the future use of property.
- 11.6 The Council is an organisation subject to the statutory Carbon Reduction Commitment (CRC) regime. This is in force from April 2010. Consequential financial implications commence in 2011/12 and are anticipated to become more onerous, for poorly performing organisations, as time passes. In preparation for this important legislation, the Council has been a registered participant in 2009/10 in the Public Sector Carbon Trading Scheme. This has allowed Council officers to appreciate the likely trading mechanisms that may exist under the CRC scheme.
- 11.7 The Council commissioned an external impact assessment in 2009 of the likely financial effects of the CRC scheme. This identified measures it can take to reduce any adverse financial consequences. These measures include so called 'early action metrics'. The Council is working with its energy suppliers to achieve

installation of Automated Meter Reading (AMR) for as many properties as possible. This will both allow the Council to benefit under the CRC scheme in its initial period of operation and most importantly allow it to manage better its energy usage. The maintenance of accurate energy data is vital under the CRC and there are heavy penalties for organisations found to have made errors in reporting. The Asset Management section will continue to support Public Protection colleagues and to work with external partners and consultants to minimise the liabilities of the Council under the CRC regime, by ensuring accurate data is held and reported. The Council, through the Asset Management section, has made strong progress in the recording and monitoring of this data in the period since 2007. This will be sustained and built upon during the period of this strategy.

## **12.0 PERFORMANCE MANAGEMENT FRAMEWORK**

12.1 The National Property Performance Management Initiative, (NaPPMI) has completed two phases of work relating to:

- Condition and Required Maintenance
- Environmental property Issues
- Suitability Surveys
- Building Accessibility Surveys
- Sufficiency (Capacity and Utilisation)
- Property Spend
- Time and Cost Predictability

This followed extensive consultation within Local Government and beyond and has been endorsed by various Local Government Property Groups, including the Association of Chief Estates Surveyors in Local Government, (ACES), and the Institute of Public Finance (IPF) Asset Management Network. This Council is a member of both groups and has additionally been a member of the IPF benchmarking club since 2009.

12.2 It is accepted by this Council that these indicators, added to and amended over time, should be regarded as the standard set of measures for Local Authority Property Management in England and Wales. Some of the indicators are identified as “local” (which Authorities may wish to adopt, depending on local priorities), or “national”, which Authorities are strongly advised to adopt. The national indicators 1-4 have been adopted.

12.3 Each one of these four national indicators is summarised in Appendix 4, showing the objectives and purpose of each indicator. The Council will continue to seek to improve its performance against these indicators.

12.4 The former Best Value Performance Indicator 156 (BVPI 156) relating to accessibility of public buildings is no longer a mandatory reporting requirement for local authorities. This Council will nevertheless continue to monitor effectively the accessibility of its buildings to its customers and as part of its commitment to improving its access to services.

## **13.0 KEY STRATEGY POINTS LINKED TO CORPORATE OBJECTIVES 2010 - 2013**

13.1 Objectives of the Corporate Plan



The Corporate Plan has, as noted at 1 above, identified five priorities to be pursued in the context of ensuring that Northampton will be a successful and confident town where everyone who chooses to live here, work here, or visit the town, feels at home. These are considered in turn, together with the relevant related key asset strategy points set out at 1.1.3 at the start of this Strategy.

13.2 Priority 1 – We will help our communities become safer, greener, and cleaner.

The Asset Management Section will:

- Continue to work with community groups to overcome problems in areas where there is ownership of Council commercial property. A recent example has been in 2009 when the Council negotiated the surrender of a long lease of a public house in response to longstanding community and police concerns about anti-social behaviour and risks of criminal activity.
- Support carbon reduction objectives of the Council both through project management of energy efficiency projects to corporate property and by actively considering carbon emissions and energy efficiency issues in making decisions concerning retention, investment and disposal of property.

13.3 Priority 2 - We will improve housing and health to improve the wellbeing of our communities

The Asset Management Section will: -

- Continue a disposal programme of surplus land and property, in order to aid with the achievement of building additional affordable homes, and to support the general demand for private housing in the town. The section have already worked with the Housing Directorate, Regeneration & Growth and Planning functions to identify sites to achieve this target. These sites include areas within existing housing estates and a continuing review of garage blocks across the town. We will be working with colleagues to deliver the transfer and sale of the sites identified for disposal.
- Work with the Housing Directorate and community and voluntary sector partners, to ensure that neighbourhoods are places where people want to live, particularly in the context of the vicinity of retail premises on Council estates.

13.5 Priority 3 - We will promote economic development and growth in Northampton

The Asset Management Section will: -

- Work with the Planning and Regeneration within the Council, and with external companies and public sector partners to ensure that key regeneration projects can be undertaken, to improve the vitality of the town and in particular the commercial renaissance of the Town Centre. This will include, inter alia, key Council controlled sites at Guildhall Road, St. John's, Bedford Road and Dallington Grange.
- Work with other Council officers, particularly in Planning & Regeneration and in Town Centre Operations, to ensure the expansion of the Grosvenor Shopping

Centre and to make Northampton a major retail centre. This will involve close co-operation with other external agencies such as the West Northamptonshire Development Corporation, English Partnerships, East Midlands Development Agency, the Town Centre Partnership, and the owners of the Grosvenor Centre, Legal & General Assurance plc.

- Release land and property owned by the Council to support existing and new businesses and stimulate growth in employment opportunities

13.6 Priority 4 - We will strengthen our commitment to partnership working

The Asset Management Section will: -

- Promote and deepen existing collaborative working with public sector partners, identifying new opportunities to use other partners buildings and to host the combined delivery of shared services where appropriate
- Implement agreed approaches to Community Asset Transfer proposals and engage positively with community organisations and voluntary sector agencies to explore opportunities for the community management of property

13.7 Priority 5 - We will be a well managed organisation that puts our customers at the heart of what we do

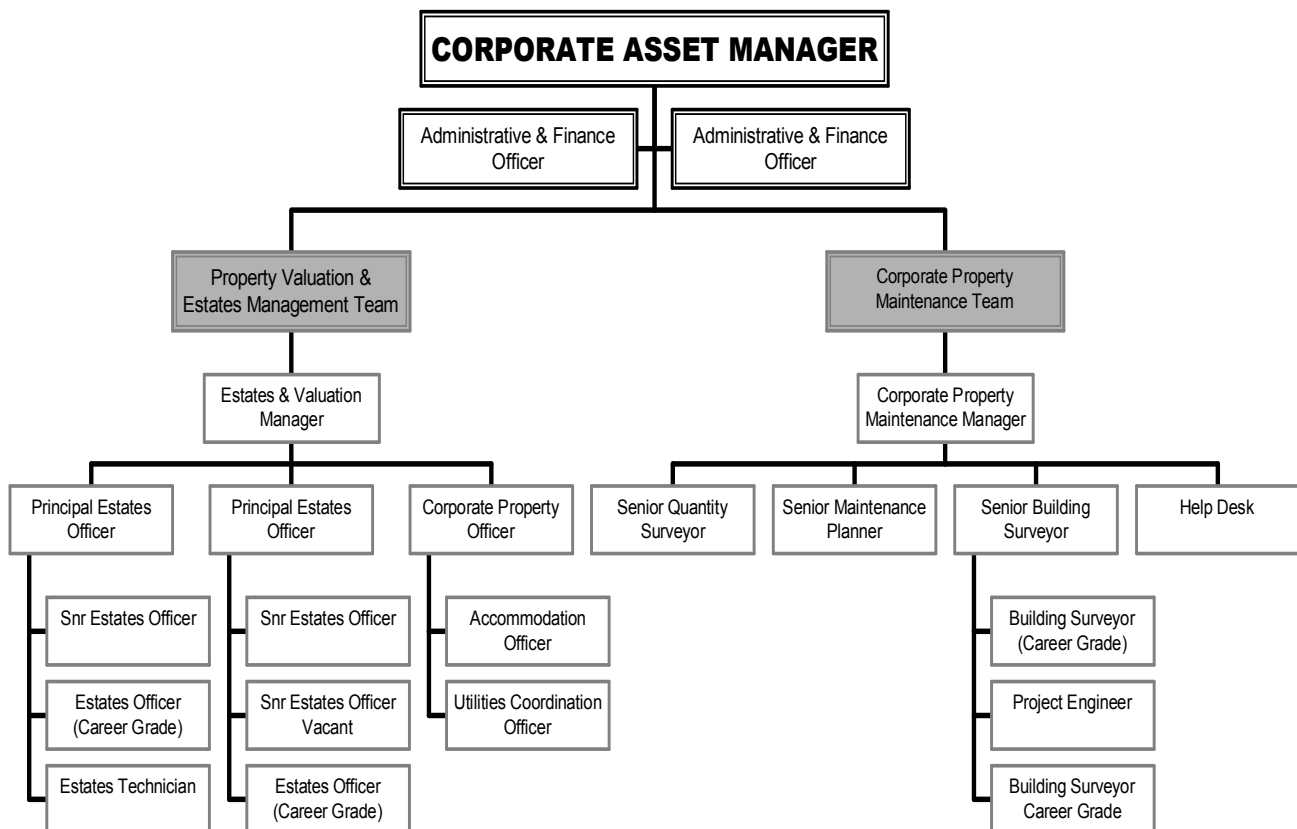
The Asset Management Section will: -

- Continue to improve the management and strategic use and direction of Council Assets, demonstrated by strong performance in Use of Resources assessment under KLOE 3.2 in 2010/11 and further improvement in 2011/12 and 2012/13.
- Reduce the Council's overall property holdings and maximise utilisation of retained property assets, generating better value for money outcomes from its assets
- Support organisational change and continuing improvement within the Council through providing a flexible 'solutions orientated' high quality property service, at a cost consistent with similar services provided to other high performing Councils
- Manage down the overall maintenance liabilities of the Council and improve the condition of property owned, through promoting selective investment of capital in core assets and by a programme of disposals of non core assets
- Ensure that 95% of Council buildings, which are open to the public, are accessible to disabled people. The Section will specifically monitor the achievement of this target within the Property Performance Indicators.

13.8 The tabulated form of the Action Plan is shown in Appendix 5, and indicates the objective of specific schemes, together with the relevant time periods and/or likely trigger and final target dates.

## APPENDIX 1

### Structure Chart of Asset Management Section



## **APPENDIX 2**

### **Work undertaken by teams within Asset Management function**

#### **A. Estates & Valuation Team**

Record keeping and property data management -

- Maintaining a comprehensive property database of NBC land and property ownerships and of any leases, partial disposals, or other agreements affecting each individual unit of property (GVAS Property Manager software system)

Statutory Valuation Work -

- Asset Valuations to meet local government accounting rules.
- Professional work in connection with managing and limiting the business rates (NNDR) liability of the Council.
- Carrying out 'right to buy' valuations for Council Housing.
- Certifying that sales and lettings comply with statutory duty to obtain best value
- Work related to compulsory purchase of land
- Preparation of insurance valuations of NBC property

Property review and Options Appraisal Work

- Systematically reviewing property holdings over 5 year cycle
- Identifying rationale for holding property and identifying opportunities to dispose of property to generate capital receipt or additional revenue.
- Managing a disposal programme, generating capital receipts
- Identifying opportunities for use of NBC land for Regeneration and Housing schemes
- Providing professional support to other functions regarding ad hoc and service driven reviews of property

Supporting other services -

- Providing Estate Management advice to help resolve issues related to operational NBC property e.g. Market Square project; Car parks issues; Bus station issues; dealing with neighbouring owners; protection of NBC position in disputes; acting for the Council where leaseholder; granting/ acquiring wayleaves, easements and rights of way; supporting Facilities staff with lettings/ negotiations of surplus areas of admin buildings e.g. Guildhall, Weston Favell DHO; Kingsthorpe Office; Fish Street
- Space planning and co-ordinating Office Moves
- Co-ordinating accessibility issues and reporting upon compliance with Performance Indicators/ Disability Discrimination Act at operational buildings
- Providing professional support to Regeneration in connection with commercial property matters -Town Centre (e.g. Grosvenor/ Greyfriars; St John's: Becketts Park Marina) and Neighbourhood schemes
- Providing professional support to Housing in connection with development schemes (e.g. 'Places of Change' project for major homeless provision); sale of surplus property HRA property; working to identify opportunities to rationalise land and property holdings in HRA; managing investment property held within HRA (Shops)

- Providing support to Community Development re: Community Centres; advising upon approaches from community groups linked to property requests.
- Providing support to other services on major Heritage projects e.g. Delapre Abbey

#### Investment Property Work -

- Managing effectively a mixed commercial portfolio of shops; industrial units; leisure property; offices; golf course land; miscellaneous property (inc. major Theatre; League Football Stadium) to generate gross General Fund income of c. £1.7m per annum. Including all associated valuation work, lettings, rent reviews, lease renewals, tenancy management; income monitoring and service charge administration.

#### Strategic Property Work -

- Asset Management Strategy formulation and implementation
- Office accommodation strategy
- Policy development about how to use NBC property to support corporate objectives e.g. developing community cohesion, assessing scope for Community Asset Transfers.
- Support collaborative working with other public sector partners
- Integration of wider corporate objectives into property decisions - e.g. Equalities work; data quality objectives;

#### Utility costs/ consumption monitoring and carbon reduction -

- Monitoring spend of Council on energy supplies and liaising with procurement and Sustainability Officer and external partners to identify cost/ consumption reduction.
- Supporting policy work related to Carbon Management and work related to compliance with Carbon Reduction Commitment (statutory scheme related to carbon emissions)

### **B. Corporate Property Maintenance Team**

#### Record Keeping and property data management -

- Maintaining a comprehensive database of maintenance records of NBC land and property for Corporate Property.
- Records of condition, past maintenance works and expenditure and condition data (GVAS Property Maintenance module) plus maintenance of Asbestos register.

#### Planned Maintenance - (Revenue and Capital works)

- Professional co-ordination of compliance with statutory requirements related to property ownership and use - e.g. Water hygiene/ Legionella prevention; Asbestos Management; Fire risk mitigation; Electricity at Work Regulations; Lift, escalator and hoist legislation;
- Undertaking cyclical and one off condition surveys and identifying nature of maintenance required to corporate property for give period of years.
- Identifying, co-ordinating and monitoring planned maintenance activity through managing programmes of work - e.g. boiler and ventilation equipment servicing,

electrical testing of emergency lighting, water temperature monitoring and disinfection works;

- Co-ordinating survey works and inspection/ re-inspection regimes for Asbestos management.
- Considering Energy Performance issues
- Selecting, procuring and managing appropriate specialist contractors and suppliers
- Budget monitoring and prioritisation of planned expenditure spend within budgetary constraints

#### Responsive repairs - (Typically revenue work)

- Providing helpdesk service for co-ordinating repairs
- Assessing works required to address identified defects and breakdowns
- Specifying remedial works required, procuring works and selection of specialist contractors and suppliers, monitoring and managing works on site and signing off completion.
- Budget monitoring and prioritisation of reactive expenditure spend within budgetary constraints

#### Project Work (Typically capital works)

- Preparation of feasibility plans, and designing schemes to meet client function requirements. Estimation of construction costs. Providing design and cost advice.
- Ensuring scheme design compliance with statutory regulations (e.g. Building regulations and Planning permission) and Health and Safety requirements.
- Selecting and procuring contractors and considering tenders received and cost information and reporting on same
- Appointing contractors and managing schemes on site through to completion, authorising expenditure and project budget management
- Supporting delivery of physical projects forming part of the Carbon Management programme of NBC
- Supporting delivery of physical projects to improve accessibility of NBC property to disabled

#### Audit Work

- Undertaking sample financial and physical audits of construction works undertaken

#### Strategy Work

- Preparing Maintenance Strategies for Corporate Property and providing linkage to over arching Asset Management Strategy
- Close working with Estates & Valuation Team to meet corporate objectives and priorities through repair and maintenance, improvement and adaption of property

#### Support Work to Estates & Valuation Team -

- Preparation of schedules of condition; Schedules of dilapidations; Repairs Notices; Negotiating claims related to repairs issues on behalf of the Council as Landlord and Tenant.

# APPENDIX 3 - Analysis of Fixed Assets by Category

## Property Portfolio of Northampton Borough Council as at 31 March 2009

31/03/2008		31/03/2009
Number	Operational Assets	Number
12,262	<b>Council Dwellings</b>	12,209
	<b>Other Land and Buildings</b>	
27	Council Houses not used as dwellings	27
95	Shared Ownership Properties	94
3,005	Council Garages	3,002
20	Other Housing Properties	19
67	Operational Shops	67
194	Other Garages	194
1	Guildhall	1
62.88ha	Allotments	62.88ha
4	Sports & Leisure Facilities	5
27	Community Centres	27
2	Museums, Art Galleries	2
1	Open Markets	1
15	Public Conveniences	14
5	Multi-Storey Pay & Display Car Parks	5
4	Local Area Offices	4
4	Central Administrative Offices	4
1	Gypsy Site	1
1	Bus Station	1
17	Surface Pay & Display Car Parks	18
1	Depots	1
15	Sub-Depots	15
1	Golf Course	1
74	<b>Infrastructure</b>	75
164	<b>Vehicles, Plant, Furniture and Equipment</b>	163
	<b>Community Assets</b>	
887.45ha	Parks and Open Spaces	887.45ha
4	Historical Buildings	4
33	Monuments/Memorials/Exhibitions	35
6	Pavilions	6
6	Cemeteries	8
1	Civic/Mayoral Regalia	1
	<b>Non-operational Assets</b>	
284	Commercial Property (Units)	289
65.97ha	Agricultural Land	65.97ha
1	Theatres	1
1	Indoor Market/Arts Venue	1
78	<b>Intangible Assets</b>	70

## **APPENDIX 4**

### **A. NaPPMI Indicators**

#### **Number: PMI.1 - A,B,C & D : CONDITION & REQUIRED MAINTENANCE** **(National Indicator)**

##### **OBJECTIVES:**

- To maintain the condition of the asset for its current use
- To measure changes in condition
- To measure the annual spend on required maintenance

##### **PURPOSE:**

- To show the severity and extent to which maintenance problems affect the portfolio
- To assist in development of detailed information on required maintenance
- To encourage authorities to invest in planned maintenance
- To show year on year changes in required maintenance
- To show the annual spend on repair and maintenance

#### **Number: PMI 2 - A,B & C : ENVIRONMENTAL PROPERTY ISSUES** **(National Indicator)**

##### **OBJECTIVE:**

To encourage the efficient use of assets over time and year-on-year improvements in energy efficiency.

##### **PURPOSE:**

- To reduce environmental impacts on Local Authority operational property
- To highlight areas of poor or mediocre energy and water efficiency / performance and act as a catalyst for improvement
- To complement the process for 'Energy Certificates'
- To support the Local Authority's assessment of property performance together with condition and suitability within the framework of Asset Management Planning



**Number: PMI 3 - A & B : SUITABILITY SURVEYS**  
**(National Indicator)**

OBJECTIVES:

To encourage Local Authorities to carry out Suitability Surveys enabling them to identify how assets support and contribute to the effectiveness of frontline service delivery, i.e. are they fit for purpose?

PURPOSE:

- To ensure that Local Authorities are undertaking Suitability Surveys
- To enable the Local Authority to understand its Asset Base
- To ensure that the property meets the needs of the user
- To enable key decisions to be made

**Number: PMI 4 A,B, C & D : BUILDING ACCESSIBILITY SURVEYS**  
**(National Indicator)**

OBJECTIVES:

- To monitor progress in providing access to buildings for people with disabilities.

PURPOSE:

- To monitor the progress at which Local Authorities carry out access audits.
- To enable key decisions to be made

<b>Performance Indicator Title</b>	<b>BVPI 156 – Disabled Access to Public Buildings</b>  The percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people.		
<b>Definition</b> Detailed definition of what is being measured.	<p>‘Local authority buildings open to the public’ means buildings or parts of buildings from which the authority provides a service, (which for the purposes of BV156 shall <b>EXCLUDE</b> the exercise of democratic functions) to members of the public where the service cannot be provided by alternative means and where the inability to access the service in person would be discriminatory, but excluding public conveniences which are not integral to such buildings and schools and educational establishments.</p> <p>‘Public areas’ means those parts of such buildings where such services are provided, including access to those areas from the public thoroughfare or on-site parking.</p> <p>For a building or part of a building to be ‘open to the public’ individual residents must be able to choose on a day-to-day basis whether to use the services provided within the building.</p> <p>Buildings that are open to the public should include; those used by but not owned by the council; parts of old peoples’ homes which are used to provide a facility usually open to members of the public such as a luncheon club or day centre; buildings used by an authority’s agent delivering a service on behalf of the authority and sports pavilions if they are usually open to members of the public.</p> <p>Buildings to exclude: Schools and similar educational establishments even if used for other purposes as well, registry offices (where the registrar is not a local authority employee), stand-alone public toilets, commercially leased premises, those let to other bodies not providing a service for the authority; and social services establishments in NHS buildings that primarily serve NHS clients.</p> <p>If a building is the joint responsibility of more than one authority then all the relevant authorities should count it.</p> <p>‘Accessible and suitable’ as defined in Approved Document M of the Building Regulations Act 1991 or any later version of Approved Document M. Please state the year of the document used when submitting your final figure.</p>		
<b>Source History</b> Specify links to former performance measures e.g. BV	BV 156	<b>Frequency</b> Frequency of corporate reporting (as defined in Service Plan)	Half Yearly

<b>Calculation / Formula</b> Detail how calculation is done e.g. $N = x/y$ ; where $x = \dots$ and $y = \dots$	$N = (a / b) \times 100$ Where: a = authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people. b = all authority buildings open to the public		
<b>Decimal Places</b> e.g. 0, 1, 2	2	<b>Unit</b> e.g. Kg, Tonnes, %, days, per 1000 population	%
<b>Good Performance</b> Is it good to be high or good to be low?	Good to be high		
<b>Data Source</b> System used to obtain information e.g. Agresso, IBS, customer surveys, third party (e.g. police)	Access Standards to approved Document M 199 base line Access audit reports for public buildings Documents on GVAS Property manager/ maintenance databases maintained by Asset Management Shared Information held on IT Server		

## APPENDIX 5

### ACTION PLAN

Asset Management Tasks	Action Required	Target Date	
NaPPMI Indicators	<p>Benchmark performance</p> <p>Improve standards during financial year 2010/2011.</p> <p>Achieve 'top half' status by 2013</p>	<p>March 2011</p> <p>March 2013</p>	
Establish Corporate Asset Board	<p>Liaise with Members, Chief Executive and Members to establish board</p> <p>Ensure regular two monthly meetings</p>	June 2010	
Develop key Regeneration Projects	Liaise and co-operate with Regeneration to identify target dates for the feasibility and ultimate development of sites.	Ongoing	
Implement Process for Community Asset Transfer proposals	Establish criteria to judge and determine merits of individual properties that may be suitable and formally adopt	September 2010	
Review Operational Asset requirements	Continue to challenge need to hold property as part of service reviews and to reflect other emerging changes to service delivery to the public	Ongoing	
Parks & Open Spaces Strategy – potential surplus land	Examine scope for release of land to support capital receipt generation, provision of additional homes and for re-investment in retained land covered by Parks and Open Spaces strategy	September 2011	
Disposal of land for additional homes	<p>Work with other functions to provide additional affordable homes in Northampton within period 2010 - 2013.</p> <p>Dispose of surplus land for private housing</p>	Ongoing	

<b>Asset Management Tasks</b>	<b>Action Required</b>	<b>Target Date</b>	
Dallington Grange Development	Work with West Northamptonshire Development Corporation, the Spencer Estate, Developers and NBC staff to ensure NBC owned land released for a form of development that meets the priorities of the Corporate Plan	2010 - 2013	
Collaborative Working	Expand data sharing arrangements about public sector owned property with wide range of partners, meet in regular forums with asset colleagues from public sector partners and promote co-location opportunities with others	Ongoing	
Property Programme Review	Review 20% of non-operational property per annum  Process ad-hoc enquiries	Annually  Ongoing	
Grosvenor re-development and expansion of retail centre	Support Team Northampton approach to delivery of conditions within Development Agreement reached in 2009 – works to Grosvenor multi storey car park	2010 – 2011 consistent with contractual commitments	
Disposal of surplus assets	Deliver programme of property disposals identified from Assets Strategic Business Review and from ongoing property review	September 2010 onwards	

**Appendices**

1 – Appendix

1 – Briefing Note



**NORTHAMPTON**  
BOROUGH COUNCIL

## CABINET REPORT

<b>Report Title</b>	<b>Performance Monitoring Report</b>
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### PUBLIC

<b>Cabinet Meeting Date:</b>	17 March 2010
<b>Key Decision:</b>	NO
<b>Listed on Forward Plan:</b>	YES
<b>Within Policy:</b>	YES
<b>Policy Document:</b>	NO
<b>Portfolio:</b>	Performance & Support
<b>Accountable Cabinet Member:</b>	Councillor Brian Markham
<b>Ward(s)</b>	N/A

### 1. Purpose

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- 1.1 To inform Cabinet of the Council's performance for the monthly and quarterly performance indicators for January 2010.

### 2. Recommendations

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- 2.1 That Cabinet note the contents of the report.

### 3. Issues and Choices

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#### 3.1 Report Background

- 3.1.1. Performance data is collected across a range of locally developed indicators and National Indicators (NIs). Most indicators are collected monthly, with others collected either quarterly or annually. The reporting of NIs, together with a small number of locally determined indicators forms the basis of our performance monitoring process.
- 3.1.2. Performance data is available by the 20<sup>th</sup> of the following month; this allows for data to be transferred onto our database and quality assured to ensure that data quality standards are met. This report summarises monthly performance data for January 2010.

### 3.1.3 The appended report details:

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

**Part 2 – Monthly red measures report** - Detailed exception reporting of all underperforming (red) with graphical trend analysis against profiled targets with commentary on the reasons for under performance and the corrective actions being taken

**Part 3 - Summary of all corporate measures performance** – Scorecards by priority detailing all corporate measure performance for the last six months to ensure transparency in reporting

**Part 4 - LAA performance measure update** – overview of the performance measures reported by NBC to the LAA

## 3.2 Issues - Overall Performance

### 3.2.1 Progress against Corporate Plan priorities

Overall Corporate Plan performance is on track with all five priorities showing green or blue status.

### 3.2.2 Monthly Indicators

- 54.8% of indicators have 'blue' or 'green' status and have achieved target, compared to 61.3% last month
- 22.6% of indicators have 'amber' status, the same as last month
- 19.4% of indicators have 'red' status and have not achieved target compared to 12.9% last month
- 41.9% of all monthly indicators show improved performance against the same time last month, compared to 29% last month
- 38.7% of all monthly indicators show improved performance against the same time last year, compared to 35.5% last month

### 3.2.3 Red measures (January 2010)

Measure	Portfolio
BV 9 – Percentage of Council Tax received	Finance
BV78b – Benefit claims - Average time for processing notification of changes in circumstances	Finance
BV126 – Domestic burglaries per 1,000 households	Engagement
BV127a – Violent crime per 1,000 population	Engagement
HI 1 – Percentage of rent collected	Housing
HI 15 – Average length of stay in Bed & Breakfast	Housing

### 3.2.4 Data Quality

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

Current data quality issues are:

### **1) Revenues & Benefits**

When the target was set at the beginning of the year for changes to Housing Benefit / Council Tax Benefit entitlement (NI 180), it did not take into account the inclusion of additional changes that affect entitlement, such as annual rent increases and increases to pension credit. When the DWP started publishing the figures it was clear that they were including them and so our figures have been adjusted accordingly. As a result the target for changes to Housing Benefit/Council Tax Benefit entitlement was surpassed early in the year.

### **2) Landlord Services**

The percentage of rent collected (HI 1) decreased compared to last month, but is higher than the same time last year. A system issue resulted in some payments made in the last week of January being posted in the first week of February. Issues with the IBS system have been identified and rectified. The overnight backup failed on the Friday night and was rectified on the Monday morning, which was 1 February resulting in January payments being posted through as February.

#### **3.2.6 Current Key Risks and Issues;**

None

#### **3.3 Choices (Options)**

Cabinet are recommended to review the appended performance reports.

## **4. Implications (including financial implications)**

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### **4.1 Policy**

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

### **4.2 Resources and Risk**

The service area Service Plans will underpin the delivery of the Corporate Plan priorities. All objectives, measures and actions within the Service Plans are risked assessed and challenged before final approval. The challenge process includes the agreement of performance targets and the capacity / ability to deliver the plans with appropriate resource set aside to do so.

### **4.3 Legal**

None

### **4.4 Equality**

The Corporate Plan sets out the Council's corporate priorities. Equality and diversity is an important theme that flows throughout the Corporate Plan and Service Plans and the issues arising from the Council's EIA processes are factored into the development of these plans. The Corporate Plan outlines the Council's commitment to equality and diversity under the priority outcome of delivering Equitable Services under priority five.

### **4.5 Consultees (Internal and External)**

Internal – Performance data is published across the Council on a monthly basis

External – The Lead Official; Audit Commission; partners; publication of performance data on our website.



#### **4.6 How the Proposals deliver Priority Outcomes**

Corporate Plan – Performance management, including the monitoring of data, is critical in ensuring the Corporate Plan objectives are delivered.

#### **4.7 Other Implications**

None

### **5. Background Papers**

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#### **5.1 Monthly Performance Report for January 2010.**

**Dale Robertson, Head of Performance & Improvement**  
**Performance & Improvement - Ext 7110**



## Briefing note Revised Cabinet Report format

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### 1.0 Introduction

The purpose of this briefing note is to inform members and staff about the introduction of the new Cabinet Performance Report format following the successful implementation of Performance Plus during 2009-10. The new report will look quite different. This is a significant change for the Council, which has been made possible with everyone's support to develop comprehensive service plans and timely service area data entry and reporting through the new system.

The new report allows us to monitor performance against the things we set out to achieve in our Corporate Plan. The report will focus on reporting performance against the Council's priorities and by exception. The first new report covers January data only. At each quarter period (June, September, December and March) monthly and quarterly measures will be reported.

The report will evolve as we all become more familiar with the new format and take into account feedback. We recognise that there may be format issues for some users, such as the text size in some areas, and we will work to address these. The launch of Performance Plus Version 10 in the next 3-6 weeks will introduce improved functionality to support this.

### 2.0 Understanding the new report format

#### 2.1 A new performance alert system

The report introduces the new performance alert system of BRAG (blue ●, red ▲, amber ● and green ★). The new alert system will provide management and Members with better-informed performance reporting. Performance can be analysed more effectively in terms of reaching our targets within agreed tolerances and therefore provide a better understanding of our performance. It will also show where we are significantly over performing against our targets.

A question mark symbol (?) indicates that performance is monitored by annual measures and in this instance data will not be available until year-end.

#### 2.2 Comparison reporting periods

We will be comparing performance against our corporate priorities on a quarterly basis, as this will enable us to monitor the longer-term impacts. We will continue to report comparison to the previous month and same time last year for each performance indicator.

National quartile comparative data for the National Indicators (NIs) will be included in the report once we have received data and uploaded into Performance Plus. The last BVPI comparative data was reported in 2008/9, which is now two years out of date and therefore no longer a reliable comparison. Alternative benchmarking will be developed during 2010-11.

#### 2.3 Reviewing the new report content

The Cabinet covering report contains a summary of overall performance against corporate priorities and highlights red measures and data quality issues. The remainder of report detail is now split into four parts:

##### 2.3.1 Part 1: Corporate priority performance

This section will review the performance of the Corporate Plan as a whole and the five Corporate Priorities. Each corporate priority has a set of priority outcomes. Monthly, quarterly and annual performance measures have been aligned to the outcomes to enable us to see how well we are achieving what we set out to achieve.

There is one page for the Corporate Plan performance and then a separate page for each of the five priorities. Each page contains:

**i) A short text summary of the period's performance**

The summary will highlight measures aligned to the priority with significant improvement or deterioration and will explain the impact this has had on the performance of the priority.

**ii) An overall performance alert for the Corporate Plan or Corporate Priority**

A scorecard will show the overall performance alert for each priority, which is based on the combined performance of the relevant priority outcomes. The previous period's performance will be included in this section. The direction of travel will be included at quarterly intervals to show whether the Corporate Priority has improved or deteriorated.

**iii) Performance alerts for each Corporate Priority Outcome**

A scorecard will show the overall performance alert for each priority outcome, which is based on the combined performance of the measures assigned to it. The previous period's performance will be included in this section. The direction of travel will be included at quarterly intervals to show whether the Corporate Priority has improved or deteriorated.

### **2.3.2 Part 2: Red measure exception report by Corporate priority**

This section provides detail of all Corporate Priority indicators with a '▲ red' **year to date** performance alert. This means that they are not on track to achieve the annual target, based on the latest profiled target. Six red measures were reported in January.

The following is provided for each measure:

**i) Latest commentary from Service Area**

The commentary includes the reasons for under performance and the action being taken to improve performance. Comments come directly from service areas.

**ii) Graph and table of data for period and year to date performance**

A graph and table of data is displayed for each measure. Performance is tracked against the reporting period and against year to date. The performance of the actual reported period is compared against a profiled period target. Year to date performance is compared against a year to date target. This will highlight, for example, where performance for the reporting period could be good (green), but overall progress towards achieving the year-end target may be poor (red). We are also able to identify and account for seasonal trends where we can expect highs or lows in performance levels.

**iii) Corporate Priority Outcomes alignment**

Each page will detail the Corporate Priority Outcomes that the measure is aligned to. This will inform Cabinet of the priority outcomes that are being affected by the performance of the red measure.

### **2.3.3 Part 3: Summary of all measures by Corporate priority**

This section details the performance of all the corporate measures by Corporate Priority for the last six months. Comparison is shown against the latest profiled target, the previous period and the same time last year. 2008-9 outturn results are also detailed.

### **2.3.4 Part 4: Northamptonshire Local Area Agreement (LAA) 2008 - 2013**

The Council directly reports six indicators to the Northamptonshire LAA and they are listed in this section. The scorecard shows the LAA theme that the measures are aligned to and provides comparison against the latest profiled target, the previous period and the same time last year. 2008-9 outturn results are also detailed, where available.

**Author: Adam Goodacre**  
(Performance Officer, Performance and Change)  
**Dated: 1 March 2010**

# Part 1: Corporate Priority Performance

Page 6	Corporate Plan performance summary
Page 7	CP1 Safer, Greener and cleaner
Page 8	CP2 Housing, health and well being
Page 9	CP3 A confident, ambitious and successful Northampton
Page 10	CP4 Partnerships and community engagement
Page 11	CP5 A well managed organisation that puts customers at the heart of what we do



# Corporate Plan

## Performance Summary

Key

Exceptional or over Performance

On or above target

Within agreed target tolerance

Outside agreed target tolerance

Measured annually

Improved performance

Deterioration in performance

CP NBC Corporate Plan Performance Summary

Overall, the Corporate Plan is performing well, with all five Corporate Priorities showing GREEN or BLUE performance alerts.

Part 3 of this report details all of the Corporate performance measures, through which performance against our five priorities is monitored.

Please refer to part 3 to review a full comparison against last month’s performance for each measure, ordered by Corporate Priority.

The direction of travel of Corporate Priority Outcomes will be included within quarterly Cabinet Reports (June, September, December and March). This will indicate improvement or deterioration of the Priority Outcome since the last quarterly period.

Overall Corporate Plan performance	
	Current Month Performance
CP NBC Corporate Plan	

Corporate Plan performance by Priority	
Corporate Priority	Current Month Performance
CP.1 Safer, Greener and Cleaner communities	
CP.2 Housing, Health and wellbeing	
CP.3 A confident, ambitious and successful Northampton	
CP.4 Partnerships and community engagement	
CP.5 A well managed organisation that puts customers at the heart of what we do	

# Safer, Greener and Cleaner

## Performance Summary

### Key



**Exceptional or over Performance**



**On or above target**



**Within agreed target tolerance**



**Outside agreed target tolerance**



**Measured annually**



**Improved performance**



**Deterioration in performance**

### CP.1 Safer, Greener and Cleaner Communities Performance Summary

Corporate Priority 1: Safer, Greener and Cleaner communities contains eight priority outcomes, which performing on or above target.

The outcome to improve air quality (CP.04) cannot be compared at this point in time as it is measured by annual indicators.

The remaining seven outcomes are all performing well and show BLUE or GREEN performance alerts.

The outcome of Reducing the Council's carbon footprint (CP.1.03) has been impacted upon by the reduction in the number of missed refuse collections, which means that fewer vehicles have been sent out to correct missed collections. This will have a positive impact on the Council's aim to reduce the Carbon footprint by 8.1%, by 2013.

Three out of Four Public protection (BV126, BV127b and BV128) measures are also performing better than at the same point last year, and will be positively impacting on outcome CP.1.01. (see page 20)

### CP.1 Safer, Greener and Cleaner Communities Overview

Measure ID & Name	Current Month Performance
CP.1 Safer, Greener and Cleaner communities	★

### CP.1 Safer, Greener and Cleaner Communities Outcomes

Corporate Priority Outcomes	Current Month Performance
CP.1.01 Reduced crime, fear of crime and anti-social behaviour	★
CP.1.02 Increased recycling and composting	★
CP.1.03 Reduce the Council's Carbon Footprint	●
CP.1.04 Improved air quality	?
CP.1.05 Reliable, cost-effective refuse collection and street cleansing service	★
CP.1.06 Less waste produced	★
CP.1.07 Cleaner neighbourhoods	★
CP.1.08 Good quality open spaces and parks	★

## Housing, Health and wellbeing Performance Summary

### Key



**Exceptional or over Performance**



**On or above target**



**Within agreed target tolerance**



**Outside agreed target tolerance**



**Measured annually**



**Improved performance**



**Deterioration in performance**

### CP.2 Housing, Health and Wellbeing Performance Summary

Corporate Priority 2: Housing, health and wellbeing is performing well this month and overall is performing on or above target.

There are nine Corporate Priority Outcomes under this priority, two of which are measured annually and cannot be reported this period.

Five of the remaining seven priority outcomes are performing well with BLUE or GREEN performance alerts.

Two priority outcomes, 'Leisure and Culture activities for young people' (CP.2.05) and 'Improve participation and access to cultural opportunities' (CP.2.06) have RED performance alerts.

These outcomes are fed by quarterly and annual measures. Current performance can be attributed to the quarterly measures for the number of museum visits / usage figures being below the profiled target for the period. Reporting of the annual indicators at year end will reflect the wider performance of Culture and Leisure, where swimming figures and participation in other cultural opportunities are performing well.

Outcome C.2.09 has BLUE colour status, which can be attributed to the improved performance of the crime indicators and good planning application processing times against targets.

### CP2 Housing, Health and Wellbeing Overview

Measure ID & Name	Current Month Performance
CP.2 Housing, Health and wellbeing	★

### CP2 Housing, Health and Wellbeing Outcomes

Corporate Priority Outcomes	Current Month Performance
CP.2.01 Achieving the Decent Homes standards	?!
CP.2.02 Increased affordable homes	★
CP.2.03 Reduced homelessness	★
CP.2.04 Meeting Housing needs	★
CP.2.05 Leisure and cultural activities for young people	▲
CP.2.06 Improved participation and access to cultural opportunities	▲
CP.2.07 Healthier living for young people	?!
CP.2.08 Improved health of local people	★
CP.2.09 Vibrant neighbourhoods and engaged communities	●

## A confident, ambitious and successful Northampton Performance Summary

### Key



Exceptional or over Performance



On or above target



Within agreed target tolerance



Outside agreed target tolerance



Measured annually



Improved performance



Deterioration in performance

### CP.3 A confident, ambitious and successful Northampton Performance Summary

Corporate Priority 3: A confident, ambitious and successful Northampton has a GREEN performance alert and is therefore performing on or above target

This priority has eight Corporate Priority Outcomes.

Four outcomes have GREEN or BLUE performance alerts.

One outcome, 'Sustainable growth in jobs and housing' (CP.3.02) has a RED performance alert. This is mainly due to the performance of two measures during January:

NI 155: Number of affordable homes delivered

If the expected number of units are handed over during the fourth quarter, this indicator will still achieve the annual target.

BV200b: Local Development Scheme milestones

The milestones for the Local Development Scheme have been revised, which should bring performance back on track.

### CP.3 A confident, ambitious and successful Northampton Overview

Measure ID & Name	Current Month Performance
CP.3 A confident, ambitious and successful Northampton	★

### CP3 A confident, ambitious and successful Northampton Outcomes

Corporate Priority Outcomes	Current Month Performance
CP.3.01 A vibrant and viable town centre	★
CP.3.02 Sustainable growth in jobs and housing	▲
CP.3.03 Improved town centre management with partners	★
CP.3.04 Support Local Businesses	⚠
CP.3.05 Regeneration of key sites	●
CP.3.06 Quality shopping, leisure and cultural activities and events	⚠
CP.3.07 Enhanced reputation and regional influence	⚠
CP.3.08 Sound planning policy framework	★



# Partnerships and community engagement

## Performance Summary

**Key**

**Exceptional or over Performance**

**On or above target**

**Within agreed target tolerance**

**Outside agreed target tolerance**

**Measured annually**

**Improved performance**

**Deterioration in performance**

CP.4 Partnerships and Community Engagement Performance Summary

Corporate Priority 4: Partnerships and Community Engagement has a BLUE performance alert and is therefore showing exceptional or over performance.

Although this priority is fed by four priority outcomes, only one is comparable at this time. The remaining priority outcomes are measured by annual performance indicators.

The outcome of 'Understanding our customers' (CP.4.04) has maintained the BLUE performance alert.

This can be attributed to the good performance in the number of invoices paid within 30 days (BV 8), and the low percentage of avoidable customer contacts (NI 14).

CP.4 Partnerships and Community Engagement Overview	
Corporate Priority	Current Month Performance
CP.4 Partnerships and community engagement	

CP4 Partnerships and Community Engagement Outcomes	
Corporate Priority Outcomes	Current Month Performance
CP.4.01 Improve education and skills attainment	
CP.4.02 Strong community leadership	
CP.4.03 Effective working with voluntary and community sectors	
CP.4.04 Understanding our customers	

**A well managed organisation that puts customers at the heart of what we do**  
**Performance Summary**

**Key**

**Exceptional or over Performance**

**On or above target**

**Within agreed target tolerance**

**Outside agreed target tolerance**

**Measured annually**

**Improved performance**

**Deterioration in performance**

CP.5 A well managed organisation that puts customers at the heart of what we do

Performance Summary

Corporate Priority 5: A well managed organisation that puts customers at the heart of what we do, has a GREEN performance alert and is therefore performing on or above target.

The priority is fed by ten priority outcomes, two of which are measured by annual performance indicators. Six priority outcomes have a GREEN performance alert.

The outcome to 'Improve our financial management' (CP.5.02) has a RED performance alert. Performance has been affected by BV 9 (the percentage of council of Council Tax received) and BV 10 (the percentage of non-domestic rates received by the authority).

In January, both indicators recorded the lowest percentages this year.

HI 1: A decrease in the percentage of rent collected due to IT system issues, which caused payments made in the last week of January to be posted in the first week of Febuary has also impacted on this month's performance.  
 More detail can be found on page 17 within the 'RED measures exception Report'.

CP.5 A well managed organisation Overview	
Measure ID & Name	Current Month Performance
CP.5 A well managed organisation that puts customers at the heart of what we do	

CP5 A well managed organisation Outcomes	
Corporate Priority Outcomes	Current Month Performance
CP.5.01 Excellent customer service	
CP.5.02 Improved financial management	
CP.5.03 Services with a local focus	
CP.5.04 A well-regarded organisation	
CP.5.05 Equitable services	
CP.5.06 Improved customer insight	
CP.5.07 Effective governance arrangements	
CP.5.08 Value for money services	
CP.5.09 An employer of choice	
CP.5.10 Efficient and effective management	

## Part 2:

# Monthly red measure exception report by Corporate Priority



Detailed exception reporting of all underperforming (red) measures with graphical trend analysis against profiled targets with commentary on the reasons for under performance and the corrective actions being taken

### Measure

### Corporate Priority

**BV 9: Percentage of invoices paid within 30 days**

**CP.5.02, CP.5.04 and CP.5.10**

**BV 78b: Average time for processing change of Circumstances**

**CP.5.01, CP.5.04, CP.5.08 and CP.5.10**

**BV126: Number of domestic burglaries per 1,000 households**

**CP.1.01, CP.2.09, CP.3.01 and CP.3.03**

**BV127a: Number of violent crimes per 1,000 population**

**CP.1.01, CP3.01 and CP3.03**











**HI 1: Percentage of rent collected**

**CP.5.02 and CP.5.10**

**HI 15: Average length of stay in bed and breakfast accommodation  
for households that are unintentionally homeless and in priority need**

**CP.2.03, CP.2.04, CP.2.08, CP.5.01, CP.5.02, CP.5.03  
CP.5.04 and CP.5.10**

# Part 3: Summary of all measures by Corporate Priority

Key		Key	
	Exceptional or over performance		Improved performance: Good to be high
	On or above target		Deteriorated performance: Good to be high
	Within agreed target tolerance		Improved performance: Good to be low
	Outside agreed target tolerance		Deteriorated performance: Good to be low
	Measured annually		Performance remained the same



Safer, greener and cleaner measures																				
Polarity	Measure ID & Name	Aug 09	YTD	Sep 09	YTD	Oct 09	YTD	Nov 09	YTD	Dec 09	YTD	Jan 10	Overall perf. to date	YTD	Current Profiled Target	Annual Target	Perf. vs. last month	Perf. vs. same time 2008/9	YTD value same time last year	NBC 08/09 OUTTURN
Smaller is Better	📊 BV126 Domestic Burglaries (M)(c)	1.08	▲	1.24	▲	1.21	▲	1.10	▲	1.46	▲	1.21	13.54	▲	12.50	15.00	🟢	🟢	17.23	20.72
Smaller is Better	📊 BV127a.05 Violent Crime / 1,000 pop. (M) (c)	2.45	▲	1.96	▲	1.76	▲	1.93	▲	1.91	▲	2.11	20.77	▲	19.11	22.93	🔴	🔴	19.49	23.56
Smaller is Better	📊 BV127b.05 Robberies / 1,000 pop. (M) (c)	0.17	★	0.18	★	0.11	★	0.13	★	0.18	★	0.14	1.74	★	2.22	2.67	🟢	🟢	2.08	2.48
Smaller is Better	📊 BV128 Vehicle Crimes per 1000 (M)(c)	0.89	★	1.04	★	1.28	★	1.09	★	0.71	★	0.68	9.69	★	12.35	14.82	🟢	🟢	11.89	13.88
Bigger is Better	📊 LI105 (ELPI 5) % of fly tips removed within 2 days(M)(c)	100.00	★	99.80	★	100.00	★	100.00	★	100.00	★	99.75	99.94	★	97.00	97.00	🔴	🟢	99.87	99.82
Smaller is Better	LI784 (ELPI6) Number of missed refuse collections per 734,350 collections made (M)(c)	111.00	★	193.00	★	95.00	★	106.00	★	76.00	★	75.00	1239.00	★	1816.00	2100.00	🟢	🟢	2289.00	2699.00
Bigger is Better	📊 LI785 (ELPI10) % refuse collections corrected in 24hrs (M)(c)	100.00	★	100.00	★	100.00	★	100.00	★	100.00	★	100.00	100.00	★	100.00	100.00	➡	➡	100.00	100.00
Smaller is Better	📊 NI191 Residual household waste per household (M)(c)	41.70	★	44.88	●	42.12	●	38.71	★	44.77	●	38.33	419.50	●	418.77	494.60	🟢	🟢	437.75	524.52
Bigger is Better	📊 NI192 Percentage of household waste sent for reuse, recycling and composting (M)	39.45	●	38.48	●	39.34	●	42.12	●	31.60	●	37.88	39.79	●	40.58	40.04	🟢	🔴	39.93	38.74

Quarterly Corporate Priority measure														
Polarity	Measure ID & Name	Jun 09	YTD	Sep 09	YTD	Dec 09	Overall Performance To Date	YTD	Current Profiled Target	Annual Target	Perf. vs. last month	Perf. vs. same time 2008/9	YTD value same time last year	NBC 08/09 OUTTURN
Smaller is Better	NI016n No. of recorded serious acquisitive crimes (Q)(c)	1192.00	★	1046.00	★	1060.00	3298.00	★	3836.80	5081.78	✖	✔	3988.00	5199.00
Smaller is Better	NI020n No. of recorded 'Assaults with less serious injury' (Q)(c)	464.00	▲	504.00	▲	453.00	1421.00	▲	1210.06	1603.27	✔	?	?	?
Bigger is Better	⚙ BV091b.05 % res's 2+ k'side recyclables (Q)(c)	100.00	★	100.00	★	100.00	100.00	★	100.00	100.00	➡	➡	100.00	100.00
Bigger is Better	⚙ BV218b.05 Abandoned vehicles-removal (Q)(c)	100.00	●	96.43	★	90.00	95.77	!	97.00	97.00	✖	✖	95.86	95.95
Smaller is Better	⚙ NI196 Improved street and environmental cleanliness - fly tipping (Q)(c)	2.00	★	2.00	★	2.00	2.00	★	2.00	2.00	➡	?	?	2.00

4-monthly corporate priority measures												
Polarity	Measure ID & Name	Jul 09	YTD	Nov 09	Overall Performance To Date	YTD	Current Profiled Target	Annual Target	Perf. vs. last period	Perf. vs. same time 2008/9	YTD value same time last year	NBC 08/09 OUTTURN
Smaller is Better	NI195a Improved street and environmental cleanliness (litter) (4m)(c)	5.00	★	4.00	4.00	★	10.00	10.00	✔	✔	11.00	11.00
Smaller is Better	NI195b Improved street and environmental cleanliness (detritus) (4m)(c)	13.00	★	12.00	12.00	★	19.00	19.00	✔	✔	20.00	25.00
Smaller is Better	⚙ NI195c Improved street and environmental cleanliness (graffiti) (4m)(c)	8.00	🟡	5.00	5.00	★	6.00	6.00	✔	✔	7.00	8.00
Page 15												

Smaller is Better	NI195d Improved street and environmental cleanliness (fly posting) (4m)(c)	2.00		1.00		1.00		1.00	1.00			2.00	2.00
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Housing, health and well-being																		
Polarity	Measure ID & Name	Aug 09	YTD	Sep 09	YTD	Oct 09	YTD	Nov 09	YTD	Jan 10	Overall perf. to date	YTD	Current Profiled Target	Annual Target	Perf. vs. last month	Perf. vs. same time 2008/9	YTD value same time last year	NBC 08/09 OUTTURN
Smaller is Better	HI 3 (BV066d.05n) No. tenants evicted: rent arrears (M)(c)	3.00		3.00		2.00		3.00		2.00	31.00		27.00	36.00			53.00	55.00
Smaller is Better	HI 6 (BV212) Average Time to Re-let (M)(c)	21.13		18.96		20.49		23.50		21.70	24.12		25.10	25.00			30.62	29.80
Smaller is Better	HI 15 (BV183a) Average length of stay in B&B accom'n (M)(c)	0.00		0.00		0.00		0.00		8.88	8.88		4.68	5.00			?	11.74
Smaller is Better	NI156 Number of households living in Temporary Accommodation (M)(c)	6.00		5.00		8.00		8.00		7.00	7.00		45.00	25.00			36.00	33.00
Smaller is Better	BV126 Domestic Burglaries (M)(c)	1.08		1.24		1.21		1.10		1.21	13.54		12.50	15.00			17.23	20.72
Smaller is Better	BV128 Vehicle Crimes per 1000 (M)(c)	0.89		1.04		1.28		1.09		0.68	9.69		12.35	14.82			11.89	13.88
Bigger is Better	NI157a LM Processing of "large scale" major applications within 13 weeks (M)(c)	0.00		0.00		0.00		0.00		0.00	0.00		0.00	0.00			100.00	100.00
Bigger is Better	NI157a SM Processing of "small scale" major applications within 13 weeks (M)(c)	100.00		0.00		0.00		0.00		100.00	100.00		60.00	60.00			44.44	36.36
Bigger is	NI157b Processing of minor	86.67		100.00		65.00		100.00		87.50	89.74		65.00	65.00			92.79	92.19

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Better	applications within 8 weeks (M)(c)																	
Bigger is Better	NI157c Processing of other applications within 8 weeks (M)(c)	94.00	★	98.46	★	95.92	★	94.03	★	89.47	94.66	★	80.00	80.00	✗	✗	95.62	95.70

CP2 Quarterly corporate priority measures														
Polarity	Measure ID & Name	Jun 09	YTD	Sep 09	YTD	Dec 09	Overall Performance To Date	YTD	Current Profiled Target	Annual Target	Perf. vs. last quarter	Perf. vs. same time 2008/9	YTD value same time last year	NBC 08/09 OUTTURN
Bigger is Better	🏠 BV106 % New homes built on 'brownfield' (Q)(c)	55.84	★	85.71	★	64.95	65.74	★	40.00	40.00	👍	👍	42.63	51.15
Bigger is Better	🏠 NI155 Number of affordable homes delivered (gross) (Q)(c)	66.00	▲	48.00	▲	51.00	165.00	▲	237.00	297.00	👎	👎	211.00	288.00
Bigger is Better	🏠 HI 18 (BV213n) Homeless households for whom advice casework resolved their situation (Q)(c)	180.00	★	164.00	🟡	184.00	528.00	🟡	540.00	720.00	👍	👎	611.00	714.00
Bigger is Better	🏠 BV170a Visits to / usage of museums, per 1,000 population (Q)(c)	209.04	★	232.91	★	151.26	593.22	★	553.00	692.00	👎	👎	616.82	804.07
Bigger is Better	🏠 BV170b Visits to museums in person (Q)(c)	182.50	★	202.68	★	131.09	516.26	🟡	525.00	662.00	👎	👎	548.81	714.14
Bigger is Better	🏠 BV170c Pupils visiting museums and galleries (Q)(c)	1787.00	★	968.00	★	2405.00	5160.00	▲	6000.00	8500.00	👍	👎	5354.00	7876.00
Bigger is Better	🏠 NI184 Food establishments in the area which are broadly compliant with food hygiene law (Q)(c)	87.51	★	87.66	★	88.30	88.30	★	82.00	82.00	👍	?	?	81.43



Bigger is Better	<div></div> BV008 Invoices paid within 30 days (M)(c)	94.17	<div></div>	92.96	<div></div>	93.82	<div></div>	96.91	<div></div>	96.19	<div></div>	95.89	95.18	<div></div>	95.00	95.00	<div></div>	<div></div>	94.21	94.38
Bigger is Better	<div></div> BV010 Percentage of non-domestic rates received (M)(c)	9.73	<div></div>	9.08	<div></div>	8.58	<div></div>	9.70	<div></div>	9.87	<div></div>	7.79	97.16	<div></div>	98.00	99.50	<div></div>	<div></div>	96.13	99.12

CP3 Quarterly corporate priority measures														
Polarity	Measure ID & Name	Jun 09	YTD	Sep 09	YTD	Dec 09	Overall Performance To Date	YTD	Current Profiled Target	Annual Target	Perf. vs. last quarter	Perf. vs. same time 2008/9	YTD value same time last year	NBC 08/09 OUTTURN
Bigger is Better	🏠 BV106 % New homes built on 'brownfield' (Q) (c)	55.84	★	85.71	★	64.95	65.74	★	40.00	40.00	👍	👍	42.63	51.15
Bigger is Better	BV200b.05 Plan making - milestones (Q)(c)	Yes	★	Yes	★	No	No	⚠️	Yes	Yes	👎	➡️	No	Yes
Bigger is Better	🏠 NI155 Number of affordable homes delivered (gross) (Q) (c)	66.00	⚠️	48.00	⚠️	51.00	165.00	⚠️	237.00	297.00	👎	👎	211.00	288.00
Smaller is Better	NI016n No. of recorded serious acquisitive crimes (Q) (c)	1192.00	★	1046.00	★	1060.00	3298.00	★	3836.80	5081.78	👍	👍	3988.00	5199.00
Smaller is Better	NI020n No. of recorded 'Assaults with less serious injury' (Q) (c)	464.00	⚠️	504.00	⚠️	453.00	1421.00	⚠️	1210.06	1603.27	👍	?	?	?
Bigger is Better	NI182 Satisfaction of businesses with non-compliance with LA regulation services (Q) (c)	81.00	★	83.00	★	85.00	85.00	★	80.00	80.00	👍	?	?	77.00
Bigger is Better	🏠 NI184 Food establishments in the area which are broadly compliant with food hygiene law (Q)(c)	87.51	★	87.66	★	88.30	88.30	★	82.00	82.00	👍	?	?	81.43
Bigger is Better	🏠 BV170a Visits to / usage of museums, per 1,000 population (Q) (c)	209.04	★	232.91	★	151.26	593.22	★	553.00	692.00	👎	👎	616.82	804.07
Bigger is Better	🏠 BV170b Visits to museums in person (Q) (c)	182.50	★	202.68	★	131.09	516.26	🟡	525.00	662.00	👎	👎	548.81	714.14
Smaller is Better	🏠 BV204 % Planning appeals allowed (Q)(c)	30.00	★	33.33	★	80.00	44.44	⚠️	33.00	33.00	👎	👍	50.00	37.50
Bigger is Better	🏠 BV205 Quality of Service checklist (Q)(c)	66.67	⚠️	72.22	⚠️	72.22	72.22	⚠️	100.00	100.00	👍	👍	66.67	66.67

Partnerships and community engagement																				
Polarity	Measure ID & Name	Aug 09	YTD	Sep 09	YTD	Oct 09	YTD	Nov 09	YTD	Dec 09	YTD	Jan 10	Overall Performance To Date	YTD	Current Profiled Target	Annual Target	Perf. vs. last month	Perf. vs. same time 2008/9	YTD value same time last year	NBC 08/09 OUTTURN
Bigger is Better	⚠ BV008 Invoices paid within 30 days (M)(c)	94.17	🟢	92.96	🟡	93.82	🟡	96.91	🟡	96.19	🟢	95.89	95.18	🟢	95.00	95.00	🔴❌	🟢✅	94.21	94.38
Smaller is Better	⚠ NI014 Avoidable contact: proportion of customer contact that is of low/no value to customer (M)(c)	13.90	🟢	11.73	🟢	16.32	🟢	8.45	🟢	10.99	🟢	14.59	14.41	🟢	50.00	50.00	🔴❌	🟢✅	29.83	28.38

CP4 Quarterly corporate priority measures														
Polarity	Measure ID & Name	Jun 09	YTD	Sep 09	YTD	Dec 09	Overall Performance To Date	YTD	Current Profiled Target	Annual Target	Perf. vs. last quarter	Perf. vs. same time 2008/9	YTD value same time last year	NBC 08/09 OUTTURN
Bigger is Better	⚠ BV170c Pupils visiting museums and galleries (Q) (c)	1787.00	★	968.00	★	2405.00	5160.00	▲	6000.00	8500.00	✅	❌	5354.00	7876.00
Bigger is Better	⚠ BV079a % Benefit calculations correct (Q)(c)	98.40	★	100.00	★	94.40	97.60	●	98.00	98.00	❌	❌	98.40	97.80
Bigger is Better	HI 18 (BV213n) Homeless households for whom advice casework resolved their situation (Q)(c)	180.00	★	164.00	▲	184.00	528.00	▲	540.00	720.00	✅	❌	611.00	714.00

A well managed organisation that puts customers at the heart of what we do																				
Polarity	Measure ID & Name	Aug 09	YTD	Sep 09	YTD	Oct 09	YTD	Nov 09	YTD	Dec 09	YTD	Jan 10	Overall perf. to date	YTD	Current Profiled Target	Annual Target	Perf. vs. last month	Perf. vs. same time 2008/9	YTD value same time last year	NBC 08/09 OUTTURN
Bigger is Better	📊 BV008 Invoices paid within 30 days (M)(c)	94.17	★	92.96	🟡	93.82	🟡	96.91	🟡	96.19	★	95.89	95.18	★	95.00	95.00	🔴✖	🟢✓	94.21	94.38
Smaller is Better	📊 BV078a Average time for new claims (M) (c)	15.88	🟡	16.71	🟡	18.40	🟡	18.90	🟡	17.38	🟡	18.14	19.08	🟡	19.00	19.00	🔴✖	🔴✖	15.53	16.06
Smaller is Better	📊 BV078b Average time for changes (M)(c)	9.54	🔴▲	10.34	🔴▲	13.08	🔴▲	7.20	🔴▲	14.08	🔴▲	14.93	11.19	🔴▲	8.00	8.00	🔴✖	🔴✖	7.94	7.97
Smaller is Better	📊 HI 15 (BV183a) Average length of stay in B&B accom'n (M)(c)	0.00	★	0.00	★	0.00	★	0.00	★	0.00	★	8.88	8.88	🔴▲	4.68	5.00	🔴✖	❓	?	11.74
Smaller is Better	📊 HI 6 (BV212) Average Time to Re-let (M)(c)	21.13	🟡	18.96	★	20.49	★	23.50	★	24.04	🟡	21.70	24.12	★	25.10	25.00	🟢✓	🟢✓	30.62	29.80
Bigger is Better	📊 LI105 (ELPI 5) % of fly tips removed within 2 days(M)(c)	100.00	★	99.80	★	100.00	★	100.00	★	100.00	★	99.75	99.94	★	97.00	97.00	🔴✖	🟢✓	99.87	99.82
Smaller is Better	📊 LI784 (ELPI6) Number of missed refuse collections per 734,350 collections made (M)(c)	111.00	★	193.00	★	95.00	★	106.00	★	76.00	★	75.00	1239.00	★	1816.00	2100.00	🟢✓	🟢✓	2289.00	2699.00
Bigger is Better	📊 LI785 (ELPI10) % refuse collections corrected in 24hrs (M)(c)	100.00	★	100.00	★	100.00	★	100.00	★	100.00	★	100.00	100.00	★	100.00	100.00	➡	➡	100.00	100.00
Bigger is Better	📊 LI364 (BENLPI 1)% cases complete to determined < 14days (M)(c)	95.13	🔴▲	97.12	🟡	88.50	🟡	91.06	🟡	93.36	🔴▲	93.00	90.79	🟡	92.00	92.00	🔴✖	🔴✖	97.80	96.82
Page 24																				

Smaller is Better	<div> <div></div> <div>NI014 Avoidable contact: proportion of customer contact that is of low/no value to customer (M)(c)</div> </div>	13.90	★	11.73	★	16.32	★	8.45	★	10.99	★	14.59	14.41	★	50.00	50.00	✖	✔	29.83	28.38
Bigger is Better	<div> <div></div> <div>NI157a LM Processing of "large scale" major applications within 13 weeks (M)(c)</div> </div>	0.00	★	0.00	★	0.00	★	0.00	★	0.00	★	0.00	0.00	★	0.00	0.00	➡	✖	100.00	100.00
Bigger is Better	<div> <div></div> <div>NI157a SM Processing of "small scale" major applications within 13 weeks (M)(c)</div> </div>	100.00	★	0.00	★	0.00	★	0.00	★	0.00	★	100.00	100.00	★	60.00	60.00	✔	✔	44.44	36.36
Bigger is Better	<div> <div></div> <div>NI157b Processing of minor applications within 8 weeks (M)(c)</div> </div>	86.67	★	100.00	★	65.00	★	100.00	★	88.89	★	87.50	89.74	★	65.00	65.00	✖	✖	92.79	92.19
Bigger is Better	<div> <div></div> <div>NI157c Processing of other applications within 8 weeks (M)(c)</div> </div>	94.00	★	98.46	★	95.92	★	94.03	★	98.08	★	89.47	94.66	★	80.00	80.00	✖	✖	95.62	95.70
Bigger is Better	<div> <div></div> <div>NI180 No. changes of circs affecting HB/CTB entitlement processed within yr per 1,000 caseload(M)(c)</div> </div>	81.31	★	93.54	★	489.00	★	166.07	★	61.84	★	84.91	2263.87	★	783.80	940.50	✔	?	?	971.10
Smaller is Better	<div> <div></div> <div>NI181 Time taken to process Housing Benefit/Council Tax Benefit new</div> </div>	11.48	●	12.04	●	14.56	●	9.28	★	15.13	●	15.85	13.47	★	14.00	14.00	✖	✖	9.39	6.31



	claims and change events (M)(c)																			
Bigger is Better	🏠 BV009 Council Tax collected (M)(c)	8.99	🟡	9.25	🟡	9.14	🟡	9.13	🟡	9.26	🟡	8.82	93.51	🟡	94.20	97.50	🚧	🚧	94.12	96.94
Bigger is Better	🏠 BV010 NNDR collected (M)(c)	9.73	🟢	9.08	🟢	8.58	🟢	9.70	🟢	9.87	🟢	7.79	97.16	🟡	98.00	99.50	🚧	🟢	96.13	99.12
Bigger is Better	🏠 HI 1 (BV066a.05) % Rent Collected / Rent Owed (M)(c)	102.99	🟡	93.89	🟡	94.76	🟡	97.77	🟡	111.33	🟡	88.97	96.22	🟡	97.50	97.50	🚧	🟢	96.09	96.26
Smaller is Better	HI 3 (BV066d.05n) No. tenants evicted: rent arrears (M)(c)	3.00	🔴	3.00	🔴	2.00	🔴	3.00	🟡	3.00	🔴	2.00	31.00	🔴	27.00	36.00	🟢	🟢	53.00	55.00
Bigger is Better	BV076c Number of fraud investigations (M)(c)	96.00	🔴	99.00	🔴	95.00	🟡	109.00	🟢	94.00	🔴	102.00	851.00	🟢	795.00	950.00	🟢	🟢	829.00	949.00
Bigger is Better	BV076d Number prosecutions & sanctions (M)(c)	8.00	🟢	9.00	🟢	10.00	🟢	14.00	🟢	7.00	🟢	14.00	96.00	🟢	72.00	87.00	🟢	🟢	79.00	91.00
Smaller is Better	🏠 NI191 Residual household waste per household (M)(c)	41.70	🟢	44.88	🟡	42.12	🟡	38.71	🟢	44.77	🟢	38.33	419.50	🟡	418.77	494.60	🟢	🟢	437.75	524.52
Bigger is Better	🏠 NI192 Percentage of household waste sent for reuse, recycling and composting (M)(c)	39.45	🟡	38.48	🟡	39.34	🟡	42.12	🟡	31.60	🟡	37.88	39.79	🟡	40.58	40.04	🟢	🚧	39.93	38.74
Smaller is Better	🏠 NI014 Avoidable contact: proportion of customer contact that is of low/no value to customer (M)(c)	13.90	🟢	11.73	🟢	16.32	🟢	8.45	🟢	10.99	🟢	14.59	14.41	🟢	50.00	50.00	🚧	🟢	29.83	28.38
	🏠 BV012_12r																			

Smaller is Better	Rolling Average Days / shifts lost to sickness (M)(c)	12.99	▲	12.87	▲	12.83	▲	12.63	▲	12.22	▲	11.66	12.68	▲	11.00	11.00	🟢	🔴	12.67	12.73
Bigger is Better	LI541 (PL188) % of decisions delegated to officers (M)(c)	100.00	★	97.47	★	92.75	★	98.70	★	91.43	★	97.33	97.17	★	90.00	90.00	🟢	🟢	96.34	96.07
Smaller is Better	NI156 Number of households living in Temporary Accommodation (M)(c)	6.00	★	5.00	★	8.00	★	8.00	★	8.00	★	7.00	7.00	★	45.00	25.00	🟢	🟢	36.00	33.00

CP5 Quarterly corporate priority measures														
Polarity	Measure ID & Name	Jun 09	YTD	Sep 09	YTD	Dec 09	Overall Performance To Date	YTD	Current Profiled Target	Annual Target	Perf. vs. last quarter	Perf. vs. same time 2008/9	YTD value same time last year	NBC 08/09 OUTTURN
Bigger is Better	⚙ BV079a % Benefit calculations correct (Q)(c)	98.40	★	100.00	★	94.40	97.60	🟡	98.00	98.00	🔴✗	🔴✗	98.40	97.80
Bigger is Better	BV200b.05 Plan making - milestones (Q)(c)	Yes	★	Yes	★	No	No	🟡	Yes	Yes	🔴✗	➡	No	Yes
Smaller is Better	⚙ BV204 % Planning appeals allowed (Q)(c)	30.00	★	33.33	★	80.00	44.44	🔴▲	33.00	33.00	🔴✗	🟢✓	50.00	37.50
Bigger is Better	⚙ BV205 Quality of Service checklist (Q)(c)	66.67	🔴▲	72.22	🔴▲	72.22	72.22	🔴▲	100.00	100.00	🟢✓	🟢✓	66.67	66.67
Bigger is Better	HI 18 (BV213n) Homeless households for whom advice casework resolved their situation (Q)(c)	180.00	★	164.00	🔴▲	184.00	528.00	🔴▲	540.00	720.00	🟢✓	🔴✗	611.00	714.00
Bigger is Better	⚙ BV079bi.05 Overpaid benefits recovered as % of overpayments identified since start of yr (Q)(c)	73.84	★	54.85	★	56.74	60.52	★	55.00	55.00	🔴✗	🔴✗	66.54	67.54
Bigger is Better	⚙ BV079bii.05 HB overpayments recovered as a percentage of total debt outstanding (Q)(c)	11.51	🔴▲	10.75	🔴▲	12.56	25.18	🔴▲	30.00	40.00	🟢✓	🟢✓	23.72	27.29
Plan is Best	⚙ BV079biii.05 HB overpayments written off as a percentage of total overpayments outstanding (Q)(c)	1.09	🔴▲	0.61	🔴▲	0.82	1.82	🔴▲	6.00	7.00	n/a	n/a	2.99	4.43
Bigger is Better	⚙ BV170a Visits to / usage of museums, per 1,000 population (Q)(c)	209.04	★	232.91	★	151.26	593.22	★	553.00	692.00	🔴✗	🔴✗	616.82	804.07
Bigger is Better	⚙ BV170b Visits to museums in person (Q)(c)	182.50	★	202.68	★	131.09	516.26	🟡	525.00	662.00	🔴✗	🔴✗	548.81	714.14
Bigger is Better	NI182 Satisfaction of businesses with non-compliance with LA regulation services (Q)	81.00	★	83.00	★	85.00	85.00	★	80.00	80.00	🟢✓	?	?	77.00

	(c)													
Bigger is Better	<div> <div></div> <div>BV091b.05 % res's 2+ k'side recyclables (Q)(c)</div> </div>	100.00	★	100.00	★	100.00	100.00	★	100.00	100.00	➡	➡	100.00	100.00
Bigger is Better	<div> <div></div> <div>BV106 % New homes built on 'brownfield' (Q)(c)</div> </div>	55.84	★	85.71	★	64.95	65.74	★	40.00	40.00	✅	✅	42.63	51.15
Bigger is Better	<div> <div></div> <div>NI155 Number of affordable homes delivered (gross) (Q)(c)</div> </div>	66.00	▲	48.00	▲	51.00	165.00	▲	237.00	297.00	❌	❌	211.00	288.00

CP5 Half yearly corporate priority measures

Polarity	Measure ID & Name	Sep 09	YTD	Current Profiled Target	Annual Target	Perf. vs. same time 2008/9	YTD value same time last year	NBC 08/09 OUTTURN
Bigger is Better	🏠 BV156 % LA public buildings - disabled (HY)(c)	90.00	★	90.00	90.00	🏠✓	65.67	95.45

## Part 4:

# Northamptonshire Local Area Agreement 2008 - 2011

Key	
	Exceptional or over performance
	On or above target
	Within agreed target tolerance
	Outside agreed target tolerance
	Measured annually

Key	
	Improved performance: Good to be high
	Deteriorated performance: Good to be high
	Improved performance: Good to be low
	Deteriorated performance: Good to be low
	Performance remained the same



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## LAA 2008 - 11 Performance summary

Local Area Agreements provide the framework to find local solutions for local people. They have the potential to bring about a real improvement in collaborative working, by ensuring that all sectors improve their understanding of each other. The Northamptonshire Local Area Agreement has been developed by partners from county, borough and district councils, police & probation, the health sector, Connexions and JobCentrePlus

Monthly LAA measures reported by NBC																		
LAA theme	Measure ID & Name	Aug 09	YTD	Sep 09	YTD	Oct 09	YTD	Nov 09	YTD	Dec 09	YTD	Jan 10	Overall perf. to date	YTD	Current Profiled Target	Annual Target	Perf. vs. last month	Perf. vs. same time 2008/9
Reduction in Household waste not re-used, recycled or composted	NI 191: Number of kg of household waste collected that is not sent for re-use, recycling or is not c	42	★	45	●	42	●	39	★	45	●	38	420	●	419	495	📉	📉

Quarterly LAA measures reported by NBC												
LAA theme	Measure ID & Name	Jun 09	YTD	Sep 09	YTD	Dec 09	Overall perf. to date	YTD	Current Profiled Target	Annual Target	Perf. vs. last quarter	Perf. vs. same time 2008/9
Reduced crime	NI016n No. of recorded serious acquisitive crimes (Q) (c)	1192	★	1046	★	1060	3298	★	3837	5082	✖	✔
Reduced crime	NI020n No. of recorded 'Assaults with less serious injury' (Q)(c)	464	▲	504	▲	453	1421	▲	1210	1603	✔	?
Provision of sufficient housing, which is both affordable and of a quality that meets the needs of Northamptonshire	NI 155: Number of affordable homes delivered (gross)	66	▲	48	▲	51	165	▲	237	297	✔	✖

Four-monthly LAA measures reported by NBC										
LAA theme	Measure ID & Name	Jul 09	YTD	Nov 09	Overall perf. to date	YTD	Current Profiled Target	Annual Target	Perf. vs. period	Perf. vs. same time 2008/9
Improved, attractive and well used public spaces	NI 195b: Reducing unacceptable levels of detritus	13	★	12	12	★	19	19	↓	↓

Annual LAA measures reported by NBC					
LAA theme		Mar 10	YTD	Annual Target	Perf. vs. same time 2008/9
Provision of sufficient housing, which is both affordable and of a quality that meets the needs of Northamptonshire	NI 154: Net additional homes provided	?	<div><div></div></div>	1822	?

Appendices



**NORTHAMPTON**  
BOROUGH COUNCIL

Item No.

**7B**

## CABINET REPORT

<b>Report Title</b>	<b>REVENUE BUDGET MONITORING 2009/10 – POSITION AS AT THE END OF JANUARY 2010</b>
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**AGENDA STATUS: PUBLIC**

<b>Cabinet Meeting Date:</b>	17 March 2010
<b>Key Decision:</b>	NO
<b>Listed on Forward Plan:</b>	YES
<b>Within Policy:</b>	YES
<b>Policy Document:</b>	NO
<b>Directorate:</b>	Finance and Support
<b>Accountable Cabinet Member:</b>	Cllr D Perkins
<b>Ward(s)</b>	Not Applicable

### 1. Purpose

- 1.1 This report identifies the projected outturn position for the current financial Year. Appendix 1 of the report provides further background information. The report also refers to management action being taken in response to the forecast and to minimise the impact on the Council's general fund reserves at the end of the financial year.

### 2. Recommendations

- 2.1 Cabinet to note the report and the forecast under spend of £601k net of management action.



### **3. Issues and Choices**

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#### **3.1 Report Background**

- 3.1.1 The Council approved the General Fund Revenue Budget on 26th February 2009. The 2009/10 budget preparation process identified a substantial gap in funding. This was bridged by a combination of policy, efficiency and base budget savings to the value of £9.42m. These savings are in addition to the £6.2m of savings that were approved and achieved as part of the 2007/08 and 2008/09 budget setting processes.
- 3.1.2 It is important that the savings built into the budget are achieved to minimise the impact on both the Council's general reserves at the end of this financial year and the impact on future year budgets. It is intended that all policy, efficiency and base budget savings that were built into the approved budget will be monitored and reported separately this financial year together with the regular monitoring of the revenue budget. Should any of the savings be unachievable, management action will be taken to identify alternative savings or income.
- 3.1.3 The Authority was notified of a revised provisional allocation of LABGI funding for 2009/10 of £124,425 on 29 July 2009. The grant determination for this was issued by CLG on 25 September. This allocation was earmarked to for regeneration and development purposes by Cabinet at its meeting on 24 February 2010.

#### **3.2 Issues**

- 3.2.1 Budget Managers, in conjunction with Finance, have undertaken a review of the progress being made towards achieving the savings contained within the budget. Work has also been undertaken to identify any other emerging issues that cannot be contained within the approved budget with appropriate management action.
- 3.2.2 Appendix 1 presents the identified variations from the approved budget that are giving rise to a forecast net under spend of £573k for services before management action and proposed use of reserves.

**3.2.3 Table 1: General Fund Provisional Outturn Summary (£,000)**

RAG	Directorate	2009/10 Original Budget	2009/10 Additional Budget	2009/10 Revised Budget*	Projected Outturn Actuals - End January 2010	Projected Outturn Variance to Revised Budget - End January 2010 pre actions	Proposed Application of Reserves & other Management Actions	Projected Outturn Variance to Revised Budget - End January 2010 post actions
		£,000	£,000	£,000	£,000	£,000	£,000	£,000
R	Environment and Culture	12,227	45	12,272	12,848	576	(33)	543
G	Finance and Support	17,133	(14)	17,119	16,044	(1,075)	0	(1,075)
G	Planning & Regeneration	2,831	205	3,036	3,068	32	5	37
G	Assistant Chief Executive*	4,043	269	4,312	4,263	(49)	0	(49)
G	Borough Solicitor	1,171	47	1,218	1,149	(69)	0	(69)
G	Housing (GF)	1,472	(51)	1,421	1,433	12	0	12
	<b>Total</b>	<b>38,877</b>	<b>501</b>	<b>39,378</b>	<b>38,805</b>	<b>(573)</b>	<b>(28)</b>	<b>(601)</b>

*Note small variations are due to roundings.*

3.2.4 £1,151k of the projected position relates to policy and efficiency savings that Budget Managers have indicated still require further work. Appendix 2 contains details of these savings and action being undertaken.

3.2.5 Included within the forecast is a projected under spend of £684k relating to employee budgets. This is the position net of the corporate vacancy target.

3.2.6 The remaining £1,040k under spend before action and funding virements relates to emerging issues identified by Budget Managers.

3.2.7 Overall these items give a forecast under spend of £573k before management action.

3.2.8 Management action to the value of £28k has been identified to partially mitigate the forecast over spend. These actions give rise to a net forecast under spend of £601k.

3.2.9 The under spend of £601k includes the monitoring of the vacancy saving target. The position in relation to the employee budget is shown in a specific column on appendix 1 for clarity.

## Environment and Culture Directorate

3.2.10 The RAG status for Directorate of Environment and Culture is Red as the Directorate is forecasting an over spend above £100k. The reasons for the variance are explained below.

Service Area	Forecast Variance before Action	Forecast Variance after Action	Narrative
	£,000	£,000	
Director of Environment and Culture	3	3	Various minor items below £50k
Head of Public Protection	(5)	(5)	£58k unachievable income due to a reduction in CCTV rentals is offset by various minor items below £50k
Head of Neighbourhood Environmental Services	431	398	See below
Head of Leisure and Culture	185	185	See below
Town Centre Management	(38)	(38)	See below
<b>Total</b>	<b>576</b>	<b>543</b>	

### Head of Neighbourhood Environmental Services

3.2.11 The service has indicated that it is unable to deliver savings to the value of £692k that were built in to the 2009/10 budget (see below and appendix 2).

3.2.12 £90k under recovery of income relating to white/bulky goods.

3.2.13 In relation to recycling an over achievement of income £492k on green, plastic and metal waste has been partially offset by under achievement of income on paper and glass of £209k mainly due to price decreases in those markets.

3.2.14 £58k saving on glass and paper haulage costs due to fewer collections from bottle banks is offset by £237k overspend on additional haulage costs for green waste.

3.2.15 This is offset by various net savings under £50k totalling £247k.

3.2.16 Northgate Kendrick Ash savings are now expected to be delivered in future years.

3.2.17 Management action of £33k in relation to Glass Recycling boxes has been identified.

### Head of Leisure and Culture

3.2.18 £273k over spend on employees in Leisure and Culture mainly relates to Leisure Centres.

- 3.2.19 Museums also show additional income of £95k offset by an overspend of £107k on supplies and services.
- 3.2.20 Events are reporting a £136k overspend on supplies and services offset by an over recovery of income totalling £83k both mainly relating to events on the Market Square.
- 3.2.21 These are offset by net under spend on items below £50k of £153k.

### **Town Centre Management**

- 3.2.22 Employees show an overspend of £51k relating to unachieved vacancy factor, temporary staff covering long term sickness and an unbudgeted team leader post.
- 3.2.23 An overspend on rents payable in respect of change of contract on St Peters Way Car Park of £83k, which is offset by £69k additional daily ticket income.
- 3.2.24 An overspend of £98k on maintenance of the bus station due to a HSE report are offset by savings of £156k on Gas and Electric and NNDR £133k.
- 3.2.25 These are offset by net over spend of £88k on items below £50k.

### **Finance and Support Directorate**

- 3.2.26 The RAG status for Finance and Support is Green as the Directorate is forecasting an under spend. The reasons for the variance are explained below.

<b>Service Area</b>	<b>Forecast Variance before Action £,000</b>	<b>Forecast Variance after Action £,000</b>	<b>Narrative</b>
Director of Finance and Support	(50)	(50)	Employee savings net of the corporate vacancy target.
Head of Finance and Assets	(1,255)	(1,255)	See below.
Head of Revenues and Benefits	411	411	Significant increase in benefits caseload.
Head of Customer Services and ICT	(61)	(61)	See below.
Head of Human Resources	(126)	(126)	£192k net saving on single status and various items below £50k totalling £66k additional cost.
Head of Procurement	6	6	Various minor items below £50k
<b>Total</b>	<b>(1,075)</b>	<b>(1,075)</b>	

## Head of Finance and Assets

- 3.2.27 Employee savings net of vacancy target give £234k forecast under spend.
- 3.2.28 Loss of external rent income £80k due to vacant properties is offset by a £548k saving on business rates, including rebates for various car parks, Thornton Park Depot and the Market Square.
- 3.2.29 £475k saving on Concessionary Fares due to reimbursement rate being lower than budgeted for, updated information on average fares, and a lower level of trip activity than budgeted, which is partly due to the adverse weather conditions during December and January.
- 3.2.30 In addition there are net saving of £78k on various items below £50k.

## Head of Customer Services and ICT

- 3.2.31 Employee savings net of vacancy target give £128k forecast under spend.
- 3.2.32 In addition there are savings on office accommodation costs of £108k mainly relating to savings on utilities.
- 3.2.33 There is a technical variance on the print unit equating to an overspend of £135k.
- 3.2.34 In addition there are net cost of £40k on various items below £50k.

## Planning & Regeneration Directorate

- 3.2.35 The RAG status for People, Planning, and Regeneration is Green as the Directorate is reporting an over spend of less than £50k. The reasons for the variance are explained in the table below.

Service Area	Forecast Variance before Action	Forecast Variance after Action	Narrative
	£,000	£,000	
Director of Planning and Regeneration	(7)	(7)	Various minor items below £50k
Head of Planning	41	41	See below.
Head of Regeneration and Development	(2)	3	See below.
<b>Total</b>	<b>32</b>	<b>37</b>	

## Head of Regeneration and Development

- 3.2.36 A £92k employee saving net of corporate vacancy target offsets a net over spend of £52k on the Market Square lighting project.
- 3.2.37 In addition there are net cost of £38k on various items below £50k
- 3.2.38 An adjustment of £5k for a carry forward of reserves is shown in the virement from reserves column to correct a previous draw down from reserves of a higher value than had been carried forward.

## Head of Planning

3.2.39 Planning has a net saving on employees of £135k net of vacancy factor mainly relating to changes in retention payments and the 1% pay award settlement.

3.2.40 The credit crunch continues to have an adverse impact on planning income, with a £109k under achievement of building control income and £46k on Development Control income.

3.2.41 In addition there is a net over spend of £21k on various items below £50k.

## Borough Solicitor

3.2.42 The RAG status for the Borough Solicitor is Green as the Service is reporting an underspend. The reasons for the variance are explained in the table below.

Service Area	Forecast Variance before Action*	Forecast Variance after Action*	Narrative
	£,000	£,000	
Borough Solicitor	(69)	(69)	Various minor items below £50k
<b>Total</b>	<b>(69)</b>	<b>(69)</b>	

## Assistant Chief Executive

3.2.43 The RAG status for Directorate of Assistant Chief Executive is Green as the Directorate is forecasting an under spend. The reasons for the variance are explained below.

Service Area	Forecast Variance before Action	Forecast Variance after Action	Narrative
	£,000	£,000	
Assistant Chief Executives	(60)	(60)	Various minor items below £50k.
Head of Policy and Community Engagement	49	49	See below
Head of Performance and Improvement	(30)	(30)	Various minor items below £50k
Director of Local Strategic Partnership	(30)	(30)	Various minor items below £50k
Chief Executives	22	22	Various minor items below £50k
<b>Total</b>	<b>(49)</b>	<b>(49)</b>	

## Head of Policy and Community Engagement

- 3.2.44 A £142k overspend on employees net of corporate vacancy target.
- 3.2.45 There is a £190k overspend due to unachievable savings targets. This relates to the efficiency saving for Community Centres.
- 3.2.46 Members' expenses are underspent by £78k.
- 3.2.47 In addition there is over recovery of income mainly due to additional grants of £55k, additional contributions £84k from other local authorities for Neighbourhood Co-ordinators, room hire fees £60k.
- 3.2.48 These are offset by net savings of £6k on various items below £50k.

## Housing Directorate (General Fund)

- 3.2.49 The RAG status for the Directorate of Housing is Green as the Directorate is reporting an under spend. The reasons for the variance are explained in the table below.

Service Area	Forecast Variance before Action*	Forecast Variance after Action*	Narrative
	£,000	£,000	
Director of Housing	(5)	(5)	Various minor items below £50k
Head of Housing Strategy, Investment and Performance	(27)	(27)	£142k saving on vacant posts offset by costs of consultant cover £113k and £2k on minor items below £50k.
Head of Landlord Services	0	0	N/A
Head of Housing Needs and Support	44	44	See Below
<b>Total</b>	<b>12</b>	<b>12</b>	

## Head of Housing Needs and Support

- 3.2.50 £75k additional expenditure has been incurred on Homeless grants within Home Choice and Resettlement. This is offset by £66k additional income and £59k homelessness grant income relating to the previous year.
- 3.2.51 A £152k saving has been achieved on Private Sector Leasing mainly relating to additional grants received for Fostering Network, Supporting people, Rough Sleeping and Supported Lodgings.
- 3.2.52 Housing options is showing an overspend of £78k mainly relating to consultants costs and rent assistance.
- 3.2.53 The variations described at paragraphs 3.2.50 to 3.2.52 come to a total under spend of £124k. This leaves £168k additional expenditure relating to minor variations (each of less than £50k) to make up the total £44k over spend.

## Other Areas for Information

3.2.54 As indicated above, managers have already taken action to minimise the overall net impact on Council finances. This includes identifying where there is scope for efficiencies without detriment to public service delivery, seeking additional external funding and capitalisation of specific costs. Managers must continue to rigorously assess areas in which further efficiencies can be achieved, giving particular attention to managing the employee establishment.

## Improvement Fund

3.2.55 The opening balance on the Improvements Reserve for 2009/10 was £1m. In September 2009 approval was given in line with the Council resolution of 26 February 2009 to draw down £150k of this earmarked reserve for a Programme Manager for SBR and other key change projects.

## Corporate Initiatives (LABGI) Earmarked Reserve

3.2.56 The opening balance on the Corporate Initiatives Reserve for 2009/10 was £351k. A new allocation for 2009/10 was announced in July 2009. The unearmarked element of this reserve has been ring fenced to Regeneration and Development by Council resolution of 26 February 2009 and Cabinet decision of 24 February 2010.

	£,000
<b>LABGI Balance as at 01.04.2009</b>	<b>351</b>
2009/10 LABGI Allocation	124
Royal and Derngate Theatre Trust	-8
Market Square Lighting	-30
Citizens Advice Bureau	-21
<b>Earmarked in 2008/09 B/fwd:</b>	
Market Square Designer	-20
Car Parking Feasibility	-20
Fish Market	-26
Leisure Feasibility	-25
Leisure Feasibility – Conditional Element	-30
Links View Flood Investigation	-3
<b>Total estimated LABGI balance at 31.03.2010</b>	<b>292</b>

3.2.57 Excluding earmarked items, a total of £59k has been drawn down from this Earmarked Reserve in line with the Council resolutions of 26 February 2009.

## General Fund Balances

3.2.58 Following the completion of the audit of the year-end accounts 2008/09 the opening General Fund Balance for 2009/10 was revised to £2,006k.

3.2.59 Following Cabinet approval on 14 October 2009 to appropriate the unclaimed increase in members' allowances 2008/09 of £10,970 from reserves to CEFAP for investment in communities, this is amended to £1,995k

## Housing Revenue Account (HRA)

3.2.60 The HRA position is detailed in a separate report elsewhere on the agenda.

## 3.3 Choices (Options)

3.3.1 Cabinet is invited to note the report and the actions being taken to contain net expenditure to minimise the impact on the Council's reserves at the year end.



- 3.3.2 Consideration must be given as to whether further management action can be taken to achieve the savings identified by Budget Managers as unachievable.
- 3.3.3 Consideration may be given to options for further constraining corporate expenditure without detriment to front line service delivery to increase the projected net underspend.

## **4. Implications (including financial implications)**

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### **4.1 Policy**

- 4.1.1 The table at 3.2.3 shows that the budget is forecast to be under spent by £601k after management action and proposed use of reserves.

### **4.2 Resources and Risk**

- 4.2.1 This report informs the Cabinet of the forecast revenue budget outturn as at the end of January 2010.
- 4.2.2 There will be an ongoing impact on future year budgets of not achieving savings contained within the 2009/10 budget.

### **4.3 Legal**

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

### **4.4 Equality**

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

### **4.5 Consultees (Internal and External)**

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

### **4.6 How the Proposals deliver Priority Outcomes**

- 4.6.1 Monthly budget monitoring relates to improving the CAA Use of Resources score, which contributes to the priority of being a well-managed organisation that puts the customer at the heart of what we do.

### **4.7 Other Implications**

- 4.7.1 Not applicable

## **5. Background Papers**

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- 5.1 Council Report 26<sup>th</sup> February 2009 (General Fund Revenue Budget 2009/10 – 2011/12),
- 5.2 Cabinet Report 29<sup>th</sup> June 2009 (General Fund Budget Outturn 2008/09)
- 5.3 Cabinet Reports 5 August 2009 Revenue Budget Monitoring Position as at End of May 2009  
23 September 2009 Revenue Budget Monitoring Position as at End of June 2009  
14 October 2009 Revenue Budget Monitoring Position as at End of July 2009

4 November 2009 Revenue Budget Monitoring Position as  
at End of August 2009

25 November 2009 Revenue Budget Monitoring Position as  
at End of September 2009

16 December 2009 Revenue Budget Monitoring Position as  
at End of October 2009

20 January 2010 Revenue Budget Monitoring Position as at  
End of November 2009

10 February 2010 Budget Monitoring Position as at End of  
December 2009

**Gavin Chambers, Head of Finance, ext 7194**

**Rebecca Smith, Assistant Head of Finance, ext 8046**

General Fund Controllable Service Revenue Budget - Forecast Outturn Variance 2009/2010												
	2009/2010 Original Budget	2009/2010 Use of Reserves	2009/2010 Virements	2009/2010 Current Budget	Savings / Efficiency Target Included within 2009/10 Budget	Savings / Efficiencies Target (Over) / Under Achieved	Employees Forecast Net of Vacancy Factor	Other Emerging Issues	Forecast Outturn (Underspend) / Overspend before Mgmt Action	Management Action - Virement from Reserves	Management Action Plans in Place	Forecast Outturn following action plans & budget transfers
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b><u>Director of Environment and Culture</u></b>												
Director of Environment and Culture	207	0	36	243	0	0	0	3	3	0	0	3
Head of Public Protection	2,113	22	5	2,140	-460	29	-38	4	-5	0	0	-5
Head of Neighbourhood Environmental Services	9,293	0	-76	9,217	-2,685	692	-31	-230	431	-33	0	398
Head of Leisure and Culture	2,060	0	196	2,256	-890	116	273	-204	185	0	0	185
Town Centre Management	-1,446	0	-138	-1,584	-260	5	51	-94	-38	0	0	-38
	<b>12,227</b>	<b>22</b>	<b>23</b>	<b>12,272</b>	<b>-4,295</b>	<b>842</b>	<b>255</b>	<b>-521</b>	<b>576</b>	<b>-33</b>	<b>0</b>	<b>543</b>
<b><u>Director of Finance and Support</u></b>												
Director of Finance and Support	291	0	74	365	0	0	-52	2	-50	0	0	-50
Head of Finance and Assets	8,075	0	76	8,151	-856	0	-234	-1,021	-1,255	0	0	-1,255
Head of Revenues and Benefits	-133	21	88	-24	-851	59	47	305	411	0	0	411
Head of Customer Services and ICT	6,738	0	-23	6,715	-702	24	-128	-92	-196	0	0	-196
Head of Human Resources	1,972	0	-260	1,712	-418	13	37	-176	-126	0	0	-126
Head of Procurement	190	0	10	200	-20	10	5	-9	6	0	0	6
	<b>17,133</b>	<b>21</b>	<b>-35</b>	<b>17,119</b>	<b>-2,847</b>	<b>106</b>	<b>-325</b>	<b>-991</b>	<b>-1,210</b>	<b>0</b>	<b>0</b>	<b>-1,210</b>
<b><u>Director of Planning and Regeneration</u></b>												
Director of Planning and Regeneration	201	0	44	245	0	0	-8	1	-7	0	0	-7
Head of Planning	1,869	133	-35	1,967	-462	13	-387	415	41	0	0	41
Head of Regeneration and Development	761	83	-20	824	-206	0	-92	90	-2	5	0	3
	<b>2,831</b>	<b>216</b>	<b>-11</b>	<b>3,036</b>	<b>-668</b>	<b>13</b>	<b>-487</b>	<b>506</b>	<b>32</b>	<b>5</b>	<b>0</b>	<b>37</b>
<b><u>Assistant Chief Executive</u></b>												
Assistant Chief Executive	505	0	25	530	-89	0	-40	-20	-60	0	0	-60
Head of Policy and Community Engagement	3,016	0	-71	2,945	-345	190	142	-283	49	0	0	49
Head of Performance and Improvement	378	150	10	538	-45	0	-17	-13	-30	0	0	-30
Director of Northampton Local Strategic Partnership	40	0	4	44	0	0	-47	17	-30	0	0	-30
Chief Executives	104	0	151	255	-195	0	-27	49	22	0	0	22
	<b>4,043</b>	<b>150</b>	<b>119</b>	<b>4,312</b>	<b>-674</b>	<b>190</b>	<b>11</b>	<b>-250</b>	<b>-49</b>	<b>0</b>	<b>0</b>	<b>-49</b>
<b><u>Borough Solicitor</u></b>	<b>1,171</b>	<b>0</b>	<b>47</b>	<b>1,218</b>	<b>-298</b>	<b>-3</b>	<b>-18</b>	<b>-48</b>	<b>-69</b>	<b>0</b>	<b>0</b>	<b>-69</b>
<b><u>Director of Housing</u></b>												
Director of Housing	172	0	10	182	0	0	-6	1	-5	0	0	-5
Head of Strategy, Investment and Performance	227	0	-1	226	-26	0	-143	116	-27	0	0	-27
Head of Landlord Services	0	0	0	0	0	0	0	0	0	0	0	0
Head of Housing Needs and Support	1,073	0	-60	1,013	-617	3	29	12	44	0	0	44
	<b>1,472</b>	<b>0</b>	<b>-51</b>	<b>1,421</b>	<b>-643</b>	<b>3</b>	<b>-120</b>	<b>129</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>12</b>
<b>Total General Fund Controllable Revenue Budget</b>	<b>38,877</b>	<b>409</b>	<b>92</b>	<b>39,378</b>	<b>-9,425</b>	<b>1,151</b>	<b>-684</b>	<b>-1,175</b>	<b>-708</b>	<b>-28</b>	<b>0</b>	<b>-736</b>
<b>Technical Variances</b>												
Print Support Service	0	0	0	0	0	0	0	135	135	0	0	135
<b>Revised GF Variance</b>	<b>38,877</b>	<b>409</b>	<b>92</b>	<b>39,378</b>	<b>-9,425</b>	<b>1,151</b>	<b>-684</b>	<b>-1,040</b>	<b>-573</b>	<b>-28</b>	<b>0</b>	<b>-601</b>

**Key**

A positive variance indicates a budget overspend and a negative variance indicates a budget underspend

**Analysis of Savings and Efficiencies Contained within the General Fund Revenue Budget 2009/10, 2010/11 and 2011/12**

Unachievable savings are denoted in red.

Portfolio Holder	Director	Head of Service	Key Service Area Ref	Key Service Area	Saving Reference as per Report to Full Council	Nature of Saving	Detail	2009/10	2009/10 Forecast Savings Shortfall / (Excess)	Progress Achieved to Date	Agreed Future Management Actions	Key Risks Identified - For Detailed Information Refer to the Council Risk Register
Cllr P Varnsvery	C Boden	Head of Policy and Community Engagement	GC10	Community Developments	MTP578	Level 2 MTP	Community Centre efficiencies - Review management arrangements to balance income and expenditure	(190,000)	190,000	Consultation proceeding with centre managers. Detailed proposals on restructure of caretaking / cleaning functions underway. This will not be achieved in 2009/10 although an alternative MTP option has been submitted for future years.		
Cllr Church	D Bailey	Head of Planning	PE03	Development Control	OI16	Level 1 Income	Charging for pre-planning and other planning fees	(15,000)	13,000	The income target will not be achieved to date approximately £1,800 has been generated. An option has been put forward as part of the budget setting process to reduce this budget.	Fees introduced 1st June as agreed at Cabinet. Continue to monitor project throughout financial year with monitoring report to Cabinet at the appropriate time	Risk that insufficient training can be given to ensure successful launch of the scheme will result in increased level of complaints. Risk that income will not be generated to insufficient take up of the service
Cllr Markham	I Procter	Head of Human Resources	HR01	Corporate Manager (Human Resources)	EGR313	Budget Realign	Reduction in budget for photocopying as forecasted year end spend is less than budget.	(4,000)	2,700	This saving is unlikely be achieved. This shortfall will be offset by the surplus at Publication.	Manager has reviewed actual expenditure and recharged cost to other users. Continue monitoring is in place which aims to reduce shortfall.	
Cllr Markham	I Procter	Head of Human Resources	HR01	Corporate Manager (Human Resources)	ESN63	Efficiency	With the implementation of Agresso 5.5, the external consultancy support will no longer be needed and will cease.	(8,000)	4,670	Further consultancy services are required by Human Resources following the upgrade of Agresso. The cost also includes the provision of training to new staff on the new system.	Manager does not anticipated further expenses and part of the cost is covered by the training budget (£3,330).	
Cllr Markham	I Procter	Head of Human Resources	HR01	Corporate Manager (Human Resources)	MTPS116B	Level 1 MTP	Delete relocation expenses	(17,480)	5,600	A shortfall in HR is related to the relocation allowance of the Head of Service. Allowance covered the period up to November 2009 and will not have pressure on future year's budget.	HR does not anticipated further expenses on relocation and shortfall is offset by the surplus on employee budget.	
Cllr Markham	I Procter	Head of Customer Services and ICT	CS01	Administrative Services	ESN137	Efficiency	Further savings in postal costs due to recently introducing the clean mail contract following the VFM exercise.	(5,000)	5,000	Potentially due to volumes and prices, as not using cleaner mail, the postage budget is set to overspend.	Investigation into increase expenditure and measures to be taken to reduce the overspend.	
Cllr Markham	I Procter	Head of Customer Services and ICT	CS01	Administrative Services	MTPS12	Level 1 MTP	Use first class mail for urgent mail only	(7,000)	7,000	Budget reduced	Postage budget looks to overspend, investigation and measures to be taken to minimise the overspend.	Staff should not feel that they cannot send mail first class if required
Cllr Markham	I Procter	Head of Customer Services and ICT	CS04	Customer Access	MTPS27/50/ 51	Level 2 MTP	Closure of Weston Favell Housing Office	(53,312)	3,000	Office was vacated end of Sept 09. 3 months relief on NNDR has been requested. There is a possibility of letting premises to PCT, this would generate additional income.		Possible negative publicity due to the withdrawal of face to face access point in a socially deprived area of town.
Cllr Markham	I Procter	Head of Customer Services and ICT	CS01	Administrative Services	MTPS13	Level 2 MTP	Implementation of E Benefits will lead to a reduction in process time and electronic vs. paper based system lead to staff savings of 2 fte on the basis that it is implemented by 31st March 2009.	(37,286)	9,000	This saving has been offset in part by DWP grant of £18K, the remainder is to be found within the facilities restructure. The post room supervisors post has been vacant for 2 months and this savings has attributed to this savings.	In 2010/11 a post will potentially need to be deleted as there is no DWP funding to fund the post as in 2009/10.	
Cllr Perkins	I Procter	Head of Procurement	PR01	Procurement	MTPS703	Level 2 MTP	Procurement Restructure	(20,000)	9,608	This saving is offset by £8048 on vacancy factor and £1560 on pay increment of a post which had not been included when the budgets were set.		
Cllr Perkins	I Procter	Head of Revenues and Benefits	HS01	Benefits	ESN134	Efficiency	Housing Benefit & Council Tax Benefit to current level of Benefit/Subsidy	(296,372)	59,059	This forecast is based on calculations of budget to mid year estimates.		
Cllr Beardsworth	L Wearing	Head of Housing Needs and Support	CS02	Call Care	EGR119	Budget Realign	Savings on electricity for call care	(2,500)	2,500	This saving is unlikely to be achieved. This is due to increased utility costs. It is also due to the sheltered housing team relocating to Exeter Place and sharing services as part of the project to close Weston Favell District Office.	To ensure that all meters have accurate readings taken in a timely manner.	
Cllr Hoare	D Kennedy	Borough Solicitor	LD04	Legal	MTPS727	Level 2 MTP	Restructuring of Borough Solicitors	(50,000)	32,069	Consultation undertaken and final structure published.	New structure active from 1st April 2009	
Cllr P Varnsvery	J Seddon	Head of Leisure and Culture	CE28	Leisure	OI1	Level 1 Income	Increased income based business growth, Corporate DD's, On-line DDs and Swimming DDs.	(308,000)	16,000			
Cllr P Varnsvery	J Seddon	Head of Leisure and Culture	CE28	Leisure	MTPS204C	Level 2 MTP	Improved management control of expenditure on waged staff in Leisure	(100,000)	100,000	Due to timing issues of recruiting Leisure Centre Managers employed to reduce overall wage bill.	Will be reviewed after 3 months, and then monthly thereafter.	

Appendix 2

Portfolio Holder	Director	Head of Service	Key Service Area Ref	Key Service Area	Saving Reference as per Report to Full Council	Nature of Saving	Detail	2009/10	2009/10 Forecast Savings Shortfall / (Excess)	Progress Achieved to Date	Agreed Future Management Actions	Key Risks Identified - For Detailed Information Refer to the Council Risk Register
Cllr Crake	J Seddon	Head of Neighbourhood Environmental Services	SS07	Domestic Refuse	OI4	Level 1 Income	Increase the bulky waste collection fee from £10 for 3 items to £25 for 3 items to cover the costs of delivering the service. This is in line with other councils.	(90,000)	90,000	Prices have been increased however Bulky Waste collection is reducing in comparison to the previous year. Many stores that sell white goods are now offering a service to take the old appliance away when the new one is delivered therefore impacting on the amount of NBC collections. The current economic climate may also be impacting on the purchase of new appliances to replace old ones. The increase in fees may also be a factor.	Monitoring of income and volumes collected against the predicted income stream. Other savings options are being looked into by the Head of Service.	Reduced income to the authority.
Cllr Crake	J Seddon	Head of Neighbourhood Environmental Services	SS10	Public Conveniences	MTP531/31b	Level 2 MTP	Reprovision of toilet facilities utilising the Richmond scheme of using local businesses in the town.	(51,730)	43,000	Richmond type scheme to be incorporated into the Northampton Town Centre Neighbourhood working project. Currently no plans have been implemented and the head of service is looking to close toilets. This forecast may reduce if toilets are closed.	The project will be closely monitored in it's development and implementation. The Richmond type scheme to be in place before existing toilets close.	Current budget allocation allows for the toilets to be open for six months, the project will need to be in place before this. Other risks include customer dissatisfaction.
Cllr Crake	J Seddon	Head of Neighbourhood Environmental Services	SS07	Domestic Refuse	MTP5211	Level 2 MTP	Replacing permanent staff with temp staff as and when they leave	(385,254)	208,000	£185k has been achieved to date. The remaining £200k should be met through the replacement of vacant posts with agency staff however given the current economic climate staff turnover is low and it is unlikely the full saving can be met.	Monitoring the implementation by modelling the replacement of staff. Contingency plan to be put together in case the required level of leavers is not achieved. The Head of Service is currently looking into ways of achieving this efficiency saving.	The longer it takes to achieve the more staff we will need to replace.
Cllr Crake	J Seddon	Head of Neighbourhood Environmental Services	SS11	Parks and Open Spaces	MTP532	Level 2 MTP	Reduce level of service for grounds maintenance i.e. grass cutting, less flowers, hanging baskets etc Proposed reduction of 7 vacant posts.	(332,533)	136,000	£195k has been achieved. £17k which is currently unachieved is due to overtime worked in parks during the weekend. This MTP was to reduce staffing levels in the parks and grounds maintenance however the overtime is now increasing the staffing levels back up and therefore effects this MTP option. £119k relates to a reduction in management that has not happened. The Head of Service looking into ways of achieving this efficiency saving. These include restructure of the service	The Head of Service is currently looking into ways of achieving this efficiency saving.	Potential redundancy costs.
Cllr Crake	J Seddon	Head of Neighbourhood Environmental Services	SS11	Parks and Open Spaces	MTP5715	Level 2 MTP	Introduction of wild flower areas as opposed to mowing regime	(23,000)	23,000	Currently unachieved but plans in place to meet the saving.	The Head of Service is currently looking into ways of achieving this efficiency saving.	Potential redundancy costs to be found from within the service reducing the savings achieved.
Cllr Crake	J Seddon	Head of Neighbourhood Environmental Services	SS11	Parks and Open Spaces	MTP5716	Level 2 MTP	Reduce frequency of mowing of grass on NCC land - i.e. verges- throughout the Borough, reducing the subsidy to NCC.	(192,000)	192,000	Currently unachieved.	The Head of Service is currently looking into ways of achieving this efficiency saving.	Potential redundancy costs to be found from within the service reducing the savings achieved.
Cllr P Varnserry	J Seddon	Head of Public Protection	CE02	Community Safety	ESN136	Efficiency	Working in partnership with the PCT to perform health related duties within community safety	(9,941)	9,941	Recharge to PCT made each quarter. £17k Income achieved but still under achieved and over spent in other areas.		
Cllr P Varnserry	J Seddon	Head of Public Protection	CE02	Community Safety	ESN45	Efficiency	Saving achieved by making a contracted post permanent at a lower cost with no adverse impact on current activities within Crime and Disorder Support Services	(4,862)	4,862	This will not be achieved as superseded by removal of CASPAR Officer post		
Cllr P Varnserry	J Seddon	Head of Public Protection	CE02	Community Safety	ESP23	FYE of Prior Decision	Prior Year Decision Adjustments - Realignment of CCTV Income Budgets,	(8,010)	8,010	Not achieved due to falling income from contracts	Proposals in place for new financial year incorporated in MTP's as part of budget process.	
Cllr P Varnserry	J Seddon	Head of Public Protection	LD05	Licensing	OI14	Level 1 Income	Increase in fees for driver, vehicle, operator and gambling licences	(29,580)	2,259	Report on change in fees has been approved by Cabinet and Council on 10 June after objections. Shortfall in income was not as bad as originally thought.	New fees advertised as required. New fees now to be collected from 29 June 2009 which has decreased income due to delay	
Cllr P Varnserry	J Seddon	Head of Public Protection	LD05	Licensing	OI607	Level 1 Income	Licensing Income	(4,400)	4,400	Error - This should have been a debit entry.		Economic recession. Reduced number of private taxis will result in a reduction in licensing income.
Cllr Crake	J Seddon	Town Centre Management	CE26	Bus Station	ESP22	FYE of Prior Decision	Prior Year Decision Adjustments - Bus Station Cleaning	(10,000)	5,000	Savings will not be achieved as a consequence of the HSE Action Plan works		
Savings Unachieved									1,185,678			
Overachievement of Saving OI13									(35,000)			
Overachievement of Saving MTP5706									(510)			
Net Savings Unachieved									1,150,168			

Appendices

1



**NORTHAMPTON**  
BOROUGH COUNCIL

Item No.

**7C**

## CABINET REPORT

<b>Report Title</b>	<b>HOUSING REVENUE ACCOUNT BUDGET MONITORING 2009/10 – POSITION AS AT 31st JANUARY 2010</b>
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**AGENDA STATUS: PUBLIC**

<b>Cabinet Meeting Date:</b>	17 March 2010
<b>Key Decision:</b>	NO
<b>Listed on Forward Plan:</b>	YES
<b>Within Policy:</b>	YES
<b>Policy Document:</b>	NO
<b>Directorate:</b>	Finance and Support
<b>Accountable Cabinet Member:</b>	Cllr D Perkins
<b>Ward(s)</b>	Not Applicable

### 1. Purpose

- 1.1 This report identifies the projected outturn position for the current financial year for the Housing Revenue Account (HRA). Appendix 1 of the report provides further background information. The report also refers to management action being taken in response to the forecast and to minimise the impact on the Council's HRA working balances at the end of the financial year.

### 2. Recommendations

- 2.1 Cabinet to note the report and the forecast overspend of £99k on the Net Cost of Services.

### **3. Issues and Choices**

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#### **3.1 Report Background**

- 3.1.1 The Council approved the 2009/10 HRA Budget on 19th February 2009. The 2009/10 budget preparation process delivered a balanced budget.

#### **3.2 Issues**

- 3.2.1 Budget Managers, in conjunction with Finance, have undertaken a review to identify any emerging issues that cannot be contained within the Current Budget with appropriate management action. Appendix 1 presents the identified variations from the Current Budget that are giving rise to a forecast net overspend of £99k for Net Cost of Services.
- 3.2.2 Working Balances - It should be noted that Working Balances carried forward from outturn are higher than the budget by £160k. This variance was detailed in the HRA Budget 2008/09 Outturn Report presented to Cabinet on 29th June 2009. There was an additional £2.493m moved into earmarked reserves.
- 3.2.3 Housing Restructure - A fundamental review of the staffing structure of the Housing Service has been undertaken. There has been no overall net increase in the cost of services.
- 3.2.4 HRA Subsidy & Dwelling Rent Income – net forecast overspend of £45k. The Current Budget figures reflect the Council's decision to reduce the approved rent increase (5.65% average) and implement a lower increase (approx' 2.82% average) from May 2009 in light of the Governments announcements post budget setting. The impact is lower than budgeted rental debits due of £972k, offset by a reduction in the amount of HRA negative subsidy payable to CLG of £1,113k and an increase of £141k in the amount of Rent Rebate Subsidy payable.
- 3.2.5 Repairs and Maintenance – forecast overspend of £411k. This forecast reflects the trend of the current level of expenditure on void properties and responsive repairs to housing stock. This forecast will be subject to further ongoing scrutiny to determine the level of capitalisation of costs and any other factors that can mitigate the projected overspend.
- 3.2.6 General Management – forecast underspend of £144k. This represents an increase of £79k to the previously reported forecast underspend of £65k. This forecast largely reflects the employee cost savings that have resulted from vacant posts across the service.
- 3.2.7 Special Services – forecast underspend of £315k. This forecast primarily relates to employee cost savings across the service that have occurred as a result of vacant posts and lower than expected pension contributions. In addition, there has been a decrease in the running costs in relation to Community Rooms and the Brer Court site that corresponds to a reduction in the levels of usage.
- 3.2.8 Rents Rates Taxes & Other Charges – forecast overspend of £32k, largely reflects the estimated increase in Council Tax due on empty properties, This is as a result of a change to the Council Tax rules that no longer allow relief to

be claimed on properties that have been vacant for longer than six months.

- 3.2.9 Contribution to Bad Debt Provision – forecast additional contribution of £30k. The required contribution to the Bad Debt Provision reflects the latest year-end forecast of current and former tenant arrears.

### 3.3 Other Areas for Information

- 3.3.1 As indicated above, managers are already taking action to minimise the overall net impact on HRA working balances. This includes identifying where there is scope for efficiencies without detriment to public service delivery, and capitalisation of specific costs. Managers must continue to rigorously assess areas in which further efficiencies can be achieved to manage forecast overspends within the overall budget. Particular attention should be given to Property Maintenance and the management of the employee establishment.
- 3.3.2 Management anticipate a reduction in the Contribution to Earmarked Reserves of £1m in order to maintain a balanced budget in the current year. However, it should be noted that this reduction may impact upon future years capital programmes and could potentially lead to an increase in borrowing to fund the ongoing HRA Capital Programme.

### 3.4 HRA Working Balances and Reserves

- 3.4.1 The HRA Working Balances and Reserves are summarised in Table 1 below.

**Table 1 – HRA Working Balances and Reserves**

	<b>Balance 31.3.09 £'000</b>
<b>HRA Balances on Account</b>	
HRA Working Balance	6,124
HRA Capital Programme Earmarked Reserve	7,000
HRA Leaseholders Earmarked Reserve	1,000
HRA PFI Reserve	175
<b>TOTAL HRA BALANCES</b>	<b>14,299</b>

- 3.4.2 **Capital Programme Reserve:** The opening balance for 2009/10 is £7m. The Reserve has been set aside to fund future Capital Programmes and is considered prudent in order to support the delivery of the outcomes of the HRA Asset Management Strategy and the HRA Business Plan. The Cabinet meeting of the 5<sup>th</sup> August 2009, (Report Item 13), approved a further £100k to be made available from the HRA Capital Programme Earmarked Reserve to support the next stage of the PFI process. See 3.4.4 below.
- 3.4.3 **Leaseholder Capital Works Reserve:** The opening balance for 2009/10 is £1m. The Reserve was set up in 2007/08 (see Cabinet Report 26<sup>th</sup> June 2008), in anticipation of the requirement for a sinking fund or similar



mechanism to account for changes made for capital works and the actual costs of Capital repairs. A Leaseholder charging review is being undertaken and will be subject to a separate report when complete.

- 3.4.4 **HRA PFI Reserve:** The opening balance for 2009/10 is £175k. The reserve was set-aside in 2008/09 to support the work towards the PFI bid to Government for PFI credits to enable transformational change to part of the HRA stock. This reserve has been increased to £275k, (see 3.4.2 above).
- 3.4.5 **HRA Working Balance:** The opening balance for 2009/10 is -£6,124k. The forecast Outturn for the year is -£6,108k, showing a net decrease to the Working Balance of £16k. This represents an decrease of £99k from the budgeted increase of £83k (see Appendix 1). This is summarised in Table 2 below. The forecast Outturn position will be subject to continued and increasing scrutiny as the financial year progresses and more detailed analysis is possible.

**Table 2 HRA Working Balances**

	<b>Revised £000</b>	<b>Forecast £000</b>	<b>Variance £000</b>
Opening Balance	(6,124)	(6,124)	
Net Transfer (to)/from Working Bal'	(83)	16	99
<b>Working Balance C/Fwd</b>	<b>(6,207)</b>	<b>(6,108)</b>	<b>99</b>

### **3.5 Choices (Options)**

- 3.5.1 Cabinet is invited to note the report and the actions being taken to contain net expenditure to minimise the impact on the HRA's working balances at the end of the financial year.
- 3.5.2 Options for further constraining expenditure without detriment to front line service delivery must be considered corporately to address the projected net overspend.

## **4. Implications (including financial implications)**

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### **4.1 Policy**

- 4.1.1 Appendix 1 shows that the controllable revenue budget for the HRA is forecast to be overspent by £99k.

### **4.2 Resources and Risk**

- 4.2.1 This report informs the Cabinet of the provisional HRA budget outturn as at the end of January 2010.
- 4.2.2 There will be an ongoing impact on future year budgets of not delivering services or overspending budgets.

### **4.3 Legal**

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

## **4.4 Equality**

4.4.1 Not applicable

## **4.5 Consultees (Internal and External)**

4.5.1 Chief Executive, Directors, Corporate Mgrs, and Budget Managers have been consulted.

## **4.6 How the Proposals deliver Priority Outcomes**

4.6.1 Monthly budget monitoring relates to improving the CPA Use of Resources score, which contributes to the priorities of continuing to improve our weakest services and continuing to strengthen our financial management.

## **4.7 Other Implications**

4.7.1 Not applicable

## **5. Background Papers**

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### **5.1 Cabinet Reports**

- 29 June 2009 HRA Budget Outturn Position 2008/09
- 05 Aug 2009 HRA Budget Monitoring 2009/10 – Position at 31<sup>st</sup> May 2009
- 23 Sep 2009 HRA Budget Monitoring 2009/10 – Position at 30<sup>th</sup> June 2009
- 14 Oct 2009 HRA Budget Monitoring 2009/10 – Position at 31<sup>st</sup> July 2009
- 04 Nov 2009 HRA Budget Monitoring 2009/10 – Position at 31<sup>st</sup> Aug 2009
- 25 Nov 2009 HRA Budget Monitoring 2009/10 – Position at 30<sup>th</sup> Sept 2009
- 16 Dec 2009 HRA Budget Monitoring 2009/10 – Position at 31<sup>st</sup> Oct 2009
- 20 Jan 2010 HRA Budget Monitoring 2009/10 – Position at 30<sup>th</sup> Nov 2009
- 10 Feb 2010 HRA Budget Monitoring 2009/10 – Position at 31<sup>st</sup> Dec 2009

**Bill Lewis, Assistant Head of Finance, ext 7167**



**NORTHAMPTON**  
BOROUGH COUNCIL

**HOUSING REVENUE ACCOUNT  
FINANCIAL YEAR 2009/2010**

**For Period Ending: 31st January 2010**

	<b>2009/2010 £,000's Current Budget</b>	<b>2009/2010 £,000's Actuals</b>	<b>2009/2010 £,000's Forecast Outturn</b>	<b>Variance</b>
<b>INCOME</b>				
Rents - Dwellings Only	-42,108	-34,971	-42,063	45
Rents - Non Dwellings Only	-1,157	-919	-1,142	15
Service Charges	-1,471	-1,181	-1,411	60
Other Income	-205	-239	-240	-35
<b>Total Income</b>	<b>-44,940</b>	<b>-37,310</b>	<b>-44,855</b>	<b>85</b>
<b>EXPENDITURE</b>				
Repairs and Maintenance	10,501	9,361	10,912	411
General Management	4,589	2,452	4,445	-144
Special Services	3,467	1,961	3,152	-315
Rents, Rates, Taxes & Other Charges	45	57	77	32
Increase in Bad Debt Provision	400	358	430	30
Rent Rebate Subsidy Deductions	1,465	1,221	1,465	0
Housing Revenue Account Subsidy	9,570	7,975	9,570	0
<b>Total Expenditure</b>	<b>30,036</b>	<b>23,386</b>	<b>30,050</b>	<b>14</b>
<b>Net Cost of Services</b>	<b>-14,904</b>	<b>-13,925</b>	<b>-14,805</b>	<b>99</b>
Net Recharges to the General Fund	5,392	4,493	5,392	0
Interest & Financing Costs	-28	-23	-28	0
Depreciation/MRA	7,957	6,631	7,957	0
Contribution to Earmarked Reserves	1,500	1,250	1,500	0
<b>Net Transfer From / (To) Working Balance</b>	<b>-83</b>	<b>-1,574</b>	<b>16</b>	<b>99</b>
Working Balance b/f	-6,124	-6,124	-6,124	0
<b>Working Balance Outturn</b>	<b>-6,207</b>	<b>-7,698</b>	<b>-6,108</b>	<b>99</b>

Appendices



**NORTHAMPTON**  
BOROUGH COUNCIL

Item No.

**7D**

## CABINET REPORT

<b>Report Title</b>	<b>CAPITAL PROGRAMME 2009-10 – POSITION AS AT END OF JANUARY 2010</b>
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**AGENDA STATUS: PUBLIC**

<b>Cabinet Meeting Date:</b>	17 March 2010
<b>Key Decision:</b>	YES
<b>Listed on Forward Plan:</b>	YES
<b>Within Policy:</b>	YES
<b>Policy Document:</b>	NO
<b>Directorate:</b>	Finance & Support
<b>Accountable Cabinet Member:</b>	David Perkins
<b>Ward(s)</b>	Not Applicable

### 1. Purpose

1.1 The purpose of the report is to:

- Request approval for a capital scheme to be added to the Council's capital programme for 2009-10
- Request approval for variations to capital schemes in the Council's capital programme for 2009-10
- Advise Cabinet on the latest 2009-10 capital programme monitoring position, including forecast outturns and slippage into 2010-11.
- Advise Cabinet as to how the 2009-10 capital programme will be funded

## 2. Recommendations

2.1 That Cabinet approve the following scheme to be added to the capital programme for 2009-10.

Scheme Reference, Description & Directorate	Narrative	2009-10 £	Future Years £	Funding Source
2009-10/GF074 Capitalisation Directive January 2010  Finance & Support	Capitalisation directives awarded January 2010 for statutory redundancy costs and pension strain incurred 1 April 2009 to 31 March 2010.	210,000	-	GF Capital Receipts

Further details of this appraisal can be seen at Annex A of this report.

2.2 That Cabinet approve the following variations to schemes in the capital programme for 2009-10.

Scheme Reference, Description & Directorate	Narrative	2009-10 £	Future Years £	Funding Source
<b>Budget Increase</b>				
2009-10/GF031 V01 One Stop Shop Transformation  Finance & Support	The original plan for this project did not include co-locating with external partners. An application was submitted to NIEP, which delayed the start of the project in 2009-10. NBC has been awarded £260k towards the cost of co-locating. Additional building works of £150k are required to accommodate the partners, which will take place in 2010-11. This will result in improved service delivery for all partners. There is an overall saving to NBC of £10k (prudential borrowing)	(185,000)	335,000	NIEP
<b>Budget Increase</b>				
2009-10/GF069 V01 Market Square Lighting  Planning & Regeneration	The original budget for this project did not include WNDC's management fee. The budget needs to be increased by £18,125 to include this fee; additional funding will be received to cover this.	18,125	-	WNDC
<b>Scheme Reference,</b>	<b>Narrative</b>	<b>2009-10</b>	<b>Future</b>	<b>Funding</b>

<b>Description &amp; Directorate</b>		<b>£</b>	<b>Years £</b>	<b>Source</b>
<b>Budget Decrease</b>				
2008-09/GF061 V02 Out of School Hours Play Activities  2008-09/GF062 V01 Holiday Play  2008-09/GF064 V01 Innovative Play Days  2008-09/GF063 V02 Improving Access  Environment & Culture	The funding for these projects were originally classified as capital, however due to the nature of play and the equipment used in play, The Big Lottery has agreed to reclassify this funding as revenue. The income and expenditure budgets will be moved from the capital programme to the revenue budget. Project variations have been submitted for each scheme, detailing the amount for each project and the split between financial years.	(19,466)	(9,400)	Big Lottery
2009-10/GF061 V01 Capitalisation Directive October 2009  Finance & Support	The costs to which this project relates are now due to be incurred in Autumn 2010. As the capitalisation directive will have expired by then a new bid will need to be made to CLG in 2010-11.	(300,000)	-	Prudential Borrowing
<b>Neutral Budget Impact</b>				
2007-08/PR0010 V02 Hot Property  Housing GF	Additional budget is required due to the increased demand for this initiative. This will reduce the number of homes in Northampton that are suffering from fuel poverty.	10,000	-	Prudential Borrowing
2007-08/PR0011 V02 Renovation Grants  Housing GF	The variation is required due to the increased demand for funding under the Hot Property initiative. Transferring funds from this budget will allow Northampton Borough Council to address the most urgent and unmet needs in society.	(10,000)	-	Prudential Borrowing

Further details of these variations can be seen at Annex B of this report.

### 2.3 That Cabinet note:

- a) The capital programme monitoring position as at end of January 2010, including forecast outturns, revenue expenditure funded by capital and slippage into 2010-11, as set out at Annex C, D and E.
- b) The funding arrangements for the 2009-10 capital programme as set out at Annex F.

### **3. Issues and Choices**

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#### **3.1 Report Background**

- 3.1.1 The latest approved capital programme for 2009-10 was approved by Cabinet on 10 February 2010.

#### **3.2 Issues**

##### **Approval of Capital Projects and Project Variations**

- 3.2.1 Approval is sought to add a scheme to the Council's capital programme for 2009-10, as set out at paragraph 2.1 above.
- 3.2.2 Approval is sought for variations to schemes that are already in the Council's capital programme for 2009-10, as set out at paragraph 2.2 above.
- 3.2.3 All proposals put forward for approval with this report have been submitted on capital appraisal or variation forms, which have been signed off by, amongst others, the relevant Director, the Section 151 Officer and the appropriate Cabinet Portfolio Holder. Copies of the capital project appraisals and variation forms, which are listed as background papers, are available on request.
- 3.2.4 The funding implications of proposed programme changes are discussed in the capital programme funding section of this report at paragraphs 3.2.14 to 3.2.26 below.
- 3.2.5 The following scheme has been approved by delegated decision and is included in para. 3.2.24
- 2009-10/GF073 Playbuilder - Racecourse

##### **Capital Programme position as at end of January 2010**

- 3.2.5 In line with best practice and with CAA requirements, capital programme monitoring information is brought to Cabinet on a monthly basis. The information in this report relates to the period to the end of January 2010.
- 3.2.6 Annex C shows the position at summary level as at the end of January 2010. The information includes
- Latest proposed capital programme, incorporating the original programme for 2009-10, slippage from 2008-09, and other agreed changes, and the further amendments proposed in this report.
  - Actual expenditure to the end of January 2010
  - Planned expenditure to the end of the year
  - Forecast outturn for the year
  - Forecast slippage to 2010-11
- 3.2.7 Annex D provides a summarised narrative of project variances at service level.

- 3.2.8 The forecast outturn position and forecast slippage position on each project have been put together from information supplied by budget managers, who are each responsible for financial control of their projects.
- 3.2.9 Actual capital programme expenditure to the end of January 2009 is £9.972m. This represents 48.6% of the latest approved budget of £20.515m, and 60.8% of the forecast outturn figure of £16.410m. Further detail on the forecast slippage can be found at 3.2.13 below.
- 3.2.10 Included in the above figures are schemes that are now classed under accounting regulations as revenue expenditure funded by capital. The expenditure on these schemes to the end of January is £2.797m, the latest approved budget is £5.850m, the latest proposed budget is £5.550m and the forecast outturn for these schemes is £3.818m with slippage of £1.731m. Further details of these schemes can be seen at Annex E of this report.
- 3.2.11 The GF forecast expenditure to the year-end is approximately £2.6m. This includes a forecast of £581k for the projects relating to the Market Square; these are all externally funded and have to be spent by the end of the financial year to meet the terms and conditions of the funding. £853k relates to the grants that are awarded to those living in private sector houses. Grants are approved throughout the year on these projects. £210k relates to the Capitalisation Directive January 2010 project that has been submitted with this report. The nature of this expenditure is that it will be charged to capital at year-end. The forecasts on the remaining GF projects are all less than £100k each. There are no issues or concerns regarding the forecasts on the GF projects.
- 3.2.12 The HRA total forecast spend for the year is £9.626m of which approximately £3.847m is still forecast to spend from period 10. This includes a forecast of £614k for the Decent Homes & Poor Condition project. Works were intentionally slowed down due to contract issues, however further work has now been commissioned. £944k relates to the Voids project and £300k to the Capital Improvement Works project. These costs are currently in revenue and will be moved to capital to the extent that evidence is available that the expenditure meets the regulatory definition of capital.
- 3.2.13 There is a total capital programme forecast underspend of £4.106m, with slippage forecast of £4.228m at year-end. The slippage forecast is slightly more than the forecast underspend due to forecast overspends in certain areas which will mainly be funded by corresponding underspends elsewhere in the programme and identified as part of the outturn and additional funding from third parties.
- £276k of the underspend will be covered through the approval of the project appraisal and project variations brought to this Cabinet.
  - A summary by division of the slippage requirements is provided below, further details can be seen in Annex D.



## **General Fund**

- a) Finance & Assets: There is forecast slippage of £55k for this division, which is made up of 2 schemes.
- b) Consumer Services & ICT: The total forecast slippage for this division is £906k, of which £679k relates to three projects, £175k to the One Stop Shop transformation project and £47k to the Partnership Information Hub project.
- c) Public Protection: The total forecast slippage for this division is £243, which relates solely to the carbon management project for the Lighting Upgrade at Fish Street.
- d) Neighbourhood & Environmental Services: The total forecast slippage for this division is £3.8k, which relates to Play Area Safety Bases.
- e) Culture & Leisure: The total forecast slippage for this division is £1k, which relates to the Money for Youth Summer Sports Project.
- f) Planning: The total forecast slippage for this division is £150k, which relates to the Housing Planning Delivery Grant funded IT up-grade and Improvements Project. This project was planned originally as a two and half year project, this being Year 1. The slippage has been caused by unavoidable delays with certain process specifications. It is now anticipated that due to these issues being resolved, the project will be completed within the original timetable.
- g) Northampton Local Strategic Partnership: The total forecast slippage for this division is £9k, which relates to the Night Safe & Target Hardening project.

## **Housing General Fund**

- a) Strategy, Investment & Performance: The total forecast slippage for this division is £546k, which relates to the Places of Change Project.
- b) Landlord Services: The total forecast slippage for this division is £332k, which relates to the Ecton Lane Improvements 2 project.
- c) Needs & Support: The total forecast slippage for this division is £1,137k of which £587k relates to private sector housing projects, including disabled adaptations. The slippage for disabled adaptations relates to grants that are committed but potentially not paid by the year-end. £550k relates to the Countywide Climate Friendly Scheme. The authority has committed our allocation of £100k; the slippage is mainly due to the need for other authorities to spend their allocation.

## **Housing Revenue Account**

- a) Strategy, Investment & Performance: The total forecast slippage for this division is £1.087k of which £220k relates to IBS Open Housing project, £17k to the Door Entry programme, £750k Decent Homes & Poor Condition project and £100k Complete Roofs project.

## Capital Programme Funding

3.2.14 All schemes in the capital programme, whether included in the original programme, arising from slippage, or added to the programme during the year, are fully funded, either from borrowing, internal resources or from external funding arrangements.

3.2.15 The financing of the programme for 2009-10 is set out at Annex F.

3.2.16 Increases or reductions in overall financing requirements resulting from the appraisal and variations brought to Cabinet with this report, excluding self balancing items are as follows:

<b>Scheme</b>	<b>2009-10 Value</b>	<b>Future Years Value</b>	<b>Funding Source/Impact</b>
	<b>£</b>	<b>£</b>	
One Stop Shop Transformation	(10,000)	160,000	Prudential Borrowing/NIEP
Market Square Lighting	18,125	-	West Northamptonshire Development Corporation
Out of School Hours Play Activities	(5,667)	(3,735)	Big Lottery
Holiday Play	(5,041)	(4,817)	Big Lottery
Innovative Play Days	(950)	(850)	Big Lottery
Improving Access	(7,808)	-	Big Lottery
Capitalisation Directive October 2009	(300,000)	-	Prudential Borrowing

3.2.17 External funding has been awarded from Northamptonshire Improvement and Efficiency Partnership (NIEP) for the One Stop Shop Transformation project; as a result the amount of prudential borrowing that is required for this project has decreased by £10k.

3.2.18 The Market Square Lighting project is subject to a project management fee from West Northamptonshire Development Corporation (WNDC). WNDC are funding this project and £18,125 will be paid to NBC in addition to the original £250k grant.

3.2.19 There will be a reduction to the 2009-10 capital programme of £19,466 due to the removal of the projects that are funded by the Big Lottery. There will be no overall impact to the amount of funding that NBC will receive; the change is merely between the classification of capital and revenue funding.

3.2.20 There will be a reduction to the prudential borrowing requirement of £300k in 2009-10 due to the removal of the Capitalisation Directive October 2009 project.

3.2.21 There is no impact to the overall financing requirement as a result of the Capitalisation Directive January 2010 appraisal brought with this report. This will be funded by general fund capital receipts, which were previously included in the financing as unallocated funding.

3.2.22 The value of useable RTB capital receipts received to the middle of February is £219k. These will be placed in a capital reserve and used in the future to support the HRA programme.

3.2.23 The value of non-RTB capital receipts received to the middle of February is £210k. These will be used to fund the Capitalisation Directive January 2010 project brought with this report.

3.2.24 Changes from the previously reported financing position are summarised in the table below.

<b>Capital Programme 2009-10</b>			
	<b>Programme</b>	<b>Financing</b>	<b>In Year Financing Variance Excess/ (Shortfall)</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Latest approved programme (10th February Cabinet)	<b>20,466</b>	<b>33,542</b>	<b>13,076</b>
Appraisal agreed by delegated decision	49	49	-
Appraisal brought to this Cabinet	210	-	(210)
Variations brought to this Cabinet	(486)	(311)	175
RTB Capital Receipts Received	-	37	37
Rounding		(1)	(1)
<b>Latest proposed programme</b>	<b>20,239</b>	<b>33,316</b>	<b>13,077</b>

3.2.25 The in year funding variance shown above can be broken down as follows:

<b>2009-10 Capital Financing Variance</b>			
	<b>GF</b>	<b>HRA</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Earmarked pending project appraisals 2009-10</b>			
Budgeted Prudential borrowing	25		
Grants and Contributions	57		
Revenue Financing	64		
<b>Earmarked carry forward to 2010-11</b>			
Budgeted Prudential Borrowing	1,840		
Revenue Reserve		8,500	
Grants & Contributions	935	188	
RTB Capital Receipts		417	
MRA		1,050	
Rounding	1		
<b>Total</b>	<b>2,922</b>	<b>10,155</b>	<b>13,077</b>

### **3.3 Choices (Options)**

- 3.3.1 Cabinet are asked to approve the inclusion of the capital schemes at paragraph 2.1 into the Council's capital programme and to approve the variations to the agreed capital programme set out at paragraph 2.2.
- 3.3.2 Cabinet may decide not to approve one of more of the new schemes and variations.

## **4. Implications (including financial implications)**

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### **4.1 Policy**

- 4.1.1 All schemes within the capital programme are within existing policy

### **4.2 Resources and Risk**

- 4.2.1 All schemes included in the capital programme, or put forward for approval, are fully funded, either through borrowing, internal resources or external funding arrangements. The financing of the programme is set out at Annex F.
- 4.2.2 Schemes funded by prudential borrowing have an impact on the revenue budget arising from the repayment of debt principal and interest. Recent changes to regulations and guidance on the repayment of debt principal in the accounts – known as ‘minimum revenue provision’ or MRP, mean that the annual revenue cost of repayment of debt principal now varies according to the nature of the expenditure, as it is fixed according to the life of the asset. Thus, debt relating to short life assets may have to be paid back over as little as three years, whereas for long life assets it may be over fifty or sixty years. The interest charge is approximately 4% to 4.5% per annum (on current borrowing rates).
- 4.2.3 The revenue costs of all prudential borrowing in the approved capital programme are built into the Council’s draft revenue budget for 2010-11 and medium term plans for future years
- 4.2.4 All other revenue budget implications related to the capital projects are set out in the capital project appraisals, and fed into revenue budget planning as appropriate (i.e. through revenue budget monitoring, budget build or medium term financial planning).
- 4.2.5 Financial and non-financial risks related to the capital projects are addressed in the capital project appraisals.

### **4.3 Legal**

- 4.3.1 Legal implications related to the capital projects are addressed in the capital project appraisals.
- 4.3.2 There are no specific legal implications arising from this report.

#### **4.4 Equality**

- 4.4.1 Equalities implications related to the capital projects are addressed in the capital project appraisals. Many of the schemes in the programme are specifically targeted at addressing equalities issues. Project managers are responsible for ensuring that Equality Impact Assessments (EIAs) are completed for their schemes, and that any equalities issues associated with the project are correctly addressed.

#### **4.5 Consultees (Internal and External)**

- 4.5.1 Each capital project appraisal and project variation for schemes in the programme has been put together by the Project Manager, in consultation with other officers and the Cabinet Portfolio Holder.

In respect of consultation with stakeholders on individual schemes, details are contained within the capital project appraisals

#### **4.6 How the Proposals deliver Priority Outcomes**

- 4.6.1 The extent to which each project meets the Council's objectives and priorities is described within the individual capital project appraisals.
- 4.6.2 The use of capital project appraisals to determine and agree capital schemes in accordance with the objectives and priorities of the authority, and the effective monitoring and reporting of capital programme activity both contribute to improving the CAA Use of Resources score. This supports the Council's priority to be a well-managed organisation that puts our customers at the heart of what we do.

#### **4.7 Other Implications**

- 4.7.1 There are no other specific implications arising from this report.

### **5. Background Papers**

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- 5.1 Capital programme budget setting and monitoring reports to Cabinet throughout 2009-10

#### **5.2 Capital Project Appraisals**

- 2009-10/GF074 Capitalisation Directive January 2010

#### **5.3 Capital Project Variations**

- 2009-10/GF031 V01 One Stop Shop Transformation
- 2009-10/GF069 V01 Market Square Lighting
- 2008-09/GF061 V02 Out of School Hours Play Activities
- 2008-09/GF062 V01 Holiday Play
- 2008-09/GF064 V01 Innovative Play Days
- 2008-09/GF063 V02 Improving Access
- 2009-10/GF061 V01 Capitalisation Directive October 2009
- 2007-08/PR0010 V01 Hot Property
- 2007-08/PR0011 V02 Renovation Grants

**Bev Dixon, Finance Manager – Capital & Treasury, ext 7401**

## Project Appraisals put forward for Cabinet Approval

A1

<b>1</b>	<b>Project Title</b>	Capitalisation Directive January 2010					
<b>2</b>	<b>Appraisal Reference</b>	2009-10/GF074					
<b>3</b>	<b>Directorate</b>	Finance & Support					
<b>4</b>	<b>Service Block</b>	Environmental, Protective and Cultural Services					
<b>5</b>	<b>Outline description (including specific works)</b>						
	Capitalisation directives awarded January 2010 for statutory redundancy costs and pension strain incurred 1 April 2009 to 31 March 2010						
<b>6</b>	<b>Consequences of not undertaking the project and impact on the community or employees</b>						
	If the project is not approved the Council will not be able to capitalise these costs and will have to bear these otherwise unfunded costs in the revenue budget without being able to spread them over a period of time						
<b>7</b>	<b>Project budget</b>	<b>2009/10 £</b>	<b>2010/11 £</b>	<b>2011/12 £</b>	<b>2012/13 £</b>	<b>2013/14 £</b>	<b>Total £</b>
	Capital costs	210,000	0	0	0	0	<b>210,000</b>
	Revenue consequences	0	0	0	0	0	<b>0</b>
<b>8</b>	<b>Source of capital funding</b>	<b>SCE (R) Single Capital Pot  £</b>	<b>Prudential Borrowing  £</b>	<b>Major Repairs Reserve  £</b>	<b>Grant &amp; 3rd Party Contribs  £</b>	<b>Other  £</b>	<b>Total  £</b>
		0	0	0	0	210,000	<b>210,000</b>
	In total £1m directive has been awarded. The pension strain element of £500k is subject to a condition that this is funded from capital receipts and not borrowing. £210k is the available general fund capital receipts at the date that the directive was awarded.						

## Project Variations put forward for Cabinet Approval

B1

<b>1</b>	<b>Project Title</b>	<b>One Stop Shop Transformation (BA644)</b>					
<b>2</b>	<b>Original Appraisal Ref</b>	2009-10/GF031					
<b>3</b>	<b>Variation Ref Number</b>	2009-10/GF031 V01					
<b>4</b>	<b>Directorate</b>	Finance & Support					
<b>5</b>	<b>Service Block</b>	Environmental, Protective and Cultural Services					
<b>6</b>	<b>Reason for variation</b>						
	<p>The original plan for this project did not include co-locating with external partners. An application was submitted to NIEP and NBC has been awarded £260k towards the cost of co-locating. The decision to co-locate has led to an overall increase of £150k in the project costs due to extra building works being required to provide additional facilities that the partners require. There is a saving to NBC of £10k (prudential borrowing).</p>						
<b>7</b>	<b>Summary of Budget Increases/(Decreases)</b>						
I	Project budget	<b>2009/10 £</b>	<b>2010/11 £</b>	<b>2011/12 £</b>	<b>2012/13 £</b>	<b>2013/14 £</b>	<b>Total £</b>
		(185,000)	335,000	0	0	0	150,000
II	Project funding	<b>2009/10 £</b>	<b>2010/11 £</b>	<b>2011/12 £</b>	<b>2012/13 £</b>	<b>2013/14 £</b>	<b>Total £</b>
		(185,000)	335,000	0	0	0	150,000
III	Funding source						
	Additional £160k external funding, reduction of £10k prudential borrowing.						

## Project Variations put forward for Cabinet Approval

B2

<b>1</b>	<b>Project Title</b>	<b>Market Square Lighting (BA888)</b>					
<b>2</b>	<b>Original Appraisal Ref</b>	2009-10/GF069					
<b>3</b>	<b>Variation Ref Number</b>	2009-10/GF069 V01					
<b>4</b>	<b>Directorate</b>	Planning & Regeneration					
<b>5</b>	<b>Service Block</b>	Environmental, Protective and Cultural Services					
<b>6</b>	<b>Reason for variation</b>						
	<p>The original budget for this project did not include WNDC's management fee. The budget needs to be increased by £18,125 to include this fee; additional funding will be received to cover this.</p>						
<b>7</b>	<b>Summary of Budget Increases/(Decreases)</b>						
I	Project budget	<b>2009/10 £</b>	<b>2010/11 £</b>	<b>2011/12 £</b>	<b>2012/13 £</b>	<b>2013/14 £</b>	<b>Total £</b>
		18,125	0	0	0	0	<b>18,125</b>
II	Project funding	<b>2009/10 £</b>	<b>2010/11 £</b>	<b>2011/12 £</b>	<b>2012/13 £</b>	<b>2013/14 £</b>	<b>Total £</b>
		18,125	0	0	0	0	<b>18,125</b>
III	Funding source						
	WNDC						



## Project Variations put forward for Cabinet Approval

B3

<b>1</b>	<b>Project Title</b>	<b>Out of School Hours Play Activities (BA868)</b>					
<b>2</b>	<b>Original Appraisal Ref</b>	2008-09/GF061					
<b>3</b>	<b>Variation Ref Number</b>	2008-09/GF061 V02					
<b>4</b>	<b>Directorate</b>	Environment & Culture					
<b>5</b>	<b>Service Block</b>	Environmental, Protective and Cultural Services					
<b>6</b>	<b>Reason for variation</b>						
	<p>Due to the nature of play and the equipment used in play, The Big Lottery has confirmed that this funding can be reclassified as revenue funding. This project will therefore be removed from the capital programme and there will be a corresponding increase to the revenue budget (cost centre 13809).</p>						
<b>7</b>	<b>Summary of Budget Increases/(Decreases)</b>						
I	Project budget	<b>2009/10 £</b>	<b>2010/11 £</b>	<b>2011/12 £</b>	<b>2012/13 £</b>	<b>2013/14 £</b>	<b>Total £</b>
		(5,667)	(1,400)	(2,333)	0	0	(9,400)
II	Project funding	<b>2009/10 £</b>	<b>2010/11 £</b>	<b>2011/12 £</b>	<b>2012/13 £</b>	<b>2013/14 £</b>	<b>Total £</b>
		(5,667)	(1,400)	(2,333)	0	0	(9,400)
III	Funding source						
	The Big Lottery						

## Project Variations put forward for Cabinet Approval

B4

<b>1</b>	<b>Project Title</b>	Holiday Play (BA869)					
<b>2</b>	<b>Original Appraisal Ref</b>	2008-09/GF062					
<b>3</b>	<b>Variation Ref Number</b>	2008-09/GF062 V01					
<b>4</b>	<b>Directorate</b>	Environment & Culture					
<b>5</b>	<b>Service Block</b>	Environmental, Protective and Cultural Services					
<b>6</b>	<b>Reason for variation</b>						
	<p>Due to the nature of play and the equipment used in play, The Big Lottery has confirmed that this funding can be reclassified as revenue funding. This project will therefore be removed from the capital programme and there will be a corresponding increase to the revenue budget (cost centre 13809).</p>						
<b>7</b>	<b>Summary of Budget Increases/(Decreases)</b>						
I	Project budget	2009/10 £	2010/11 £	2011/12 £	2012/13 £	2013/14 £	Total £
		(5,041)	(3,400)	(1,417)	0	0	(9,858)
II	Project funding	2009/10 £	2010/11 £	2011/12 £	2012/13 £	2013/14 £	Total £
		(5,041)	(3,400)	(1,417)	0	0	(9,858)
III	Funding source						
	The Big Lottery						

## Project Variations put forward for Cabinet Approval

B5

<b>1</b>	<b>Project Title</b>	Innovative Play Days (BA871)					
<b>2</b>	<b>Original Appraisal Ref</b>	2008-09/GF064					
<b>3</b>	<b>Variation Ref Number</b>	2008-09/GF064 V01					
<b>4</b>	<b>Directorate</b>	Environment & Culture					
<b>5</b>	<b>Service Block</b>	Environmental, Protective and Cultural Services					
<b>6</b>	<b>Reason for variation</b>						
	<p>Due to the nature of play and the equipment used in play, The Big Lottery has confirmed that this funding can be reclassified as revenue funding. This project will therefore be removed from the capital programme and there will be a corresponding increase to the revenue budget (cost centre 13809).</p>						
<b>7</b>	<b>Summary of Budget Increases/(Decreases)</b>						
I	Project budget	2009/10 £	2010/11 £	2011/12 £	2012/13 £	2013/14 £	Total £
		(950)	(600)	(250)	0	0	(1,800)
II	Project funding	2009/10 £	2010/11 £	2011/12 £	2012/13 £	2013/14 £	Total £
		(950)	(600)	(250)	0	0	(1,800)
III	Funding source						
	The Big Lottery						

## Project Variations put forward for Cabinet Approval

B6

<b>1</b>	<b>Project Title</b>	Improving Access (BA870)					
<b>2</b>	<b>Original Appraisal Ref</b>	2008-09/GF063					
<b>3</b>	<b>Variation Ref Number</b>	2008-09/GF063 V02					
<b>4</b>	<b>Directorate</b>	Environment & Culture					
<b>5</b>	<b>Service Block</b>	Environmental, Protective and Cultural Services					
<b>6</b>	<b>Reason for variation</b>						
	<p>It was felt that the hire of a van would be beneficial to NBC's play development team as it would enable them to be able to transport larger items of play equipment to their events. This proposal was put forward to the Big Lottery and it has been approved. £7,808 of this budget has been reclassified as revenue funding for this purpose.</p>						
<b>7</b>	<b>Summary of Budget Increases/(Decreases)</b>						
I	Project budget	2009/10 £	2010/11 £	2011/12 £	2012/13 £	2013/14 £	Total £
		(7,808)	0	0	0	0	(7,808)
II	Project funding	2009/10 £	2010/11 £	2011/12 £	2012/13 £	2013/14 £	Total £
		(7,808)	0	0	0	0	(7,808)
III	Funding source						
	Big Lottery						

## Project Variations put forward for Cabinet Approval

B7

<b>1</b>	<b>Project Title</b>	<b>Capitalisation Directive October 2009 (BK011)</b>					
<b>2</b>	<b>Original Appraisal Ref</b>	2009-10/GF061					
<b>3</b>	<b>Variation Ref Number</b>	2009-10/GF061 V01					
<b>4</b>	<b>Directorate</b>	Finance & Support					
<b>5</b>	<b>Service Block</b>	Environmental, Protective and Cultural Services					
<b>6</b>	<b>Reason for variation</b>						
	<p>The costs to which this project relates are now due to be incurred in Autumn 2010. As the capitalisation directive will have expired by then a new bid will need to be made to CLG in 2010/11.</p>						
<b>7</b>	<b>Summary of Budget Increases/(Decreases)</b>						
I	Project budget	<b>2009/10 £</b>	<b>2010/11 £</b>	<b>2011/12 £</b>	<b>2012/13 £</b>	<b>2013/14 £</b>	<b>Total £</b>
		(300,000)	0	0	0	0	(300,000)
II	Project funding	<b>2009/10 £</b>	<b>2010/11 £</b>	<b>2011/12 £</b>	<b>2012/13 £</b>	<b>2013/14 £</b>	<b>Total £</b>
		(300,000)	0	0	0	0	(300,000)
III	Funding source						
	Prudential Borrowing						

## Project Variations put forward for Cabinet Approval

B8

<b>1</b>	<b>Project Title</b>	<b>Renovation Grants (BK012)</b>					
<b>2</b>	<b>Original Appraisal Ref</b>	2007-08/PR0011					
<b>3</b>	<b>Variation Ref Number</b>	2007-08/PR0011 V02					
<b>4</b>	<b>Directorate</b>	Housing GF					
<b>5</b>	<b>Service Block</b>	Housing General Fund					
<b>6</b>	<b>Reason for variation</b>						
	<p>The variation is required due to the increased demand for funding under the Hot Property initiative. By transferring funds from the Renovation Grant budget will allow Northampton Borough Council to address the most urgent and unmet needs in society.</p>						
<b>7</b>	<b>Summary of Budget Increases/(Decreases)</b>						
I	Project budget	2009/10 £	2010/11 £	2011/12 £	2012/13 £	2013/14 £	Total £
		(10,000)	0	0	0	0	(10,000)
II	Project funding	2009/10 £	2010/11 £	2011/12 £	2012/13 £	2013/14 £	Total £
		(10,000)	0	0	0	0	(10,000)
III	Funding source						
	Prudential Borrowing						

## Project Variations put forward for Cabinet Approval

B9

<b>1</b>	<b>Project Title</b>	Hot Property (BK029)					
<b>2</b>	<b>Original Appraisal Ref</b>	2007-08/PR0010					
<b>3</b>	<b>Variation Ref Number</b>	2007-08/PR0010 V02					
<b>4</b>	<b>Directorate</b>	Housing GF					
<b>5</b>	<b>Service Block</b>	Housing General Fund					
<b>6</b>	<b>Reason for variation</b>						
	<p>The variation is required due to the increased demand for funding under this initiative, this additional funding will reduce the number of homes in Northampton that are suffering from fuel poverty. This will be funded by a reduction to the Renovation Grants project.</p>						
<b>7</b>	<b>Summary of Budget Increases/(Decreases)</b>						
I	Project budget	<b>2009/10 £</b>	<b>2010/11 £</b>	<b>2011/12 £</b>	<b>2012/13 £</b>	<b>2013/14 £</b>	<b>Total £</b>
		10,000	0	0	0	0	<b>10,000</b>
II	Project funding	<b>2009/10 £</b>	<b>2010/11 £</b>	<b>2011/12 £</b>	<b>2012/13 £</b>	<b>2013/14 £</b>	<b>Total £</b>
		10,000	0	0	0	0	<b>10,000</b>
III	Funding source						
	Prudential borrowing						

# Annex C

## Capital Monitoring Programme 2009-10

Period 10

Division/Service	Approved Budgets				Proposed Budgets		Actuals			Forecasts			Slippage
	Original Approved Budget (19.02.2009)	Slippage	Approved Changes	Latest Approved Budget	Proposed Changes	Latest Proposed Budget	Exp to End of Prev Month	Exp Current Month	Exp to End of Current Month	Forecast Exp to End of Year	Total Forecast for Year	Forecast (Unspent Budget)/ Budget Overspends	Forecast Slippage
	£	£	£	£	£	£	Mth 1 to 9 £	Mth 10 £	Mths 1 to 10 £	Mth 11 to 12 £	Mths 1 to 12 £	£	£
<b>General Fund</b>													
<b>Finance &amp; Support</b>													
Human Resources	0	0	0	0	0	0	0	0	0	0	0	0	0
Finance & Assets	126,800	282,247	376,967	786,014	(90,000)	696,014	282,063	14,098	296,160	344,853	641,014	(145,001)	55,000
Revenue & Benefits	68,100	3,000	(1,000)	70,100	0	70,100	65,923	0	65,923	4,177	70,100	0	0
Northampton Area Procurement	0	0	0	0	0	0	0	0	0	0	0	0	0
Consumer Services & ICT	639,200	78,380	570,180	1,287,760	(185,000)	1,102,760	184,113	50,925	235,038	136,194	371,233	(916,527)	906,484
<b>Total Finance &amp; Support</b>	<b>834,100</b>	<b>363,627</b>	<b>946,147</b>	<b>2,143,874</b>	<b>(275,000)</b>	<b>1,868,874</b>	<b>532,098</b>	<b>65,023</b>	<b>597,121</b>	<b>485,225</b>	<b>1,082,347</b>	<b>(1,061,528)</b>	<b>961,484</b>
<b>Environment &amp; Culture</b>													
Public Protection	128,179	51,605	(46,561)	133,223	0	133,223	77,384	0	77,384	55,597	132,981	(242)	243
Neighbourhood & Environmental Services	100,000	47,750	280,297	428,047	0	428,047	208,496	14,337	222,834	201,368	424,201	(3,846)	3,846
Culture & Leisure	49,667	1,056,431	(877,880)	228,218	(19,466)	208,752	102,229	63,000	165,229	61,928	227,157	(1,061)	1,074
Town Centre Operations	0	0	30,000	30,000	0	30,000	0	0	0	30,000	30,000	0	0
<b>Total Environment &amp; Culture</b>	<b>277,846</b>	<b>1,155,786</b>	<b>(614,144)</b>	<b>819,488</b>	<b>(19,466)</b>	<b>800,022</b>	<b>388,109</b>	<b>77,337</b>	<b>465,446</b>	<b>348,893</b>	<b>814,339</b>	<b>(5,149)</b>	<b>5,163</b>
<b>Planning &amp; Regeneration</b>													
Planning	200,000	31,759	(4,670)	227,089	0	227,089	51,709	4,475	56,184	20,905	77,089	(150,000)	150,000
Regeneration & Development	977,915	2,006	(244,070)	735,852	18,125	753,977	180,446	2,559	183,005	619,971	802,977	67,125	0
<b>Total Planning &amp; Regeneration</b>	<b>1,177,915</b>	<b>33,765</b>	<b>(248,740)</b>	<b>962,940</b>	<b>18,125</b>	<b>981,065</b>	<b>232,154</b>	<b>7,034</b>	<b>239,189</b>	<b>640,877</b>	<b>880,065</b>	<b>(82,875)</b>	<b>150,000</b>
<b>Assistant Chief Executive</b>													
Policy & Community Engagement	46,657	82,288	59,368	188,313	0	188,313	99,477	0	99,477	97,392	196,869	8,556	0
Communications & Consultation	0	0	0	0	0	0	0	0	0	0	0	0	0
Performance & Improvement	0	0	0	0	0	0	0	0	0	0	0	0	0
Northampton Local Strategic Partnership	3,100	494	88,212	91,806	0	91,806	63,964	1,967	65,931	18,200	84,131	(7,675)	9,006
<b>Total Assistant Chief Executive</b>	<b>49,757</b>	<b>82,782</b>	<b>147,580</b>	<b>280,119</b>	<b>0</b>	<b>280,119</b>	<b>163,441</b>	<b>1,967</b>	<b>165,408</b>	<b>115,592</b>	<b>281,000</b>	<b>882</b>	<b>9,006</b>
<b>Borough Solicitor</b>	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Borough Solicitor</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Housing GF</b>													
Strategy, Investment & Performance	0	0	749,446	749,446	0	749,446	152,153	160	152,313	51,000	203,313	(546,133)	546,133
Landlord Services	0	47,305	322,000	369,305	0	369,305	405	0	405	36,900	37,305	(332,000)	332,000
Needs & Support	1,494,317	2,165,491	962,100	4,621,908	0	4,621,908	2,222,205	350,683	2,572,888	912,162	3,485,050	(1,136,858)	1,137,242
<b>Total Housing GF</b>	<b>1,494,317</b>	<b>2,212,796</b>	<b>2,033,546</b>	<b>5,740,659</b>	<b>0</b>	<b>5,740,659</b>	<b>2,374,763</b>	<b>350,843</b>	<b>2,725,606</b>	<b>1,000,063</b>	<b>3,725,668</b>	<b>(2,014,991)</b>	<b>2,015,375</b>



## Annex C

### Capital Monitoring Programme 2009-10

Period 10

Division/Service	Approved Budgets				Proposed Budgets		Actuals			Forecasts			Slippage
	Original Approved Budget (19.02.2009)	Slippage	Approved Changes	Latest Approved Budget	Proposed Changes	Latest Proposed Budget	Exp to End of Prev Month	Exp Current Month	Exp to End of Current Month	Forecast Exp to End of Year	Total Forecast for Year	Forecast (Unspent Budget)/ Budget Overspends	Forecast Slippage
	£	£	£	£	£	£	Mth 1 to 9 £	Mth 10 £	Mths 1 to 10 £	Mth 11 to 12 £	Mths 1 to 12 £	£	£
<b>TOTAL General Fund</b>	<b>3,833,935</b>	<b>3,848,757</b>	<b>2,264,389</b>	<b>9,947,081</b>	<b>(276,341)</b>	<b>9,670,740</b>	<b>3,690,565</b>	<b>502,205</b>	<b>4,192,769</b>	<b>2,590,650</b>	<b>6,783,419</b>	<b>(3,163,661)</b>	<b>3,141,028</b>
<b>HRA</b>													
<b>Housing HRA</b>													
Strategy, Investment & Performance	12,129,192	1,885,782	(4,315,468)	9,699,506	0	9,699,506	4,392,823	467,880	4,860,703	3,796,854	8,657,557	(1,041,949)	1,087,201
Landlord Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Needs & Support	300,000	268,593	300,000	868,593	0	868,593	905,608	13,055	918,663	49,930	968,593	100,000	0
<b>Total Housing HRA</b>	<b>12,429,192</b>	<b>2,154,375</b>	<b>(4,015,468)</b>	<b>10,568,099</b>	<b>0</b>	<b>10,568,099</b>	<b>5,298,430</b>	<b>480,936</b>	<b>5,779,366</b>	<b>3,846,784</b>	<b>9,626,150</b>	<b>(941,949)</b>	<b>1,087,201</b>
<b>TOTAL HRA</b>	<b>12,429,192</b>	<b>2,154,375</b>	<b>(4,015,468)</b>	<b>10,568,099</b>	<b>0</b>	<b>10,568,099</b>	<b>5,298,430</b>	<b>480,936</b>	<b>5,779,366</b>	<b>3,846,784</b>	<b>9,626,150</b>	<b>(941,949)</b>	<b>1,087,201</b>
<b>Total Capital Programme</b>	<b>16,263,127</b>	<b>6,003,132</b>	<b>(1,751,079)</b>	<b>20,515,180</b>	<b>(276,341)</b>	<b>20,238,839</b>	<b>8,988,995</b>	<b>983,140</b>	<b>9,972,135</b>	<b>6,437,434</b>	<b>16,409,569</b>	<b>(4,105,611)</b>	<b>4,228,229</b>

Division/Service	Latest Approved Budget	Actuals to Period 10	Total Forecast for Year	Forecast (Unspent) / Overspend	Forecast Slippage	Detail
£	£	£	£	£	£	
<b><u>General Fund</u></b>						
<b><u>Finance &amp; Support</u></b>						
Human Resources	0	0	0	0	0	There are no capital schemes in this division.
Finance & Assets	786,014	296,160	641,014	(145,001)	55,000	There is a forecast underspend of £300k on the Capitalisation Directive October 2009 as there will be no expenditure of this nature before 31 March 2010. A project variation has been submitted to Cabinet for this. This is partly offset by a new capitalisation directive awarded in January 2010 of £210k. A project appraisal has been submitted to Cabinet for this scheme. There is a forecast underspend and forecast slippage of £25k on the Radon Ventilation project, there may not be time to complete this project this financial year due to the tendering process. There is a forecast underspend and slippage of £30k on the Improvements to Grosvenor Centre Car Park, this is an estimate of the consultancy fees that will not be incurred this financial year.
Revenue & Benefits	70,100	65,923	70,100	0	0	All projects in this division are forecast to be fully spent.
Northampton Area Procurement	0	0	0	0	0	There are no capital schemes in this division.
Consumer Services & ICT	1,287,760	235,038	371,233	(916,527)	906,484	There is a forecast underspend and slippage of £148k on the One Stop Shop CRM project. The impact of the Cliftonville office move will inevitably slow down the progress of this project and the procurement of Middleware has been delayed until the review of how CRM supports the customer service projects is complete. £114k and £417k of the forecast underspend and slippage figure relates to the Data Network Improvements and IT Network Replacement projects respectively. These projects cannot commence until the proposed Cliftonville office move details are confirmed. There is a forecast underspend of £185k and forecast slippage of £175k on the One Stop Shop Transformation project. It has been decided that co-locating with external funders is the favourable option for this project and external funding has been awarded towards the cost of the project, the overall project cost is now £400k. A project variation has been submitted to Cabinet for this. There is a forecast underspend and slippage of £47k on the Partnership Information Hub project. The start of this project was delayed due to the need to find a suitable consultant.
<b>Total Finance &amp; Support</b>	<b>2,143,874</b>	<b>597,121</b>	<b>1,082,347</b>	<b>(1,061,528)</b>	<b>961,484</b>	

Division/Service	Latest Approved Budget	Actuals to Period 10	Total Forecast for Year	Forecast (Unspent) / Overspend	Forecast Slippage	Detail
£	£	£	£	£	£	
<b><u>Environment &amp; Culture</u></b>						
Public Protection	133,223	77,384	132,981	(242)	243	The forecast underspend and slippage on this division relates to the carbon management project for the Lighting Upgrade at Fish Street. As there are additional people moving into this office the upgrade will not be completed until after this.
Neighbourhood & Environmental Services	428,047	222,834	424,201	(3,846)	3,846	The forecast underspend and slippage on this division relates to the Play Area Safety Bases project. Due to the recent bad weather the final piece of work will not be completed until next financial year.
Culture & Leisure	228,218	165,229	227,157	(1,061)	1,074	The forecast underspend and slippage on this division relates to the Money 4 Youth Summer Sports project. The nature of this project is that equipment is purchased as the need is identified by the youth forum.
Town Centre Operations	30,000	0	30,000	0	0	All projects in this division are forecast to be fully spent.
<b>Total Environment &amp; Culture</b>	<b>819,488</b>	<b>465,446</b>	<b>814,339</b>	<b>(5,149)</b>	<b>5,163</b>	
<b><u>Planning &amp; Regeneration</u></b>						
Planning	227,089	56,184	77,089	(150,000)	150,000	The forecast underspend in this division relates to the Housing and Planning Delivery Improvements project. This project was originally planned as a 2.5 year project, this being Year 1. Slippage has been unavoidable due to delays with certain process specifications. However, it is anticipated that now that these have been resolved, the project will be complete within the original timetable.
Regeneration & Development	735,852	183,005	802,977	67,125	0	There is a forecast overspend of £49k on the Market Square as a Flexible Space project. The external funding body for this project have asked if NBC can claim any of next years funding this year, this is an estimate of the additional expenditure that could be incurred this financial year.
<b>Total Planning &amp; Regeneration</b>	<b>962,940</b>	<b>239,189</b>	<b>880,065</b>	<b>(82,875)</b>	<b>150,000</b>	
<b><u>Assistant Chief Executive</u></b>						
Policy & Community Engagement	188,313	99,477	196,869	8,556	0	The forecast overspend on this project relates to the Playbuilder at Kingsthorpe Recreation Ground project. The original budget only included the funding that is to be received from Northamptonshire County Council, however the cost of the project is greater than this. Additional external funding will be received to cover this.
Communications & Consultation	0	0	0	0	0	There are no capital projects in this division.
Performance & Improvement	0	0	0	0	0	There are no capital projects in this division.
Northampton Local Strategic Partnership	91,806	65,931	84,131	(7,675)	9,006	The forecast underspend and slippage on this project relates to the Night Safe & Target Hardening project. The external funding body has agreed that any unspent funds can be slipped into 2010-11.
<b>Total Assistant Chief Executive</b>	<b>280,119</b>	<b>165,408</b>	<b>281,000</b>	<b>882</b>	<b>9,006</b>	

Division/Service	Latest Approved Budget	Actuals to Period 10	Total Forecast for Year	Forecast (Unspent) / Overspend	Forecast Slippage	Detail
	£	£	£	£	£	
<b><u>Borough Solicitor</u></b>	0	0	0	0	0	There are no capital projects in this directorate.
<b>Total Borough Solicitor</b>	0	0	0	0	0	
<b><u>Housing GF</u></b>						
Strategy, Investment & Performance	749,446	152,313	203,313	(546,133)	546,133	The forecast underspend and slippage in this division relates to the Places of Change project. Expenditure on this project is dependent on when Midland Heart drawdown the funds and when statutory compensation claims are payable.
Landlord Services	369,305	405	37,305	(332,000)	332,000	The forecast underspend and slippage in this division relates to the Ecton Lane Improvements 2 project. Works are due to start on site in early March. A lengthy tender process has delayed the start of the project, so the works will not be complete until the new financial year.
Needs & Support	4,621,908	2,572,888	3,485,050	(1,136,858)	1,137,242	£587k of the underspend and slippage on this division relates to the private sector housing projects. These projects are concerned with awarding grants to those on low income living in private sector homes to bring their homes up to the decent homes standard or for disabled adaptations. This is an estimate of the grants that will not have been paid at year-end, but that will have been committed. There can be a time lapse of up to 12 months from when the grants are approved to when the work is completed. It is extremely difficult to forecast cashflow for grants due to the time lapse between grants being approved and the physical work being completed. £550k of the underspend and slippage relates to the Countywide Climate Friendly Scheme. NBC have committed our allocation of £100k, the slippage forecast is in the main due to the need for the other authorities to spend their share of the allocation.
<b>Total Housing GF</b>	<b>5,740,659</b>	<b>2,725,606</b>	<b>3,725,668</b>	<b>(2,014,991)</b>	<b>2,015,375</b>	
<b>Total General Fund</b>	<b>9,947,081</b>	<b>4,192,769</b>	<b>6,783,419</b>	<b>(3,163,661)</b>	<b>3,141,028</b>	

Division/Service	Latest Approved Budget	Actuals to Period 10	Total Forecast for Year	Forecast (Unspent) / Overspend	Forecast Slippage	Detail
£	£	£	£	£	£	
<b><u>HRA</u></b>						
<b><u>Housing HRA</u></b>						
Strategy, Investment & Performance	9,699,506	4,860,703	8,657,557	(1,041,949)	1,087,201	There is a forecast underspend and slippage of £220k of the IBS Open Housing project. This project was put on hold due to additional funds being required. Cabinet approved the additional budget in December and the project is now progressing, however the majority of the work will be completed in 2010-11. £17k of the forecast underspend and slippage relates to the Door Entry Replacement project and represents the work that will not be completed this financial year. £750k of the underspend and slippage relates to the Decent Homes & Poor Condition project. There contract issues which have delayed the progress of the project, further works have now been issued and progress is being made. £100k of the underspend and slippage relates to the Complete Roofs project, this project has been delayed slightly due to the recent bad weather.
Landlord Services	0	0	0	0	0	There are no capital schemes in this division.
Needs & Support	868,593	918,663	968,593	100,000	0	The forecast overspend on this division relates to the Disabled Adaptations Council Stock project. This is due to an increase in demand for this type of accommodation due to the ageing population, and the decrease in affordable new build accommodation. This will be funded by a reduction in the carry forward financing for 2010-11.
<b>Total Housing HRA</b>	<b>10,568,099</b>	<b>5,779,366</b>	<b>9,626,150</b>	<b>(941,949)</b>	<b>1,087,201</b>	
<b>Total HRA</b>	<b>10,568,099</b>	<b>5,779,366</b>	<b>9,626,150</b>	<b>(941,949)</b>	<b>1,087,201</b>	
<b>Total Capital Programme</b>	<b>20,515,180</b>	<b>9,972,135</b>	<b>16,409,569</b>	<b>(4,105,611)</b>	<b>4,228,229</b>	

## Revenue Expenditure Funded by Capital Under Statute (REFCUS)

As at the end of January 2010

Scheme Title	Budgets			Actuals	Forecasts			Slippage
	Latest Approved Budget	Proposed Changes	Latest Proposed Budget	Exp to End of January 2010	Forecast Exp to End of Year	Total Forecast for Year	Forecast (Unspent Budget)/ Budget Overspends	Forecast Slippage
Midsummer Meadow Bridge	41,043		41,043	0	41,043	41,043	0	0
Capitalisation Directive October 2009	300,000	(300,000)	0	0	0	0	(300,000)	0
Upton Country Park Pedestrian & Cycle Bridge	86,000		86,000	47,265	38,735	86,000	0	0
Environmental & Recreational Impr - Spring Lane Victorian School Annex	3,100		3,100	1,967	0	1,967	(1,133)	0
Disabled Facilities Grant (Private Sector)	1,713,679		1,713,679	1,233,958	202,851	1,436,809	(276,870)	276,870
GOEM Projects (Decent Homes)	1,978,057		1,978,057	1,267,834	399,850	1,667,684	(310,373)	310,373
Renovation Grants	95,997	(10,000)	85,997	3,905	82,092	85,997	(10,000)	0
Hot Property	9,509	10,000	19,509	9,105	10,404	19,509	10,000	0
Heat Streets	2,350		2,350	2,324	26	2,350	(0)	0
GOEM Warm Front Top Up	0		0	(27)	27	0	0	0
GOEM Falls on Level	0		0	(665)	665	0	0	0
Countywide Climate Friendly Communities	750,000		750,000	43,396	156,604	200,000	(550,000)	550,000
Partnership Information Hub (GIS)	121,000		121,000	35,479	38,027	73,506	(47,494)	47,494
Places of Change	749,446		749,446	152,313	51,000	203,313	(546,133)	546,133
<b>Total</b>	<b>5,850,181</b>	<b>(300,000)</b>	<b>5,550,181</b>	<b>2,796,854</b>	<b>1,021,324</b>	<b>3,818,178</b>	<b>(2,032,003)</b>	<b>1,730,870</b>

Note: These schemes are included in the figures for the capital programme.

## Capital Programme Financing 2009-10

As at the end of January 2010

	GF Finance & Support £	GF Environment & Culture £	GF Planning & Regeneration £	GF Assistant Chief Executive £	GF Borough Solicitor £	GF Housing £	HRA Housing £	Unallocated £	Total £
<b>Programme</b>									
Latest Approved Budget	2,143,874	819,488	962,940	280,119		5,740,659	10,568,099		20,515,180
Proposed Budget Changes	(275,000)	(19,466)	18,125						(276,341)
<b>Latest Proposed Budget</b>	<b>1,868,874</b>	<b>800,022</b>	<b>981,065</b>	<b>280,119</b>	<b>0</b>	<b>5,740,659</b>	<b>10,568,099</b>	<b>0</b>	<b>20,238,839</b>
<b>Funding</b>									
Prudential Borrowing	3,061,314	188,271	330	3,100		1,729,689			4,982,703
Supported Borrowing							500,000		500,000
Capital Receipts	273,200	100,000				33,800	416,791		823,791
MRA							11,068,543		11,068,543
Grants	270,000	384,171	856,684	277,019		3,930,503	225,957		5,944,334
Third Party Financing	41,043	89,615	778,052			155,322			1,064,032
Revenue Financing	147,317	201,269				72,317	8,512,000		8,932,903
<b>Total Funding</b>	<b>3,792,874</b>	<b>963,326</b>	<b>1,635,065</b>	<b>280,119</b>		<b>5,921,631</b>	<b>20,723,291</b>		<b>33,316,306</b>
<b>Unallocated Funding</b>	<b>1,924,000</b>	<b>163,304</b>	<b>654,000</b>			<b>180,971</b>	<b>10,155,192</b>		<b>13,077,467</b>
<b>Breakdown of unallocated funding</b>									
<b>General Fund</b>									
<i>Earmarked funding pending project appraisals</i>									
Prudential borrowing		25,444							25,444
Grant		26,311				31,000			57,311
Revenue contribution		64,399							64,399
<i>Earmarked carryforward to 2010-11</i>									
Prudential borrowing	1,840,000								1,840,000
GF Capital Receipt									0
Section 106			654,000			149,971			803,971
Grant	84,000	47,150							131,150
<b>Capital Reserve</b>									
GF Capital Receipt									0
<b>HRA</b>									
<i>Earmarked carryforward to 2010-11</i>									0
Earmarked Reserve							8,500,000		8,500,000
RTB Capital Receipts							416,791		416,791
Grant							188,387		188,387
MRA							1,050,014		1,050,014
<b>Unallocated Funding</b>	<b>1,924,000</b>	<b>163,304</b>	<b>654,000</b>	<b>0</b>	<b>0</b>	<b>180,971</b>	<b>10,155,192</b>	<b>0</b>	<b>13,077,467</b>

# Agenda Item 9

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

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