



NORTHAMPTON
BOROUGH COUNCIL

CABINET AGENDA

Wednesday, 17 July 2013

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

6:00 pm

Members of the Cabinet:

Councillor: David Mackintosh (Leader of the Council)

Councillor: Mary Markham (Deputy Leader)

Councillors: Alan Bottwood, Tim Hadland, Mike Hallam, Brandon Eldred.

Chief Executive David Kennedy

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

PORTFOLIOS OF CABINET MEMBERS

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

SPEAKING AT CABINET MEETINGS

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

Registration can be by:

Telephone: (01604) 837722
(Fax 01604 838729)

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

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

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

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

KEY DECISIONS

 denotes the issue is a 'Key' decision:

- Any decision in relation to the Executive function* which results in the Council incurring expenditure which is, or the making of saving which are significant having regard to the Council's budget for the service or function to which the decision relates. For these purpose the minimum financial threshold will be £250,000;
- Where decisions are not likely to involve significant expenditure or savings but nevertheless are likely to be significant in terms of their effects on communities in two or more wards or electoral divisions; and
- For the purpose of interpretation a decision, which is ancillary or incidental to a Key decision, which had been previously taken by or on behalf of the Council shall not of itself be further deemed to be significant for the purpose of the definition.

NORTHAMPTON BOROUGH COUNCIL

CABINET

Your attendance is requested at a meeting to be held:
in The Jeffrey Room, St. Giles Square, Northampton, NN1 1DE.
on Wednesday, 17 July 2013
at 6:00 pm.

D Kennedy
Chief Executive

AGENDA

1. APOLOGIES

2. MINUTES

(Copy herewith)

3. INTENTION TO HOLD PART OF THE MEETING IN PRIVATE

4. DEPUTATIONS/PUBLIC ADDRESSES

5. DECLARATIONS OF INTEREST

6. ISSUES ARISING FROM OVERVIEW AND SCRUTINY COMMITTEES

**(A) RECOMMENDATIONS OF THE OVERVIEW AND SCRUTINY
COMMITTEE - SERIOUS ACQUISITIVE CRIME, VIOLENT CRIME AND
COMMUNITY SAFETY**

Report of Chair of Overview and Scrutiny (Copy herewith)

**(B) RECOMMENDATIONS OF THE OVERVIEW AND SCRUTINY
COMMITTEE - INFRASTRUCTURE REQUIREMENTS AND SECTION 106
AGREEMENTS**

Report of Chair of Overview and Scrutiny (Copy herewith)

**(C) RECOMMENDATIONS OF THE OVERVIEW AND SCRUTINY
COMMITTEE - RETAIL EXPERIENCE**

Report of Chair of Overview and Scrutiny (Copy herewith)

**7. NORTHAMPTON TOWN FOOTBALL CLUB AND NORTHAMPTON SAINTS
RUGBY CLUB - EXPANSION PLANS**

Report of Director of Regeneration, Enterprise and Planning and Chief Executive (Copy herewith)

8. NORTHAMPTON TOWN CENTRE - THE NEXT STEPS

Report of Director of Customers and Communities (Copy herewith)

9. CORPORATE OUTTURN PERFORMANCE REPORT

Report of the Chief Executive (Copy herewith)

10. FINANCE AND MONITORING OUTTURN REPORT

Report of Director of Resources (Copy herewith)

11. EXCLUSION OF PUBLIC AND PRESS

THE CHAIR TO MOVE:

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

SUPPLEMENTARY AGENDA

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

CABINET

Wednesday, 12 June 2013

PRESENT: Councillor Mackintosh (Chair); Councillor Markham (Deputy Chair);
Councillors Hadland and Hallam

1. APOLOGIES

Apologies were received from Councillors Eldred and Bottwood.

2. MINUTES

The minutes of the meeting held on the 8th May 2013 were agreed and signed by the Chair.

3. INTENTION TO HOLD PART OF THE MEETING IN PRIVATE

There were no items to be heard in private.

4. DEPUTATIONS/PUBLIC ADDRESSES

Dr Marie Dickie addressed Cabinet in respect of Item 7- Northampton 'Heritage Gateway' Feasibility Study and Options Appraisal and commented that she welcomed the recommendations contained within the report and stated that it had been an exemplary illustration of the Council and voluntary groups working together. She further noted that the 'Heritage Gateway' would instil a sense of pride in the past, present and future of the historical Town.

The Leader thanked Dr Dickie for her comments and the 'Friends of Northampton Castle'.

5. DECLARATIONS OF INTEREST

There were none.

6. ISSUES ARISING FROM OVERVIEW AND SCRUTINY COMMITTEES

There were none

7. NORTHAMPTON 'HERITAGE GATEWAY' FEASIBILITY STUDY AND OPTIONS APPRAISAL

Councillor Stone addressed Cabinet and commented that the project was exciting and endorsed the process and hoped that it would come to fruition. She asked for clarification whether the Neighbourhood Forum would be consulted, whether the issue or displaced parking would be dealt with, relating to the car parks in Spring Boroughs and whether the demolished houses would be replaced.

Councillor Glynane addressed Cabinet and commented that there were some good ideas that needed to be expanded. He requested that other groups be asked to contribute to the Heritage Trails and asked for more community engagement.

Councillor Hadland, as the relevant Cabinet Member submitted a report and addressed Councillor Glynane's concerns. He commented that it was an exemplary piece of partnership working. In response to Councillor Stone's concerns, he commented that the Neighbourhood Forum would be involved, car parking was currently under review and commented that he would explore the possibility of more cycle routes.

The Leader commented that he welcomed the report and there was a need to recognise

Northampton's history, heritage and culture.

RESOLVED:

1. That section 3.3.1 of the outlined proposals for the 'Heritage Gateway' as set out in the report be approved.
2. That regular progress reports on the implementation of the Heritage Gateway Project be received.

8. IMPROVING NORTHAMPTON'S PARKS AND OPEN SPACES

Councillor Stone addressed Cabinet and commented that Northampton was blessed with the parks within the town. She requested that an Equality Impact Assessment be undertaken to ensure that all park users are consulted and asked that more be done in making provision for younger people.

Councillor Beardsworth commented that she welcomed the report and asked that the voluntary groups who service their local parks be recognised for their work.

Councillor Glynane requested that more be done to encourage and open up bridle ways into the Town Centre which he considered would be a unique selling point of the Town.

Councillor Hallam, as the relevant Cabinet Member submitted a report and explained that the report was a reinforcement of the administrations dedication to continual improvements to the parks.

RESOLVED:

1. That the refreshed Northampton Parks and Open Spaces Strategy, attached at appendix 1 of the report be approved.
2. That the establishment of park management committees for Abington Park, Delapre Abbey and the Racecourse and for any other parks in the town, where there would be evidence of strong community support be agreed.
3. That authority be delegated to the Director of Customers and Communities, in consultation with the Cabinet Member for Environment, the task of establishing park committees, to include the appointment of park committee members, developing terms of reference and setting up meetings.

9. DISPOSAL OF LAND ADJACENT TO THE A43 AT ROUND SPINNEY

Councillor Hadland, as the relevant Cabinet Members submitted a report which was a response to the public consultation and explained that not one of the objections received was concerned with the loss of land.

RESOLVED:

1. That the objections received to the proposed disposal of freehold land designated as public open space adjacent to the A43 at Round Spinney, (shown edged red upon the attached plan at Appendix 1 of the report) were considered.
2. That Cabinets earlier decision to support the disposal of land shown on the plan referred to at 2.1 (Appendix 1 of the report) be confirmed.
- 3.

10. PROPOSED GRANT OF LEASE TO NORTHAMPTONSHIRE COUNTY COUNCIL - PUBLIC OPEN SPACE AT FAR COTTON RECREATION GROUND

Councillor Glynane addressed Cabinet, speaking on behalf of the Far Cotton Residents Association. He commented that in section 3.1.4 of the Cabinet report, no reference of the involvement of local Councillors or community representatives was made. He further commented that the expired lease was unclear with regards to who was responsible for its operation and that clarification needed to be included in the lease agreement to ensure those responsible had a clear understanding of their obligations.

RESOLVED:

1. That the objections received to the proposed disposal of land at Far Cotton Recreation Ground comprising 1,860 sq.m.(shown edged red upon the attached plan at Appendix 1 of the report) and designated as public open space, by way of grant of a new five years lease to Northamptonshire County Council be considered.
2. That a renewal of a lease of part of Far Cotton Recreation Ground (comprising that area referred to at 2.1 of the report) may be completed to Northamptonshire County Council, upon the terms referred to including provision for a rolling mutual break provision be confirmed.

The meeting concluded at 6.25pm

Appendices: 1



OVERVIEW & SCRUTINY VIEWS AND RECOMMENDATIONS

TO CABINET 17 JULY 2013

Report Title	RECOMMENDATIONS OF THE OVERVIEW AND SCRUTINY COMMITTEE – SERIOUS ACQUISITIVE CRIME, VIOLENT CRIME AND COMMUNITY SAFETY
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Agenda Status: PUBLIC

1. Purpose

- 1.1 To present to Cabinet for consideration, the comments and recommendations of the Overview and Scrutiny Committee on the findings of the Review – Serious Acquisitive Crime (SAC), violent crime and community safety.
- 1.2 The Executive Summary to the Overview and Scrutiny Committee’s report is attached at Appendix A. Members of Cabinet have been issued with a copy of the full report. All Overview and Scrutiny Review reports are published on the Overview and Scrutiny page on the Council’s Webpage and a copy of the this report can be located: www.northampton.gov.uk/scrutiny - Previous Scrutiny Reviews.

2. Recommendations

- 2.1 The Overview and Scrutiny Committee recommends to Cabinet that:

Northampton Borough Council (NBC)

- 2.1.1 A funding pot is identified to provide target hardening for properties that are located within hot spot areas.
- 2.1.2 Northampton Borough Council ensures active engagement with the Troubled Families Agenda.
- 2.1.3 Prior to any physical works being undertaken, consideration to long-term maintenance is given and resources identified.
- 2.1.4 Councillors are issued with regular updated information on the demographics of their wards.

Housing

- 2.1.5 Obsolete signs in place around the Council's housing stock are removed and all relevant signage is in situ and is clearly visible.
- 2.1.6 An enhanced and responsive maintenance service is implemented in "hotspot" areas.
- 2.1.7 A funding pot is identified to provide target hardening on Council properties that are located within hot spot areas.

Planning/Regeneration

- 2.1.8 It is ensured that when land or buildings is transferred, it is stipulated that the land must be cleared and properly secured.
- 2.1.9 Consideration is given to utilising unused open spaces in residential areas across the town for public use.
- 2.1.10 Planning continues to work with and seek advice and guidance from the Police Architectural Liaison Officer to ensure new developments meet 'Design out Crime' standards.

Neighbourhood Wardens

- 2.1.11 Clarification is given on the role of the Neighbourhood Wardens. This information is disseminated to ward Councillors.
- 2.1.12 Neighbourhood Wardens undertake annual refresher training on crime prevention matters.
- 2.1.13 An on-going professional training and development plan, with specific focus on crime prevention and community safety, for Neighbourhood Wardens is produced and implemented.

Partners and Agencies

- 2.1.14 Following completion of projects in hotspot locations, an exit plan is developed outlining support and maintenance post project, in order that the positive results are maintained.
- 2.1.15 On-going maintenance budgets are included with any environmental improvements such as fencing.
- 2.1.16 A directory for young people is developed that provides information on services and facilities available to young people.
- 2.1.17 There is timelier sharing of data from Accident and Emergency with the Community Safety Partnership. This means weekly highlight reports and full details on a monthly basis.

- 2.1.18 A mechanism is introduced to ensure that the Health and Wellbeing Board can provide information and feedback to the Community Safety Partnership (CSP).
- 2.1.19 Membership of the CSP be revisited to ensure that it includes all relevant Agencies and service areas, including the Voluntary Sector.
- 2.1.20 When training/education around crime prevention issues is undertaken, consideration is always be given to the audience and the trainer is mindful to use appropriate language that is universally understood.
- 2.1.21 Information systems between the Police and local Councillors are reviewed and further developed.
- 2.1.22 Support is given to the Intensive Community Engagement programme hosted by Northamptonshire Police.
- 2.1.23 Formal links between Enterprise Management Services (EMS) and Northampton Borough Council are developed around situational crime to ensure faster information sharing and faster responses to dealing with service issues, therefore resulting in a positive outcome for the community.

Community Forums

- 2.1.24 Residents Associations, Community Groups and Forums are encouraged to use open spaces which in turn will assist in community development and ownership of their local areas.

Northants Probation Service

- 2.1.25 A programme of works on the priority locations identified by Northampton Borough Council is built into the Community Pay Back Initiative.

Police and Crime Commissioner, Northamptonshire

- 2.1.26 A copy of this report is provided to the Office of the Police and Crime Commissioner, Northamptonshire.

3. Background and Issues

3.1 The purpose of the Review was:

- To investigate, as a benchmark, Northampton's crime statistics in relation to serious acquisitive and violent crime
- To identify 'hotspots' in relation to serious acquisitive and violent crime
- To identify the impact that serious acquisitive crime and violent crime has on the residents of Northampton
- To identify the serious acquisitive crime and violent crime issues that Northampton Borough Council, in partnership with other Agencies, can have an impact upon

- 3.2 The Overview and Scrutiny Committee agreed at its work programming event in March 2012 agreed to include a review of serious acquisitive crime, violent crime and community safety. These were issues that had been identified by a number of members of the public as key concerns. The Overview and Scrutiny Committee commissioned Scrutiny Panel 1 to undertake the review. An in-depth review commenced in May 2012 and concluded in April 2013.
- 3.3 A Scrutiny Panel was established comprising Councillor Danielle Stone (Chair); Councillor David Palethorpe (Vice Chair); Councillors Mick Ford, Brendan Glynane, Christopher Malpas, Dennis Meredith, Brian Sargeant and Chief Inspector Max Williams, Northants Police, Sharon Henley, Northants Police, and Neil Bartholomey, Chair, Northampton PubWatch, (Co-Optees).
- 3.4 This review links to the Council's corporate priorities - Corporate Priority 2 - Invest in safer, cleaner neighbourhoods, creating an attractive, clean and safe environment.
- 3.5 The Scrutiny Panel established that the following needed to be investigated and linked to the realisation of the Council's corporate priorities:
- Context:
 - Local statistics
 - Demographics – local and national
 - Baseline data:
 - National crime statistics
 - Local crime statistics
 - Synopsis of various research documents and other published documents
 - Evidence from expert internal witnesses
 - Evidence from expert external witnesses
 - Evidence from ward Councillors
 - Site visits
- 3.6 Evidence was collated from a variety of key advisors, including:
- Leader of the Council, NBC
 - Chair of Community Safety Partnership
 - Key Officers, Northants Police
 - IOM Team, Northants Probation
 - Neighbourhood Wardens
 - Head of Offender Management Services, Northampton Prisons
 - Accident and Emergency, Northampton General Hospital
 - Victim Support
 - Northampton Youth Forum
 - The Police and Crime Commissioner
 - Housing Services, Northampton Borough Council
 - Sunflower Centre
 - Ward Councillors

- 3.7 In considering the evidence the following conclusions were made: -
- 3.7.1 The Scrutiny Panel acknowledged that this Review should concentrate on wider issues and that if initial figures indicated that the domestic abuse was disproportionately high it would be relevant for a future Scrutiny Review to be undertaken on interpersonal violence. The Scrutiny Panel felt that the remit of this Review could include how improved education on domestic violence issues could be provided for the non-British White population.
 - 3.7.2 The Scrutiny Panel felt that it would be useful for ward Councillors to have regularly updated information on the demographics of their areas. It was however noted that this information is available on the Northamptonshire Observatory and that a permanent link is detailed within each edition of the monthly Councillor E-Newsletter, (Councillor Connect).
 - 3.7.3 From the evidence provided in the statistical data there is evidence that there has been an increase in Serious Acquisitive Crime (SAC), especially vehicle crime which impacts negatively upon the residents of the town.
 - 3.7.4 It was concluded that it would be useful for all Councillors to be informed of when initiatives are being undertaken in their wards by the Community Safety Partnership.
 - 3.7.5 It was concluded that target hardening of properties in hotspot locations was effective in reducing burglary.
 - 3.7.6 The need for a representative from Housing Services, Northampton Borough Council, to be a member of the Community Safety Partnership was emphasised. It was highlighted that access to safe and adequate housing is an essential element in building positive community cohesion and discouraging crime. The Scrutiny Panel further agreed that there is a need for all service areas involved in community safety activity to attend meetings of the Community Safety Partnership (CSP).
 - 3.7.7 The Scrutiny Panel welcomed that training will be provided to all Community Safety Partnership members who work on the frontline. It felt, however, that awareness training on domestic abuse should be made available for Councillors.
 - 3.7.8 It was recognised that when training correct use of terminology should be emphasised.
 - 3.7.9 The value of whole family interventions be emphasised and that such cases require multi-Agency intervention, including Policing, education, profiling, training and support.
 - 3.7.10 It was welcomed that the CSP is currently undertaking work endeavouring to engage with Eastern/Central Europeans. Those who are economic migrants do not appear to be engaged with any community, simply being here to work. Data is showing this ethnic group as being of being vulnerable to crime either as a perpetrator or a victim. The numbers involved/affected are disproportionately higher than the population figures.
 - 3.7.11 It is a statutory requirement that Accident and Emergency data is provided to the Community Safety Partnership and it was felt that data should be provided on a more regular basis.

- 3.7.12 The Scrutiny Panel noted that there appears to be a gap between Public Health and Housing Services but realised that steps were in place to address this.
- 3.7.13 The Scrutiny Panel conveyed concerns that it appeared that Neighbourhood Wardens are being expected to take on a much wider role. Whilst they have received some training the Scrutiny Panel felt that they are not crime prevention professionals and should not be giving advice on that basis. The role of the Wardens should be about working with partner Agencies and signposting the public to the correct service and not actually solving crime issues directly.
- 3.7.14 It was acknowledged that Neighbourhood Wardens sit on a number of Partnership sub groups and feed into action plans and the overarching process.
- 3.7.15 It was generally felt that members of the public will often speak to Neighbourhood Wardens when they would otherwise be reluctant to engage with the Police. Neighbourhood Wardens are in regular contact with an area and are generally trusted.
- 3.7.16 Further to the site visits undertaken by the Panel it was felt that disused property needs to be secured so that it does not become a target for vandalism and anti-social behaviour. Such sites should be protected or screened. It would be beneficial for best practice advice to be sought from the relevant department within Northampton Borough Council.
- 3.7.17 The evidence gathered from the site visits concluded that there are issues in areas where fencing has been erected in order to try and solve problems. These had not been maintained or panels had been removed to allow easier routes through. This highlighted the need for ensuring that on-going maintenance is identified prior to any schemes being undertaken.
- 3.7.18 The evidence gathered highlighted that there is a need to reduce the impact of the "broken window syndrome" on members of the community; such issues are identified through Environmental Audits produced by Crime Prevention Officers for the Community Safety Partnership (CSP). It was felt that a possible improvement is an enhanced, responsive maintenance service in "hotspot" areas.
- 3.7.19 Vice and drug issues appear to be prominent in some areas of the town and the 'broken window syndrome' appears to be the forerunner to crime.
- 3.7.20 The Scrutiny Panel felt that the unused open spaces should be utilised to create public use with a view to reducing the "broken window syndrome."
- 3.7.21 The Scrutiny Panel highlighted the importance of educating residents in security so the purpose of security measures are understood and used. Examples such as locking doors, windows and gates, securing vehicles and the removal of visible property.
- 3.7.22 Lack of maintenance management in areas is an issue, for example:
- Access controlled car park not working
 - Lack of maintenance to fencing
 - Littering
 - Landscaping maintenance issues

- 3.7.23 The development of a Neighbourhood Forum for the Spring Boroughs area is currently taking place. There is a need for it to comprise at least 21 individuals who either work or reside in the area. The Scrutiny Panel felt it would be useful for at least one individual from each of the houses (block of flats) to be elected to the Forum.
- 3.7.24 The Scrutiny Panel agreed that there is a need to understand NBC's maintenance programme for housing stock and estates, including communal doors, garage blocks, street cleansing, and grounds maintenance. For example - when repairs are undertaken there is a need for them to be made, not only to the front access communal doors but also to the rear.
- 3.7.25 The Panel welcomed the trial of the Intensive Community Engagement programme that is currently taking place in the South West Sector of the Northampton. Part of the programme includes 'Rich Picturing', where the community is asked to draw pictures of their neighbourhood currently, and also what they would like it to look like. These pictures can reveal issues that the Police are unaware of. Matters that are not considered to be within the Police's remit will be passed to the relevant Agency. The Panel considered this initiative would help to engage with the community and identify problems and the ward Councillors could be a long term strategic link.
- 3.7.26 It was emphasised that in certain areas, the completion of a CASPAR project had been very positive but no further support was provided to the community following completion of the project. The Scrutiny Panel felt that an exit strategy should always be put in place, ensuring a level of support and on-going maintenance if required.
- 3.7.27 The Scrutiny Panel was disappointed that, due to the lack of current projects such as CASPAR in Spring Boroughs, coupled with the current economic climate and lack of officer presence that the area had begun to deteriorate.
- 3.7.28 The previous benefits of a Community Group undertaking gardening activities in the Pocket Park on Spring Boroughs were realised.
- 3.7.29 The Scrutiny Panel acknowledged that it would be beneficial to encourage Residents Associations and Community Forums to use open space facilities which in turn would assist in developing community spirit.
- 3.7.30 Collection of alcohol related incidents data is carried out in Accident and Emergency (A&E). The value of this is limited because the data is not shared in a timely manner.
- 3.7.31 The Panel recognised that, on occasions, victims of domestic abuse presenting at A&E are not referred to supporting Agencies.
- 3.7.32 The Scrutiny Panel realised that a lot of anti-social behaviour is connected to litter and environmental problems. There needs to be a process for the information flow to Enterprise Management Services (EMS) be stronger and with faster responses.
- 3.7.33 The Scrutiny Panel noted that work is underway to ascertain whether the large number of fly tipping incidents relate to problems which people have with access to home waste and recycling centres. There are problems with shared areas at housing complexes and in private alleyways. These areas can cause a series of problems and a solution needs to be implemented to ensure that issues are dealt with quickly when reported.

- 3.7.34 EMS provides schedules to the Council detailing work that is being undertaken in each area. The Scrutiny Panel felt it would be useful for this information to be disseminated to all Council departments.
- 3.7.35 The Scrutiny Panel concluded that working with partners and other Agencies is vital in providing a holistic approach to making improvements.
- 3.7.36 Significant progress has been made regarding the issues surrounding people attending pubs and clubs in the town centre area. The introduction of Night Watch, which includes the traffic light system and the banning of some key violent offenders from the town centre, has created a positive effect, was welcomed.
- 3.7.37 Good communication between door staff and the Police was recognised.

4. Options

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

5. Implications (including financial implications)

5.1 Policy

- 5.1.1 The work of Overview and Scrutiny plays a major part in the development of the Council's policy framework through its work programme.
- 5.1.2 The report and its recommendations have policy implications in relation serious acquisitive crime, violent crime and community safety. Cabinet's response will need to consider these issues in detail.

5.2 Resources and Risk

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

5.3 Legal

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

5.4 Equality

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

5.5 Consultees (Internal and External)

- 5.5.1 The Committee consulted and took evidence from a variety of sources as detailed in paragraph 3.6 of this report.

6. Background Papers

- Overview and Scrutiny Committee Report – Serious Acquisitive Crime, violent crime and community safety (April 2013)
- Minutes of the meeting of Overview and Scrutiny Committee – 25 April 2013

Report Author and Title: Tracy Tiff, Scrutiny Officer, on behalf of Councillor Jamie Lane, Chair, Overview and Scrutiny Committee

EXECUTIVE SUMMARY

The purpose of the Review was to:

- To investigate, as a benchmark, Northampton's crime statistics in relation to serious acquisitive and violent crime
- To identify 'hotspots' in relation to serious acquisitive and violent crime
- To identify the impact that serious acquisitive crime and violent crime has on the residents of Northampton
- To identify the serious acquisitive crime and violent crime issues that Northampton Borough Council, in partnership with other Agencies, can have an impact upon

The Overview and Scrutiny Committee agreed at its work programming event in March 2012 to include a review of serious acquisitive crime, violent crime and community safety. These were issues that had been identified by a number of members of the public as key concerns. The Overview and Scrutiny Committee commissioned Scrutiny Panel 1 to undertake the review. An in-depth review commenced in May 2012 and concluded in April 2013.

A Scrutiny Panel was established comprising Councillor Danielle Stone (Chair); Councillor David Palethorpe (Vice Chair); Councillors Mick Ford, Brendan Glynane, Christopher Malpas, Dennis Meredith, Brian Sargeant and Chief Inspector Max Williams, Northants Police, Sharon Henley, Northants Police, and Neil Bartholomey, Chair, Northampton PubWatch, (Co-Optees).

The Scrutiny Panel established that the following needed to be investigated and linked to the realisation of the Council's corporate priorities:

- Context:
 - Local statistics
 - Demographics – local and national
- Baseline data:
 - National crime statistics
 - Local crime statistics
 - Synopsis of various research documents and other published documents
 - Evidence from expert internal witnesses
 - Evidence from expert external witnesses
 - Evidence from ward Councillors
 - Site Visits

This review links to the Council's corporate priorities - Corporate Priority 2 - Invest in safer, cleaner neighbourhoods, creating an attractive, clean and safe environment.

CONCLUSIONS AND KEY FINDINGS

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

6.1 The purpose of the Scrutiny Panel was:

- To investigate, as a benchmark, Northampton's crime statistics in relation to serious acquisitive and violent crime
- To identify 'hotspots' in relation to serious acquisitive and violent crime
- To identify the impact that serious acquisitive crime and violent crime has on the residents of Northampton
- To identify the serious acquisitive crime and violent crime issues that Northampton Borough Council, in partnership with other Agencies, can have an impact upon

Scrutiny Panel 1 recommends to Cabinet that:

Northampton Borough Council (NBC)

- 6.1.1 A funding pot is identified to provide target hardening for properties that are located within hot spot areas.
- 6.1.2 Northampton Borough Council ensures active engagement with the Troubled Families Agenda.
- 6.1.3 Prior to any physical works being undertaken, consideration to long-term maintenance is given and resources identified.
- 6.1.4 Councillors are issued with regular updated information on the demographics of their wards.

Housing

- 6.1.5 Obsolete signs in place around the Council's housing stock are removed and all relevant signage is in situ and is clearly visible.
- 6.1.6 An enhanced and responsive maintenance service is implemented in "hotspot" areas.
- 6.1.7 A funding pot is identified to provide target hardening on Council properties that are located within hot spot areas.

Planning/Regeneration

- 6.1.8 It is ensured that when land or buildings is transferred, it is stipulated that the land must be cleared and properly secured.
- 6.1.9 Consideration is given to utilising unused open spaces in residential areas across the town for public use.
- 6.1.10 Planning continues to work with and seek advice and guidance from the Police Architectural Liaison Officer to ensure new developments meet 'Design out Crime' standards.

Neighbourhood Wardens

- 6.1.11 Clarification is given on the role of the Neighbourhood Wardens. This information is disseminated to ward Councillors.
- 6.1.12 Neighbourhood Wardens undertake annual refresher training on crime prevention matters.
- 6.1.13 An on-going professional training and development plan, with specific focus on crime prevention and community safety, for Neighbourhood Wardens is produced and implemented

Partners and Agencies

- 6.1.14 Following completion of projects in hotspot locations, an exit plan is developed outlining support and maintenance post project, in order that the positive results are maintained.
- 6.1.15 On-going maintenance budgets are included with any environmental improvements such as fencing.
- 6.1.16 A directory for young people is developed that provides information on services and facilities available to young people.
- 6.1.17 There is timelier sharing of data from Accident and Emergency with the Community Safety Partnership. This means weekly highlight reports and full details on a monthly basis.
- 6.1.18 A mechanism is introduced to ensure that the Health and Wellbeing Board can provide information and feedback to the Community Safety Partnership (CSP).
- 6.1.19 Membership of the CSP be revisited to ensure that it includes all relevant Agencies and service areas, including the Voluntary Sector.

- 6.1.20 When training/education around crime prevention issues is undertaken, consideration is always be given to the audience and the trainer is mindful to use appropriate language that is universally understood.
- 6.1.21 Information systems between the Police and local Councillors are reviewed and further developed.
- 6.1.22 Support is given to the Intensive Community Engagement programme hosted by Northamptonshire Police.
- 6.1.23 Formal links between Enterprise Management Services (EMS) and Northampton Borough Council are developed around situational crime to ensure faster information sharing and faster responses to dealing with service issues, therefore resulting in a positive outcome for the community.

Community Forums

- 6.1.24 Residents Associations, Community Groups and Forums are encouraged to use open spaces which in turn will assist in community development and ownership of their local areas.

Northants Probation Service

- 6.1.25 A programme of works on the priority locations identified by Northampton Borough Council is built into the Community Pay Back Initiative.

Police and Crime Commissioner, Northamptonshire

- 6.1.26 A copy of this report is provided to the Office of the Police and Crime Commissioner, Northamptonshire.

Recommendations to the Overview and Scrutiny Committee

- 6.1.27 The Overview and Scrutiny Committee be asked to consider the inclusion of a Scrutiny Review of Interpersonal Violence in its Work Programme for 2013/2014.
- 6.1.28 The Overview and Scrutiny Committee, as part of its monitoring regime, reviews the impact of this report in six months' time.

<p>Appendices: 1</p>



OVERVIEW & SCRUTINY VIEWS AND RECOMMENDATIONS TO CABINET 17 JULY 2013

Report Title	RECOMMENDATIONS OF THE OVERVIEW AND SCRUTINY COMMITTEE – INFRASTRUCTURE REQUIREMENTS AND SECTION 106 AGREEMENTS
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Agenda Status: PUBLIC

1. Purpose

- 1.1 To present to Cabinet for consideration, the comments and recommendations of the Overview and Scrutiny Committee on the findings of the Review – Infrastructure Requirements and Section 106 Agreements.
- 1.2 The Executive Summary to the Overview and Scrutiny Committee's report is attached at Appendix A. Members of Cabinet have been issued with a copy of the full report. All Overview and Scrutiny Review reports are published on the Overview and Scrutiny page on the Council's Webpage and a copy of the this report can be located: www.northampton.gov.uk/scrutiny - Previous Scrutiny Reviews.

2. Recommendations

- 2.1 The Overview and Scrutiny Committee recommends to Cabinet that:

Infrastructure Requirements

- 2.1.1 The Scrutiny Panel formally informs Cabinet that it is satisfied that the infrastructure requirements are identified in the West Northamptonshire Joint Core Strategy Infrastructure Delivery Plan up to 2026.
- 2.1.2 Infrastructure cannot be totally funded through Section 106 Agreements or Community Infrastructure Levy (CIL). Cabinet investigates other funding sources to meet the funding gap of £439.6 million.
- 2.1.3 It is ensured that the North West Bypass is fully funded and built, when required, to serve new developments and that appropriate arrangements are agreed with South Northants Council and Daventry District Council to ensure funding CIL infrastructure is given priority across the partnership.

- 2.1.4 Section 106 Agreements and CIL contribute to improvements to the Strategic Highways Network via the A45/M1 Growth Management Strategies.

Affordable Housing

- 2.1.5 Cabinet satisfies itself that the introduction of Community Infrastructure Levy (CIL) will not have an adverse impact on the provision of affordable housing; whilst recognising that the existing S106 Policy allows for flexibility in accordance with Government Policy.
- 2.1.6 Cabinet recognises that the introduction of CIL will have corporate implications and these must be identified and addressed.

3. Background and Issues

- 3.1 The purpose of the Review was:

- To identify the infrastructure requirements to Northampton and the surrounding areas
- To evaluate how the infrastructure will be delivered through Section 106 Agreements/Community Infrastructure Levy (CIL)
- To identify any funding gaps and how these will be filled
- To understand the management of S106 funding

- 3.2 The Overview and Scrutiny Committee agreed at its work programming event in March 2012 to include a review of infrastructure requirements and S106 Agreements. A number of proposals around these issues had been proposed by members of the public as a key suggestion for a future Scrutiny Review. The Overview and Scrutiny Committee commissioned Scrutiny Panel 3 to undertake the Review. An in-depth Review commenced in July 2012 and concluded in May 2013.

- 3.3 A Scrutiny Panel was established comprising Councillor Phil Larratt (Chair); Councillor Elizabeth Gowen (Vice-Chair); Councillors Ifty Choudary, Matt Lynch, Jonathan Nunn, David Palethorpe, Suresh Patel, Terry Wire DL, together with co-opted Members, Councillor Alan Chantler (Daventry District Council) and Councillor Marion Minney (Northamptonshire County Council).

- 3.4 This Review links to a number of the Council's corporate priorities including Priority 1 – Northampton on track – a vibrant town, Priority 2 – invest in safer, cleaner neighbourhoods and Priority 5 – better homes for the future.

- 3.5 The Scrutiny Panel established that the following needed to be investigated and linked to the realisation of the Council's corporate priorities:

- Purpose and scope of S106 Agreements and introduction to CIL
- Joint Core Strategy Infrastructure Schedule
- Central Area Action Plan Infrastructure Schedule
- Sources of funding for infrastructure
- Table of existing NBC S106 obligation monies and information relating to NCC and WNDC S106 monies
- Developer Obligations Supplementary Planning Document

- Future provision of skills and training programmes
- Affordable housing
- Memorandum of Understanding for the Growth Management Scheme for the A45/M1
- Sports and Playing Pitch Strategy
- Map: defended and undefended areas
- Drainage Strategy (summary)
- A copy of a Section 106 Agreement
- Desktop research – best practice elsewhere
- Evidence from a variety of key partners and Agencies

3.6 Evidence was collated from a variety of key advisors, including:

- Various Utilities – Gas, Water, Electricity and Sewerage Providers
- Assistant Director of Education Services, Northamptonshire County Council (NCC)
- Childcare providers
- Developer
- Homes and Communities Agency
- Housing Strategy Manager, Northampton Borough Council (NBC)
- Nene Commissioning
- General Manager, Construction Futures
- Assistant Director of Highways, NCC
- Assistant Director of Environment, NCC
- Highways Agency
- Assistant Chief Constable, Northants Police
- S106 Officer, NBC

3.7 In considering the evidence the following conclusions were made: -

Infrastructure Requirements

3.7.1 The Scrutiny Panel concluded that infrastructure requirements are identified up to 2026, in the West Northamptonshire Joint Core Strategy Infrastructure Delivery Plan, covering the administrative areas of Northampton Borough Council, South Northants Council and Daventry District Council, including:

- Highways
- Drainage/Water management
- Flood defences
- Schools
- Primary Health Care
- Leisure

3.7.2 The Scrutiny Panel welcomed that the West Northamptonshire Joint Core Strategy Infrastructure Development Plan will be updated annually, which it realised, is a necessity to ensure that priorities are continually aligned with changes in development priorities or pace of development. It emphasised that flexibility to re-prioritise accordingly will be important.

Highways

- 3.7.3 The Scrutiny Panel identified that there is a significant funding gap in respect of the building of highways. Section 106 Agreements and CIL will have to contribute to improvements to the Strategic Highways Network via the A45/M1 Growth Management Scheme. It is recognised that the funding gap remains challenging for growth beyond 2026 and further work will have to be undertaken in this area.

Joint working and early engagement

- 3.7.4 The evidence gathered accentuated the need for joint working, in particular, joint working when drawing up charging schedules; joint review of Infrastructure Delivery Plans and housing/employment delivery performance / development trajectories, could be helpful in ensuring proper cross boundary funding of key infrastructure. The need for all partners to be involved in planning stages for infrastructure to design the most efficient and cost effective schemes as possible was highlighted.
- 3.7.5 The evidence gathered identified the need for early engagement between the developer, Council and relevant authorities (such as the Environment Agency, Northamptonshire County Council and water company) to promote efficiency, help to understand the requirements for the site and identify a solution that meets the needs of the proposed development whilst operating within environmental limits.

Schools

- 3.7.6 The Scrutiny Panel noted that it is vital to continue to encourage development and try to ensure developments take place and developers are able to deliver viable schemes. The importance of partnership involvement in order to make this happen was realised. It was further realised that there is some capacity in secondary schools, but the increasingly steady growth in primary numbers means this will be an issue in the future.
- 3.7.7 The evidence gathered highlighted a major increase in inward migration. There is a requirement for more school places in Northampton.

Drainage/Water management Flood defences

- 3.7.8 The evidence collected identified that future developments need to be planned carefully so that they do not add to the pressures already on the water environment, i.e. flood water resources and increased volumes of sewage effluent that may lead to any compromise in water quality.
- 3.7.9 It was recognised that the funding of water and wastewater infrastructure identified, will be managed within the Water Industry Act 1991 and will not be required to form part of CIL provisions.

Western Power

- 3.7.10 The Scrutiny Panel highlighted that Western Power's infrastructure improvements are put in place through a cost supporting factor, which means that the customer is required to

pay a percentage of the cost of providing the infrastructure. This upgraded infrastructure cost via new load activity can be “clawed back” by subsequent users over a five year period.

Policing

- 3.7.11 The Scrutiny Panel noted that generally, small scale development can be absorbed within existing Policing resources but larger scale developments generate additional policing resource requirements.
- 3.7.12 The Police would welcome any opportunity to occupy shared spaces in public buildings.

Leisure

- 3.7.13 The Scrutiny Panel was pleased to note that all leisure facilities are well used, with most of the pitches and courts fully booked. However, some current leisure provision, such as that at the Lings Centre, which has a limited life span, will need to be reviewed in the next 5-10 years.

Primary Health Care

- 3.7.14 It was acknowledged that the Trust, East Midlands Ambulance Service (EMAS) is currently in the process of an estates restructure targeted at more efficient support to the public. Any funding from Section 106 and infrastructure projects will be used to support its on-going effects.
- 3.7.15 The evidence gathered identified that for large housing developments, Milton Keynes and Northamptonshire Primary Care Trust (PCT) would prefer a ‘turn key’ ready to occupy a health centre.
- 3.7.16 Location of new facilities should be planned to ensure connectivity within new and existing communities.

Funding gap

- 3.7.17 In noting the infrastructure funding gap of £439.6 million as identified in the Infrastructure Delivery Plan, the Scrutiny Panel concluded that infrastructure cannot be totally funded through Section 106 Agreements or Community Infrastructure Levy (CIL) and that other sources of funding are required.

Section 106 Agreements

- 3.7.18 Currently, Section 106 delivers contributions to strategic infrastructure requirements, as well as site specific requirements.
- 3.7.19 Section 106 is managed through the Section 106 Board and projects. The infrastructure is delivered through Northampton Borough Council or Northamptonshire County Council’s capital programme. S106 Agreements will still be used for on-site mitigation following the introduction of CIL.

Community Infrastructure Levy (CIL)

- 3.7.20 The Scrutiny Panel realised that although it was in no way anticipated that CIL will be adopted throughout the country, Section 106 arrangements will change in 2014, which will restrict the pooling of S106 agreements to five for any one type of infrastructure or infrastructure project. The advantage of CIL is that it allows flexibility on where it can be spent as it does not have to be in the same locality as the development.
- 3.7.21 The Scrutiny Panel acknowledged that a recent Government speech, January 2013, made it clearer as to the proposed level of meaningful proportion of CIL to be spent in the local area. Figures indicated a 15% levy, within Parished areas, up to £100 per existing household, with that percentage rising to 25% if there was a local neighbourhood plan has been adopted, with no upper cap. This was a much higher figure than had previously been anticipated.
- 3.7.22 The evidence gathered highlighted that determining and administering CIL needs to be a corporate exercise for the whole Council, not just planning services, with required adequate administrative support. The Scrutiny Panel emphasised that the process of introducing CIL needs to be properly resourced.
- 3.7.23 The Joint Planning Unit is looking at how CIL will be implemented across West Northamptonshire.
- 3.7.24 The Scrutiny Panel acknowledged that in order to deliver schools, CIL is the only realistic method to deliver secondary schools.

Affordable Housing

- 3.7.25 The evidence received alluded to a potential shortfall in affordable housing once CIL is introduced. This was of particular concern to the Scrutiny Panel because affordable housing provision is a Council priority. The Scrutiny Panel was concerned that the amount of affordable housing may fall.
- 3.7.26 The Scrutiny Panel realised that the demand for affordable housing is likely to increase. The Localism Act, the slow-down in new building, difficult economic climate and changes to Welfare Reform are likely to increase demand for all forms of affordable housing. If new affordable homes are not delivered, the Council may have to use expensive bed and breakfast accommodation and temporary accommodation.

4. Options

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

5. Implications (including financial implications)

5.1 Policy

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

5.1.2 The report and its recommendations have policy implications in relation to infrastructure requirements. Cabinet's response will need to consider these issues in detail.

5.2 Resources and Risk

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

5.3 Legal

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

5.4 Equality

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

5.5 Consultees (Internal and External)

5.5.1 The Committee consulted and took evidence from a variety of sources as detailed in paragraph 3.6 of this report.

6. Background Papers

- Overview and Scrutiny Committee Report – Infrastructure Requirements and Section 106 Agreements (May 2013)
- Minutes of the meeting of Overview and Scrutiny Committee – 10 June 2013

Report Author and Title: Tracy Tiff, Scrutiny Officer, on behalf of Councillor Jamie Lane, Chair, Overview and Scrutiny Committee

EXECUTIVE SUMMARY

The purpose of the review was:

- To identify the infrastructure requirements to Northampton and the surrounding areas
- To evaluate how the infrastructure will be delivered through Section 106 Agreements/Community Infrastructure Levy (CIL)
- To identify any funding gaps and how these will be filled
- To understand the management of S106 funding

The Overview and Scrutiny Committee agreed at its work programming event in March 2012 to include a review of infrastructure requirements and S106 Agreements. A number of proposals around these issues had been put forward by members of the public as a key suggestion for a future Scrutiny Review. The Overview and Scrutiny Committee commissioned Scrutiny Panel 3 to undertake the review. An in-depth review commenced in July 2012 and concluded in May 2013.

A Scrutiny Panel was established comprising Councillor Phil Larratt (Chair); Councillor Elizabeth Gowen (Vice-Chair); Councillors Ifty Choudary, Matt Lynch, Jonathan Nunn, David Palethorpe, Suresh Patel, Terry Wire DL, together with co-opted Members, Councillor Alan Chantler (Daventry District Council) and Councillor Marion Minney (Northamptonshire County Council).

This review links to a number of the Council's corporate priorities including Priority 1 – Putting Northampton back on track – a vibrant town, Priority 2 – Invest in safer, cleaner neighbourhoods and Priority 5 – Better homes for the future.

The Scrutiny Panel established that the following needed to be investigated and linked to the realisation of the Council's corporate priorities:

Baseline data:

- purpose and scope of S106 Agreements and introduction to Community Infrastructure Levy (CIL)
- Joint Core Strategy Infrastructure Schedule
- Central Area Action Plan Infrastructure Schedule
- Sources of funding for infrastructure
- Table of existing NBC S106 obligation monies and information relating to NCC and WNDC S106 monies
- Developer Obligations Supplementary Planning document
- Future provision of skills and training programmes
- Affordable housing

- Memorandum of Understanding for the Growth Management Scheme for the A45/M1
- Sports and Playing Pitch Strategy
- Map: defended and undefended areas
- Drainage Strategy (summary)
- A copy of a Section 106 Agreement
- Desktop research – best practice elsewhere
- Evidence from a variety of key partners and Agencies

CONCLUSIONS AND KEY FINDINGS

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

Infrastructure Requirements

5.1.1 The Scrutiny Panel concluded that infrastructure requirements are identified up to 2026, in the West Northamptonshire Joint Core Strategy Infrastructure Delivery Plan, covering the administrative areas of Northampton Borough Council, South Northants Council and Daventry District Council, including:

- Highways
- Drainage/Water management
- Flood defences
- Schools
- Primary Health Care
- Leisure

5.1.2 The Scrutiny Panel welcomed that the West Northamptonshire Joint Core Strategy Infrastructure Development Plan will be updated annually, which it realised, is a necessity to ensure that priorities are continually aligned with changes in development priorities or pace of development. It emphasised that flexibility to re-prioritise accordingly will be important.

Highways

5.1.3 The Scrutiny Panel identified that there is a significant funding gap in respect of the building of highways. Section 106 Agreements and CIL will have to contribute to improvements to the Strategic Highways Network via the A45/M1 Growth Management Scheme. It is recognised that the funding gap remains challenging for growth beyond 2026 and further work will have to be undertaken in this area.

Joint working and early engagement

- 5.1.4 The evidence gathered accentuated the need for joint working, in particular, joint working when drawing up charging schedules; joint review of Infrastructure Delivery Plans and housing/employment delivery performance / development trajectories, could be helpful in ensuring proper cross boundary funding of key infrastructure. The need for all partners to be involved in planning stages for infrastructure to design the most efficient and cost effective schemes as possible was highlighted.
- 5.1.5 The evidence gathered identified the need for early engagement between the developer, Council and relevant authorities (such as the Environment Agency, Northamptonshire County Council and water company) to promote efficiency, help to understand the requirements for the site and identify a solution that meets the needs of the proposed development whilst operating within environmental limits.

Schools

- 5.1.6 The Scrutiny Panel noted that it is vital to continue to encourage development and try to ensure developments take place and developers are able to deliver viable schemes. The importance of partnership involvement in order to make this happen was realised. It was further realised that there is some capacity in secondary schools, but the increasingly steady growth in primary numbers means this will be an issue in the future.
- 5.1.7 The evidence gathered highlighted a major increase in inward migration. There is a requirement for more school places in Northampton.

Drainage/Water management Flood defences

- 5.1.8 The evidence collected identified that future developments need to be planned carefully so that they do not add to the pressures already on the water environment, i.e. flood water resources and increased volumes of sewage effluent that may lead to any compromise in water quality.
- 5.1.9 It was recognised that the funding of water and wastewater infrastructure identified, will be managed within the Water Industry Act 1991 and will not be required to form part of CIL provisions.

Western Power

- 5.1.10 The Scrutiny Panel highlighted that Western Power's infrastructure improvements are put in place through a cost supporting factor, which means that the customer is required to pay a percentage of the cost of

providing the infrastructure. This upgraded infrastructure cost via new load activity can be “clawed back” by subsequent users over a five year period.

Policing

- 5.1.11 The Scrutiny Panel noted that generally, small scale development can be absorbed within existing Policing resources but larger scale developments generate additional policing resource requirements.
- 5.1.12 The Police would welcome any opportunity to occupy shared spaces in public buildings.

Leisure

- 5.1.13 The Scrutiny Panel was pleased to note that all leisure facilities are well used, with most of the pitches and courts fully booked. However, some current leisure provision, such as that at the Lings Centre, which has a limited life span, will need to be reviewed in the next 5-10 years.

Primary Health Care

- 5.1.14 It was acknowledged that the Trust, East Midlands Ambulance Service (EMAS) is currently in the process of an estates restructure targeted at more efficient support to the public. Any funding from Section 106 and infrastructure projects will be used to support its on-going effects.
- 5.1.15 The evidence gathered identified that for large housing developments, Milton Keynes and Northamptonshire Primary Care Trust (PCT) would prefer a ‘turn key’ ready to occupy a health centre.
- 5.1.16 Location of new facilities should be planned to ensure connectivity within new and existing communities.

Funding gap

- 5.1.17 In noting the infrastructure funding gap of £439.6 million as identified in the Infrastructure Delivery Plan, the Scrutiny Panel concluded that infrastructure cannot be totally funded through Section 106 Agreements or Community Infrastructure Levy (CIL) and that other sources of funding are required.

Section 106 Agreements

- 5.1.18 Currently, Section 106 delivers contributions to strategic infrastructure requirements, as well as site specific requirements.
- 5.1.19 Section 106 is managed through the Section 106 Board and projects. The infrastructure is delivered through Northampton Borough Council or

Northamptonshire County Council's capital programme. S106 Agreements will still be used for on-site mitigation following the introduction of CIL.

Community Infrastructure Levy (CIL)

- 5.1.20 The Scrutiny Panel realised that although it was in no way anticipated that CIL will be adopted throughout the country, Section 106 arrangements will change in 2014, which will restrict the pooling of S106 agreements to five for any one type of infrastructure or infrastructure project. The advantage of CIL is that it allows flexibility on where it can be spent as it does not have to be in the same locality as the development.
- 5.1.21 The Scrutiny Panel acknowledged that a recent Government speech, January 2013, made it clearer as to the proposed level of meaningful proportion of CIL to be spent in the local area. Figures indicated a 15% levy, within Parished areas, up to £100 per existing household, with that percentage rising to 25% if there was a local neighbourhood plan has been adopted, with no upper cap. This was a much higher figure than had previously been anticipated.
- 5.1.22 The evidence gathered highlighted that determining and administering CIL needs to be a corporate exercise for the whole Council, not just planning services, with required adequate administrative support. The Scrutiny Panel emphasised that the process of introducing CIL needs to be properly resourced.
- 5.1.23 The Joint Planning Unit is looking at how CIL will be implemented across West Northamptonshire.
- 5.1.24 The Scrutiny Panel acknowledged that in order to deliver schools, CIL is the only realistic method to deliver secondary schools.

Affordable Housing

- 5.1.25 The evidence received alluded to a potential shortfall in affordable housing once CIL is introduced. This was of particular concern to the Scrutiny Panel because affordable housing provision is a Council priority. The Scrutiny Panel was concerned that the amount of affordable housing may fall.
- 5.1.26 The Scrutiny Panel realised that the demand for affordable housing is likely to increase. The Localism Act, the slow-down in new building, difficult economic climate and changes to Welfare Reform are likely to increase demand for all forms of affordable housing. If new affordable

homes are not delivered, the Council may have to use expensive bed and breakfast accommodation and temporary accommodation.

RECOMMENDATIONS

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

6.1 The purpose of this Scrutiny Panel was:

- To identify the infrastructure requirements to Northampton and the surrounding areas
- To evaluate how the infrastructure will be delivered through Section 106 Agreements/Community Infrastructure Levy (CIL)
- To identify any funding gaps and how these will be filled
- To understand the management of S106 funding

Scrutiny Panel 3 recommends to Cabinet that:

Infrastructure Requirements

- 6.1.1 The Scrutiny Panel formally informs Cabinet that it is satisfied that the infrastructure requirements are identified in the West Northamptonshire Joint Core Strategy Infrastructure Delivery Plan up to 2026.
- 6.1.2 Infrastructure cannot be totally funded through Section 106 Agreements or Community Infrastructure Levy (CIL). Cabinet investigates other funding sources to meet the funding gap of £439.6 million.
- 6.1.3 It is ensured that the North West Bypass is fully funded and built, when required, to serve new developments and that appropriate arrangements are agreed with South Northants Council and Daventry District Council to ensure funding CIL infrastructure is given priority across the partnership.
- 6.1.4 Section 106 Agreements and CIL contribute to improvements to the Strategic Highways Network via the A45/M1 Growth Management Strategies.

Affordable Housing

- 6.1.5 Cabinet satisfies itself that the introduction of Community Infrastructure Levy (CIL) will not have an adverse impact on the provision of affordable

housing; whilst recognising that the existing S106 Policy allows for flexibility in accordance with Government Policy.

- 6.1.6 Cabinet recognises that the introduction of CIL will have corporate implications and these must be identified and addressed.

Overview and Scrutiny Committee

- 6.1.7 The Overview and Scrutiny Committee, as part of its monitoring regime, reviews the impact of this report in six months' time.

<p>Appendices: 1</p>



OVERVIEW & SCRUTINY VIEWS AND RECOMMENDATIONS TO CABINET 17 JULY 2013

Report Title	RECOMMENDATIONS OF THE OVERVIEW AND SCRUTINY COMMITTEE – RETAIL EXPERIENCE
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Agenda Status: PUBLIC

1. Purpose

- 1.1 To present to Cabinet for consideration, the comments and recommendations of the Overview and Scrutiny Committee on the findings of the Review – Retail Experience.
- 1.2 The Executive Summary to the Overview and Scrutiny Committee's report is attached at Appendix A. Members of Cabinet have been issued with a copy of the full report. All Overview and Scrutiny Review reports are published on the Overview and Scrutiny page on the Council's Webpage and a copy of the this report can be located: www.northampton.gov.uk/scrutiny - Previous Scrutiny Reviews.

2. Recommendations

- 2.1 The Overview and Scrutiny Committee recommends to Cabinet that:

Retail Experience

- 2.1.1 The wider town centre experience is promoted and includes retail, leisure, culture, events and eating out.
- 2.1.2 Improved promotion of National and International events/activities.
- 2.1.3 Improved marketing of Northampton in relation to events held in the town centre.
- 2.1.4 Review the possibility of street entertainment (buskers) in the town centre.
- 2.1.5 Ensure town centre retailers and residents are informed on any proposed major developments/building projects in the town centre
- 2.1.6 Actively promote the hour's free parking and free parking on Sundays to Community Groups and Residents' Associations.

- 2.1.7 Investigate the opportunity to display local artists' artwork in vacant shop front windows in the town centre.
- 2.1.8 Promote Enterprise funding to the retail sector, Northampton BID and the University of Northampton.
- 2.1.9 Review Planning Policies with a particular focus on restricting changes of use from retail to other use particularly where there is saturation.
- 2.1.10 The success of the current Pop-up Shops is widely advertised and further promoted. It is also promoted to the Voluntary Sector so that it can run short-term campaigns using the Pop-up model.
- 2.1.11 A Town Centre Czar is appointed, in an advisory capacity.

Cleansing

- 2.1.12 The standard of street cleansing is maintained at a consistent level across the town centre.
- 2.1.13 Appropriate systems are in place to monitor the street cleansing contract.
- 2.1.14 Enterprise Management Services (EMS) works closely with partners (i.e. Town Centre BID) to improve engagement and understanding of partners' needs.
- 2.1.15 NBC works with town centre businesses around trade waste and where necessary takes the appropriate enforcement action.
- 2.1.16 Any cleaning matters be reported immediately to EMS to ensure a swift response is delivered.
- 2.1.17 An additional Town Centre Ranger is employed with a particular focus on litter. The Town Ranger is issued with a smart, clearly identifiable uniform and where possible existing Rangers are also issued with smart, clearly identifiable uniforms.
- 2.1.18 The "Report It" App is promoted to the wider community.
- 2.1.19 Northampton Borough Council has dialogue with retailers regarding the cleanliness of their forecourts.
- 2.1.20 The current status of Byelaws in relation to cleansing is investigated and enforced as appropriate or where Byelaws do not exist, consideration is given to the implementation of suitable Byelaws.

Partnership Working

- 2.1.21 NBC works closely with the Town Centre BID regarding any new business initiatives/opportunities.

- 2.1.22 NBC continues to work closely with all partners.
- 2.1.23 NBC develops an education package for primary schools around the importance of recycling and the prevention of littering.
- 2.1.24 Councillors and Officers from Northamptonshire County Council (NCC) and NBC work closely with town centre businesses around traffic and pedestrian movement throughout the redevelopment building projects in the town centre.

3. Background and Issues

3.1 The purpose of the Review was:

- To investigate how NBC can support the town centre business community
- To investigate how NBC can support local businesses throughout the development period of any major building projects in and close by to the town centre (i.e. Grosvenor; bus interchange; university accommodation etc.)
- To identify and examine good practice from other boroughs
- To identify ways to develop greater involvement / engagement with local, regional and national businesses in public land improvement initiatives

3.2 The Overview and Scrutiny Committee agreed at its work programming event in March 2012 to include a review of the retail experience at Northampton. This was an issue that had been identified by a number of members of the public as a key suggestion for a future Scrutiny review. The Overview and Scrutiny Committee commissioned Scrutiny Panel 2 to undertake the review. An in-depth review commenced in May 2012 and concluded in May 2013.

3.3 A Scrutiny Panel was established comprising Councillor Matt Lynch (Chair); Councillor Suresh Patel (Vice Chair); Councillors Tony Ansell, Sally Beardsworth, Elizabeth Gowen, Dennis Meredith and Danielle Stone and Sheridan New, former Grosvenor Centre Manager, (Co-optee.)

3.4 This review links to the Council's corporate priorities - Priority 1 – Northampton on track – a vibrant town.

3.5 The Scrutiny Panel established that the following needed to be investigated and linked to the realisation of the Council's corporate priorities:

- Context:
 - Local statistics
 - Demographics – local and national
- Baseline data:
 - National statistics
 - Definition of the Town Centre
 - Vision for the Town Centre

- Synopses of various research documents and other published documents
- Evidence from expert internal witnesses
- Evidence from residents
- Evidence from Councillors regarding their shopping experience
- Evidence from the Town Centre Challenge Event
- Best practice data
- Site visits
- Desktop research

3.6 Evidence was collated from a variety of key advisors, including:

- Cabinet Member (Regeneration, Planning and Enterprise), Northampton Borough Council (NBC)
- Cabinet Member (Environment), NBC
- Northampton BID
- Former Director, Northampton BID
- Various local businesses and retailers
- Highways, Northamptonshire County Council
- Northampton Community Forums
- Enterprise Management Services
- Northants Police
- Neighbourhood Warden (town centre), NBC
- Association of Town and City Management (ATCM)
- Councillors regarding their shopping experience
- Community Safety Manager, NBC
- University of Northampton

3.7 In considering the evidence the following conclusions were made: -

3.7.1 The Scrutiny Panel acknowledged that evidence from the Policy Briefing produced by the Centre for Public Scrutiny (CfPS) that as the recession continues, the health and vitality of local high streets is likely to be an issue which scrutiny will wish to investigate. One of the approaches suggested by the Policy Briefing that Scrutiny may wish to look at is local issues. This was the approach that this Scrutiny Review concentrated on – looking at Northampton town centre and focusing on a range of key issues.

3.7.2 The Scrutiny Panel highlighted the Central Area Action regarding town centre regeneration, in particular the section “Delivering a Vibrant Retail Centre:

Defining and strengthening Northampton’s Primary Shopping Area (as shown on the ‘Proposals Map’) is vital if the Central Area is to fulfil its role as a town centre (as defined by PPS4: Planning for Sustainable Economic Growth) and the principal shopping centre for Northamptonshire. To show the distinction between the types of use classes within Northampton Central Area, the Primary Shopping Area has been broken down into Primary and Secondary Frontages:

- Primary Frontages are the focus for retail uses
- Secondary Frontages will have a retail focus but provide opportunities for a greater

diversity of uses away from retailing, such as financial services, restaurants and drinking establishments “

- 3.7.3 It was realised that creating better shop fronts may be an expense that cannot be afforded for some small retailers, it might therefore be necessary to decide which should be given priority getting a shop back into use or having an improved shop front.
- 3.7.4 Evidence collated indicated the need for more to be done to make the town centre a more visually attractive place. The Scrutiny Panel acknowledged that de-cluttering of street furniture/signage was very important and gave a much better perception if the street scene was cleared. The Scrutiny Panel welcomed the announcement that was made during the evidence gathering of this Review that the Council was making £50,000 available for a town centre face lift. This funding will be spent on a general upgrade of street furniture.
- 3.7.5 The Scrutiny Panel felt that it was very important to encourage a much wider town centre experience, rather than just concentrate on the retail offer. It is important to promote a sense of place and having specific events helped to do this. There could also be a wider tie in to National and International events or “days”.
- 3.7.6 The Scrutiny Panel felt that it was very important to raise the profile of retailing as a career and that it should not be seen as a job of last resort. They referred to the presentation that they had received from Skillsmart who provide retail training opportunities. Since this presentation, Skillsmart confirmed that it would liaise with Northampton BID to see how retail training could be promoted within Northampton.
- 3.7.7 The Scrutiny Panel welcomed the introduction of “pop up shops”, acknowledging that “pop up shops” are relatively low cost short term leases to get a retail property back into use. The Scrutiny Panel felt that it would be beneficial for services, such as the voluntary sector, to be signposted to the opportunity for pop-up campaigns.
- 3.7.8 During one of its meetings, the Scrutiny Panel heard of the town rangers that Rugby Town Centre BID had introduced. The Town Rangers were felt to be a very positive feature.
- 3.7.9 The Council’s good communication methods were acknowledged. It was felt that there was a dynamic relationship with the media, with the Council being proactive in media on Northampton Alive.
- 3.7.10 The Scrutiny Panel acknowledged that free parking is having an impact on the numbers of people using the town. Every survey that has been conducted by the town centre management has referred to the perception that parking is expensive. Often this is not the case and parking in several other towns is more expensive than Northampton.
- 3.7.11 It was emphasised that more needs to be done with partnerships. The Police is a key partner in controlling anti-social behaviour in the town centre. The Scrutiny Panel noted the responses from Northants Police that a cared for town centre can alleviate misuse of the environment and anti-social behaviour.
- 3.7.12 The Scrutiny Panel recognised that it is important that any negative perceptions of the town centre are dealt with, but at the same time everyone should be made to feel welcome in the town centre area, it was particularly encouraging to see activities such as the Northampton by the Sea event which had been held in summer 2011 as it

encouraged families into the town centre. Northampton had used an approach to attract consumers to the town during the Christmas shopping period 2012 by providing Christmas entertainment, such as the ice rink. The benefit of this initiative was welcomed by the Scrutiny Panel.

- 3.7.13 Town Centre events have an impact of increased footfall.
- 3.7.14 The Scrutiny Panel acknowledged the enthusiasm of students of the recent student lock in at the Grosvenor Centre and noted from the evidence received that should future events be held that the overall success of such events be promoted.
- 3.7.15 The evidence collated alluded that people would like a vibrant town centre comprising both chain stores and independent traders, with a variety of good eating and drinking venues and is family orientated at the weekends. A number of respondents made reference to the town becoming a centre for culture.
- 3.7.16 Northampton has some attractive architecture and should be promoted to its full advantage.
- 3.7.17 Like a number of towns and cities, Northampton has a number of vacant shops.
- 3.7.18 Evidence received suggested the erection of artwork, created by local artists, on display boards, would enhance the aesthetics of the town centre.
- 3.7.19 From the evidence collated, the Scrutiny Panel is aware of the threats to traditional retailing that has already come from the expansion of the Internet for shopping. It was realised that there could be further threats due to forthcoming changes in technology.
- 3.7.20 It is highlighted that street entertainers in Norwich gave a nice atmosphere to the shopping experience and the Scrutiny Panel felt that this could be investigated for Northampton.
- 3.7.21 The Scrutiny Panel supported the provision of Litter Wardens that were employed in Norwich.
- 3.7.22 During the visit to the car park area at the Grosvenor Centre, it was noted that some lights were not working. A boarded up window was observed, as was an out of date maintenance sign. The advertising boards inside the lifts were empty. The Scrutiny Panel felt that the area around the lifts could benefit from a deep clean.
- 3.7.23 The evidence obtained from the site visits that the Scrutiny Panel undertook determined that a number of town centres visited had good signage in situ. The signage in the Grosvenor Centre, Northampton, was felt to be very good. Initiatives to enhance the retail experience that take place in the Grosvenor Centre were supported.
- 3.7.24 The Scrutiny Panel acknowledged that the public is encouraged to report incidents in relation to street cleansing.
- 3.7.25 The Scrutiny Panel noted that reduction of signage work is on-going and is a key initiative not only within Northampton but across the county.
- 3.7.26 The Scrutiny Panel acknowledged the experience gained from the witnesses and the co-optee to this Review, particularly the wealth of knowledge and experience of the retail

sector. It was recognised that it would be useful to continue this invaluable relationship to assist with the implementation of the recommendations of this Review.

4. Options

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

5. Implications (including financial implications)

5.1 Policy

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

5.1.2 The report and its recommendations have policy implications in relation to the retail experience. Cabinet's response will need to consider these issues in detail.

5.2 Resources and Risk

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

5.3 Legal

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

5.4 Equality

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

5.5 Consultees (Internal and External)

5.5.1 The Committee consulted and took evidence from a variety of sources as detailed in paragraph 3.6 of this report.

6. Background Papers

- Overview and Scrutiny Committee Report – Retail Experience (May 2013)
- Minutes of the meeting of Overview and Scrutiny Committee – 10 June 2013

Report Author and Title: Tracy Tiff, Scrutiny Officer, on behalf of Councillor Jamie Lane, Chair, Overview and Scrutiny Committee

EXECUTIVE SUMMARY

The purpose of the Review was to:

- To investigate how NBC can support the town centre business community
- To investigate how NBC can support local businesses throughout the development period of any major building projects in and close by to the town centre (i.e. Grosvenor; bus interchange; university accommodation etc.)
- To identify and examine good practice from other boroughs
- To identify ways to develop greater involvement / engagement with local, regional and national businesses in public land improvement initiatives

The Overview and Scrutiny Committee agreed at its work programming event in March 2012 to include a review of the retail experience at Northampton. This was an issue that had been identified by a number of members of the public as a key suggestion for a future Scrutiny review. The Overview and Scrutiny Committee commissioned Scrutiny Panel 2 to undertake the review. An in-depth review commenced in May 2012 and concluded in May 2013.

A Scrutiny Panel was established comprising Councillor Matt Lynch (Chair); Councillor Suresh Patel (Vice Chair); Councillors Tony Ansell, Sally Beardsworth, Elizabeth Gowen, Dennis Meredith and Danielle Stone and Sheridan New, former Grosvenor Centre Manager, (Co-optee.)

This review links to the Council's corporate priorities - Priority 1 – Northampton on track – a vibrant town.

The Scrutiny Panel established that the following needed to be investigated and linked to the realisation of the Council's corporate priorities:

- Context:
 - Local statistics
 - Demographics – local and national
- Baseline data:
 - National statistics
 - Definition of the Town Centre
 - Vision for the Town Centre
- Synopses of various research documents and other published documents
- Evidence from expert internal witnesses
- Evidence from residents

- Evidence from Councillors regarding their shopping experience
- Evidence from the Town Centre Challenge Event
- Best practice data
- Site visits
- Desktop research

CONCLUSIONS AND KEY FINDINGS

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

- 5.1 After all of the evidence was collated the following conclusions were drawn:
- 5.1.1 The Scrutiny Panel acknowledged that evidence from both the Policy Briefing produced by the Centre for Public Scrutiny (CfPS) that as the recession continues, the health and vitality of local high streets is likely to be an issue which scrutiny will wish to investigate. One of the approaches suggested by the Policy Briefing that Scrutiny may wish to look at is local issues. This was the approach that this Scrutiny Review concentrated on – looking at Northampton town centre and focusing on a range of key issues.
- 5.1.2
- 5.1.3 The Scrutiny Panel highlighted the Central Area Action regarding town centre regeneration, in particular the section “Delivering a Vibrant Retail Centre:
- Defining and strengthening Northampton’s Primary Shopping Area (as shown on the ‘Proposals Map’) is vital if the Central Area is to fulfil its role as a town centre (as defined by PPS4: Planning for Sustainable Economic Growth) and the principal shopping centre for Northamptonshire. To show the distinction between the types of use classes within Northampton Central Area, the Primary Shopping Area has been broken down into Primary and Secondary Frontages :
- Primary Frontages are the focus for retail uses
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- 5.1.5 Evidence collated indicated the need for more to be done to make the town centre a more visually attractive place. The Scrutiny Panel acknowledged that de-cluttering of street furniture/signage was very important and gave a much better perception if the street scene was cleared. The Scrutiny Panel welcomed the announcement that was made during the evidence gathering of this Review that the Council was making £50,000 available for a town centre face lift. This funding will be spent on a general upgrade of street furniture.

- 5.1.6 The Scrutiny Panel felt that it was very important to encourage a much wider town centre experience, rather than just concentrate on the retail offer. It is important to promote a sense of place and having specific events helped to do this. There could also be a wider tie in to National and International events or “days”.
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- 5.1.9 During one of its meetings, the Scrutiny Panel heard of the town rangers that Rugby Town Centre BID had introduced. The Town Rangers were felt to be a very positive feature.
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- 5.1.11 The Scrutiny Panel acknowledged that free parking is having an impact on the numbers of people using the town. Every survey that has been conducted by the town centre management has referred to the perception that parking is expensive. Often this is not the case and parking in several other towns is more expensive than Northampton.
- 5.1.12 It was emphasised that more needs to be done with partnerships. The Police is a key partner in controlling anti-social behaviour in the town centre. The Scrutiny Panel noted the responses from Northants Police that a cared for town centre can alleviate misuse of the environment and anti-social behaviour.
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reference to the town becoming a centre for culture.

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- 5.1.26 The Scrutiny Panel acknowledged the experience gained from the witnesses and the co-optee to this Review, particularly the wealth of knowledge and experience of the retail sector. It was recognised that it would be useful to continue this invaluable relationship to assist with the implementation of the recommendations of this Review.

RECOMMENDATIONS

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

- 6.1 The purpose of the Scrutiny Panel was:

- To investigate how NBC can support the town centre business community
- To investigate how NBC can support local businesses throughout the development period of any major building projects in and close by to the town centre (i.e. Grosvenor; bus interchange; university accommodation etc.)
- To identify and examine good practice from other boroughs
- To identify ways to develop greater involvement / engagement with local, regional and national businesses in public land improvement initiatives

Scrutiny Panel 2 recommends to Cabinet that:

Retail Experience

- 6.1.1 The wider town centre experience is promoted and includes retail, leisure, culture, events and eating out.
- 6.1.2 Improved promotion of National and International events/activities.
- 6.1.3 Improved marketing of Northampton in relation to events held in the town centre.
- 6.1.4 Review the possibility of street entertainment (buskers) in the town centre.
- 6.1.5 Ensure town centre retailers and residents are informed on any proposed major developments/building projects in the town centre
- 6.1.6 Actively promote the hour's free parking and free parking on Sundays to Community Groups and Residents' Associations.
- 6.1.7 Investigate the opportunity to display local artists' artwork in vacant shop front windows in the town centre.
- 6.1.8 Promote the Enterprise funding to the retail sector, Northampton BID and the University of Northampton.
- 6.1.9 Review Planning Policies with a particular focus on restricting changes of use from retail to other use particularly where there is saturation.
- 6.1.10 The success of the current Pop-up Shops is widely advertised and further promoted. It is also promoted to the Voluntary Sector so that it can run short-term campaigns using the Pop-up model.
- 6.1.11 A Town Centre Czar is appointed, in an advisory capacity.

Cleansing

- 6.1.12 The standard of street cleansing is maintained at a consistent level across the town centre.
- 6.1.13 Appropriate systems are in place to monitor the street cleansing contract.

- 6.1.14 Enterprise Management Services (EMS) works closely with partners (i.e. Town Centre BID) to improve engagement and understanding of partners' needs.
- 6.1.15 NBC works with town centre businesses around trade waste and where necessary takes the appropriate enforcement action.
- 6.1.16 Any cleaning matters be reported immediately to EMS to ensure a swift response is delivered.
- 6.1.17 An additional Town Centre Ranger is employed with a particular focus on litter. The Town Ranger is issued with a smart, clearly identifiable uniform and where possible existing Rangers are also issued with smart, clearly identifiable uniforms.
- 6.1.18 The "Report It" App is promoted to the wider community.
- 6.1.19 Northampton Borough Council has dialogue with retailers regarding the cleanliness of their forecourts.
- 6.1.20 The current status of Byelaws in relation to cleansing is investigated and enforced as appropriate or where Byelaws do not exist, consideration is given to the implementation of suitable Byelaws.

Partnership Working

- 6.1.21 NBC works closely with the Town Centre BID regarding any new business initiatives/opportunities.
- 6.1.22 NBC continues to work closely with all partners.
- 6.1.23 NBC develops an education package for primary schools around the importance of recycling and the prevention of littering.
- 6.1.24 Councillors and Officers from Northamptonshire County Council (NCC) and NBC work closely with town centre businesses around traffic and pedestrian movement throughout the redevelopment building projects in the town centre.

Recommendation to the Overview and Scrutiny Committee

- 6.1.25 The Overview and Scrutiny Committee, as part of its monitoring regime, reviews the impact of this report in six months' time.

Appendices
2



NORTHAMPTON
BOROUGH COUNCIL

CABINET REPORT

Report Title	Northampton Town Football Club and Northampton Saints Rugby Club – expansion plans
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AGENDA STATUS: PUBLIC

Cabinet Meeting Date:	17th July 2013
Key Decision:	Yes
Within Policy:	Yes
Policy Document:	No
Directorate:	Regeneration, Enterprise & Planning and Chief Executive
Accountable Cabinet Member:	Leader of the Council – Cllr David Mackintosh
Ward(s)	St James

1. Purpose

- 1.1 The purpose of this report is to seek the authority of Cabinet, in principle, to proposed Council approaches to supporting the growth of Northampton Saints plc and Northampton Town Football Club Limited, including associated financial arrangements, to help promote the wider economic and social wellbeing of Northampton.

2. Recommendations

- 2.1 That Cabinet approve the principle of providing loan finance to Northampton Saints plc (“Saints”) and Northampton Town Football Club Limited (“NTFC”) to support stadia expansion and associated development on land presently within their control.
- 2.2 That Cabinet delegates to the Chief Executive the authority, in consultation with the Section 151 Officer and the Leader of the Council, to approve the amounts and terms of any loan finance arrangements on a basis that takes into full account the matters set out at 3.2.1 of this report.

- 2.3 That Cabinet supports the principle - pursuant to a previous Cabinet authority given to enter into a collaboration agreement with Homes & Communities Agency ("HCA") - of this Council entering into a Joint Venture ("JV") Agreement with a private company, HCA (as necessary) and NTFC for the development of that land forming part of Sixfields Stadium (shown edged red upon the attached plan at Appendix 1), together with other adjoining HCA land, on the basis that an agreement relating to a disposal at nominal initial value of the freehold interest (in the land edged red) to the private party concerned may be required to be completed prior to the commencement of physical development.
- 2.4 That Cabinet delegates to the Director of Regeneration Enterprise and Planning the authority, in consultation with the Leader of the Council, to agree the terms of transfer of the land referred to at 2.3 and to contract generally with JV partners, on the basis that:
- (i) this Council is first satisfied that the proposed comprehensive development scheme will be viable and generate a positive value for the land owners
 - (ii) that this Council is not exposed to any risk of financial loss or liability from its participation within the JV Agreement
 - (iii) that adequate arrangements are made to re-provide suitable athletics facilities at an appropriate location as part of an overall approach to development.
- 2.5 That Cabinet supports in principle, subject to the legal considerations set out in clause 4.3.3. of this report, that the net value generated for this Council from any Joint Venture Agreement that may be entered into (consistent with 2.4 above), may be used in whole or part to reduce any the levels of debt owed by NTFC to this Council (pursuant to 2.1 and 2.2 above), in support of the promotion of the wider economic and social benefits that would be generated for the Town.
- 2.6 That Cabinet delegates to the Chief Executive the authority, acting in consultation with the Section 151 Officer and the Leader of the Council, to agree the basis of any reduction of debt owed to this Council by NTFC in the potential circumstances envisaged at 2.5 above.
- 2.7 That Cabinet supports the principle of varying the existing lease of Sixfields Stadium to NTFC to permit the sharing of the facility by NTFC with another professional sports club and delegates to the Director of Regeneration Enterprise and Planning the authority, in consultation with the Cabinet Member for Regeneration Enterprise and Planning, to agree the terms of any lease variation.
- 2.8 That Cabinet, subject to the final loan agreements, delegates to the Section 151 Officer, in consultation with the Cabinet Member for Finance and Resources, authority to incorporate the loans into the Council's Capital Programme and notes the potential impact of the loans on the Council's Affordable Borrowing Limit.

- 2.9 That Cabinet welcomes the proposed partnership between the Saints and Northampton Borough Council to promote the town to visitors, in order to enhance the economic well-being of the Borough and delegates to the Chief Executive in consultation with the Leader of the Council the completion of this agreement.

3. Issues and Choices

3.1 Report Background

- 3.1.1 This Council wishes to support the growth of the Saints and NTFC. It has sought to work with both clubs to identify financially sustainable ways for them to expand their existing stadia and to develop additional facilities. The Football Club wish to expand the Stadium and to construct a hotel facility on immediately adjacent land, within their leased area. The lease granted to NTFC in April 2004 by this Council specifically permits the sub-letting of certain identified land for hotel and conference facilities. In January 2008, the Cabinet of this Council also agreed to a varied methodology of how this transaction might be achieved commercially, to assist the Club. That envisaged the grant of a long lease of land for hotel development by others and the receipt of a capital payment by NTFC. However, the structure of the hotel market in the UK has changed in recent years and NTFC's aspiration is now to construct and own a hotel/ conference facility, generating revenue income through an agreement with a branded operator. NTFC have indicated that they would like to have an agreed facility with this Council for loan finance of up to £12 million to support these stadium and hotel/ conference centre plans.
- 3.1.2 The Saints considerable sporting success has led to the need for additional spectator capacity to enable them to continue to compete at the very highest levels. Their present plans include the expansion of Franklins Gardens. This Council has worked closely with Saints and HCA in the last eighteen months to help facilitate forms of enabling development on land that the Club owns or already leases from others. Agreements between the Saints and suitable third party developer/ occupiers have not yet been achievable. The Saints have indicated that they like to have an agreed facility with this Council for loan finance of up to £5 million to support these plans.
- 3.1.3 The revenue that could be generated from such increased spectator capacity together with ancillary developments such as hotel and conference facilities, could help to underpin both clubs operational income and support their success in the future. Consequently, whilst also aiming to promote the wider growth and employment objectives within the Northampton Waterside Enterprise Zone, Cabinet agreed on 11 July 2012 to support a collaboration agreement approach with HCA. This approach included, amongst other things, the development of land within this Council's freehold ownership, already let to Northampton Town Football Club Limited, which is presently laid out and used as an athletics facility.
- 3.1.4 A developer has been identified that wishes to both work with NTFC in relation to their stadium plans and to take forward the development of land edged red on the attached plan, in combination with larger areas of HCA owned land.

Further detailed work needs to be completed to ensure that this company's projections of value are judged to be deliverable and that the forms of physical development are acceptable in broad planning policy terms.

- 3.1.5 A Joint Venture Agreement could deliver value for HCA and for this Council, on a basis that does not expose this Council to development risk and provides a cost efficient way of NTFC completing their stadium works and hotel scheme as part of a broader package of development. The value generated from such development, could help to support the costs of stadium improvements. That would require this Council to agree, after first sharing appropriate value with NTFC to reflect their legitimate long leasehold interest in the land edged red, to use its residual proceeds of development to reduce the club's debt associated with the stadia expansion. Similarly, HCA could choose to apply its larger pro rata share of development proceeds to effectively support investment in Stadia improvements.
- 3.1.5 NTFC and Saints would both wish to fund their own development proposals with loan finance from this Council. The Council is able to access funding on more favourable terms than those obtainable in the general market. The market for development funding is, in any event, very restricted at present save for certain limited commercial building types in London and in prestige locations in a few major cities. The expansion of the stadia and ancillary facilities of both clubs would provide an important short term and longer term boost to the local economy, within the Northampton Waterside Enterprise Zone. It would help to generate new employment and stimulate and sustain wider economic activity in the Town. The expansion of the stadia and the enhanced facilities would also have positive social benefits, resulting from the improved sporting facilities created and the associated opportunities that they can generate for community sport in Northampton.
- 3.1.6 NTFC may wish to agree a basis with another professional sports club to share the use of sporting facilities at Sixfields Stadium. This could provide benefits for NTFC, the other Club and support additional economic activity in the Town over an agreed period. Importantly, it would generate additional revenue income for NTFC.
- 3.1.7 Alongside these important physical developments, proposals have been developed to connect the "Love Northampton" brand, developed to promote Northampton to residents, county residents, and visitors, with the internationally recognised brand of Northampton Saints. It is proposed to enter into a one-year agreement. This partnership involves the provision of a series of significant promotional opportunities and benefits which will be used to promote Northampton to visitors (whether visiting supporters or from the county and the region), to inward investors and to town residents who are Saints supporters.
- 3.1.8 This programme, detailed at Appendix 2, will give a considerable boost to the promotion of the town and thereby the economic well-being of the Borough. The agreement contains the option to renew this agreement in 2014. A fee of £100,000 has been agreed with Northampton Saints for this innovative partnership, possibly the first of its kind. This fee and any other associated

costs will be met from reserves earmarked for the economic development of Northampton.

3.2 Issues

3.2.1 The loan sums sought by the two clubs are significant. The Council would need to ensure that it is satisfied, before advancing funding to either club, that:

- (i) There would be no net initial or later costs to the Council of setting up, administering and servicing any borrowing it in turn makes, whether via the Public Works Loans Board or from any other external source, to in turn provide loan finance to the clubs.
- (ii) There is sufficient tangible security offered by the clubs to the Council from the time of taking loan finance until full repayment is made. In the case of the Saints this could be through the Council being granted a legal charge on Franklins Gardens. In the case of NTFC this may be via legal charges on a combination of assets or other appropriate arrangements.
- (iii) The length of the loan and its repayment are linked to the timing of additional revenue generated by both clubs from the expansion, with the principle being any monies loaned should be repaid in the shortest possible time.
- (iv) The income projections from additional revenue generated by both clubs as a result of expansion is sufficient to service debt owed to the Council, after taking into account any capital sums that are, objectively, judged very likely to become available to the clubs in the short to medium term.
- (v) In the case specifically of NTFC's proposed hotel development, there are robust contractual arrangements in place between NTFC and a financially sufficient third party concerning certainty of minimum levels of income for a suitable minimum period of years.

3.2.2 Land at Sixfields was subject to many years of tipping and landfill. Whilst waste material was removed from the area of the Stadium complex prior to its construction in the early 1990's, surrounding land owned by HCA has only being subject to very limited remediation. The resulting abnormal ground conditions create additional challenges and costs for development. The Council and HCA would need to be sufficiently confident that any development proposals would be deliverable in practice, prior to entering into any formal JV arrangement.

3.2.3 The relocation of the athletics facilities and the availability of alternative facilities during development stages would need to be addressed, as part of any comprehensive development scheme. There are existing contractual rights in favour of Rugby and Northampton Athletics Club enforceable against NTFC in respect of the facilities within the land edged red upon the attached plan.

- 3.2.4 The potential issues associated with “State Aid” within European law would need to be properly considered in the context of (i) the Council providing loan finance to private and public companies and (ii) any financial support that the Council may choose to provide by way of using its development proceeds from any Joint Venture Agreement at Sixfields to reduce the quantum of debt owed by NTFC to the Council. There may be limitations on the amounts that may be made available in both situations.
- 3.2.5 This Council owes a duty to the many supporters of both clubs resident in the Town to avoid providing finance arrangements to either Club that they are not objectively able to repay. Due to the stringent rules of the relevant governing bodies of the clubs any financial insolvency would lead to significant detrimental penalties, this could in turn lead to the risks of relegation and associated negative impacts.
- 3.2.6 The existing Lease of Sixfields Stadium dated 13 April 2004 made between this Council and NTFC contains restrictions on sub-letting or sharing possession of the sporting facilities, save in relatively limited circumstances and for particular purposes. A variation of the lease would be required to permit NTFC to complete any ‘ground share’ agreement with another professional sports club.

3.3 Choices (Options)

3.3.1

(a) This Council could choose not to make loan finance available to one or both clubs. This would avoid or limit any financial risk being taken by the Council. It would though similarly limit the scope of expansion plans, by one or both clubs, to only the funding/ enabling developments they could attract in the private market.

(b) This Council could choose not to enter into any JV Agreement with HCA, private developer and NTFC. Rationally it would not do so nor agree to transfer land at nominal initial value, if the projections from development were not judged to be realisable and/or the types of development were not supported in general terms.

(c) This Council could choose not to agree the principle of using any development proceeds it would receive from a viable JV Agreement to reduce the balance of any loan debt owed to the Council by NTFC. This would provide the Council, in those circumstances, with additional capital receipts to invest in other priorities in the Town. It would not however, help to generate the wider economic and social benefits arising from less indebted clubs and their consequent ability to generate employment and opportunities of different kinds for local people.

3.3.2

(a) This Council could choose to make loan finance available to the clubs on suitable, prudent terms to protect the position of this Council and the clubs. This would help support stadium expansion plans, create construction and permanent jobs and support wider benefits within the Enterprise Zone.

(b) This Council could choose to enter into JV arrangements with HCA, private developer and NTFC, provided it considered that the terms were acceptable and the prospect of generating positive returns were sufficiently strong to justify the transfer of freehold land at the outset at nominal value. Participation in a

successful JV would deliver significant development within the Sixfields area. This would not only generate value for this Council, but would support the expansion of employment and other opportunities within this part of the Town.

(c) This Council could choose to agree, subject to any legal restrictions, the principle of using any proceeds from a successful JV Agreements at Sixfields to indirectly support NTFC's aspirations for stadia expansion and greater financial sustainability.

3.3.3

(a) The Council could choose not to enter into a partnership agreement to promote Northampton through connecting the Northampton Saints and "Love Northampton" brand, but this would preclude a significant opportunity to get county, national and international promotional benefits for Northampton with consequent economic well-being benefits.

4. Implications (including financial implications)

4.1 Policy

4.1.1 Any wider land development proposals that would arise under the proposed JV arrangements would need to be consistent with the National Planning Policy Framework and with relevant local planning policies.

4.2 Resources and Risk

4.2.1 Capital: Depending on the final loan agreement it is likely the loan will need to be treated as capital expenditure for the Council under Section 25 (1) (b) of the Local Authorities (Capital Finance and Accounting) Regulations 2003. If this is the case the Council will need to approve the amount of the loans into its Capital Programme. Subject to the level of interest charged on the loans it may be classified as a "soft" loan which is likely to require separate disclosure in the Council's Accounts. A capital sum might be realised from participation in a successful JV arrangement involving development of Council land (in combination with other adjacent land). This receipt could – if retained - provide a means of supporting other capital investment plans.

4.2.2 Prudential Indicators: If the loans are treated as capital expenditure it will impact on the Council's Prudential Indicators which it set in February 2013 as part of the Budget setting process. The loan will increase the Council's Capital Financing Requirement (CFR), its underlying need to borrow to finance capital expenditure, and could lead to the Council breaking its Affordable Borrowing Limit (ABL). The ABL is the maximum the Council can borrow. When the budget was set for 2013/14 in February 2013 the position was as follows:

Affordable Borrowing Limit (ABL)	£250.0m
Forecast Long Term Borrowing	£215.8m
Headroom	£34.2m

The Council should have sufficient headroom in its ABL for 2013/14 to incorporate the loans without having to change its ABL, which would require a

full Council decision, during the financial year. In addition to its long term borrowing the Council may, from time to time, have to borrow temporarily short term to manage its cash flow commitments. This short term borrowing would impact on the headroom available. However, based on current forecasts there should be sufficient head room and this will be kept under review through the monitoring of the Council's Treasury Management Strategy throughout the year.

- 4.2.3 Treasury Management Strategy: If the loans are treated as capital expenditure the Minimum Revenue Provision (MRP) Policy may need to be updated to reflect the repayment provisions of the loan.
- 4.2.4 Revenue: If the Council was to provide loan finance to one or either Club it would need to ensure that this was provided in such a way so as to marry with the timing and extent of revenue impacts on the Council, arising from any external borrowing that it needed to make to fund this. The structure of any borrowing made would need to have regard to the business plan of the stadium improvements and any other developments for which loan finance was provided to either club.
- 4.2.5 Risk: The security provided by either club for any loan finance provided to them would need to be sufficient to ensure that the Council was not exposed to the risk of default. Without such security being in place, the consequential ongoing revenue liabilities of the Council servicing debt as a result could negatively affect delivery of other services to the public.
- 4.2.6 The connecting of the "Love Northampton" and Northampton Saints brands through the proposed partnership agreement provides very significant promotional benefits in a complete package, which will greatly enhance promotion of the Town and thereby the local economy. Funding will be from the Council's reserves earmarked for economic development purposes. Given the immense standing of the Saints brand locally, nationally and internationally, no significant risks are associated with this partnership and it is for the Council to work with the Saints to maximise the benefits to the Town and local business,

4.3 Legal

- 4.3.1 Local authorities have powers under the Localism Act 2011 to act in the same manner as any other legal person, save where those powers are specifically limited by statute. The making of loans would be permissible, subject to any statutory financial services or similar regulations that may be relevant. The fiduciary duty of the Council to the tax payer would require that there should be sufficiently robust arrangements concerning the repayment of any loans provided and adequate tangible security in place to cover the position in the event of default.
- 4.3.2 The Council is under a general duty to achieve best value from the disposal of its land and property, arising under s.123 of the Local Government Act 1972. Any agreement to dispose of an interest in land for an initial nominal consideration, as part of a Joint Venture agreement with other parties, would only be legitimate where there was considered to be a strong objective

prospect of that agreement leading to a development return reflective of what could be achieved in the market generally.

4.3.3 The Council would need to comply with EU law in relation to “State Aid” in the methodology of providing any direct or indirect financial support to either club, to assist in the promotion of the wider economic and social well-being of the Town. There are certain exemptions from ‘State Aid’ and the Council would need to ensure that the terms of any support provided were consistent with those. In some circumstances applications for exemptions may need to be made to EU bodies. If this was relevant, it could be a potentially delaying factor. Depending upon the quantum of actual loan finance sought, there may be a requirement to undertake an economic impact assessment.

4.3.4 The Council has the necessary powers to undertake promotional activity to promote the town to residents, visitor and investors.

4.4 Equality

4.4.1 There are none specifically. Any development proposals linked to the proposals above would need to have regard to accessibility issues for disabled persons.

4.5 Consultees (Internal and External)

4.5.1 Rugby & Northampton Athletics Club

4.6 How the Proposals deliver Priority Outcomes

4.6.1 The proposals above would support:

- (a) The stated commitment of the Council to help support the aspirations of the major sport clubs in the Town.
- (b) The promotion of development, growth and job creation within the Northampton Waterside Enterprise Zone and in the wider Northampton economy, particularly the visitor economy.
- (c) Effective working with a key partner (HCA) to bring forward development on under-utilised publicly owned land for a variety of uses.

4.7 Other Implications

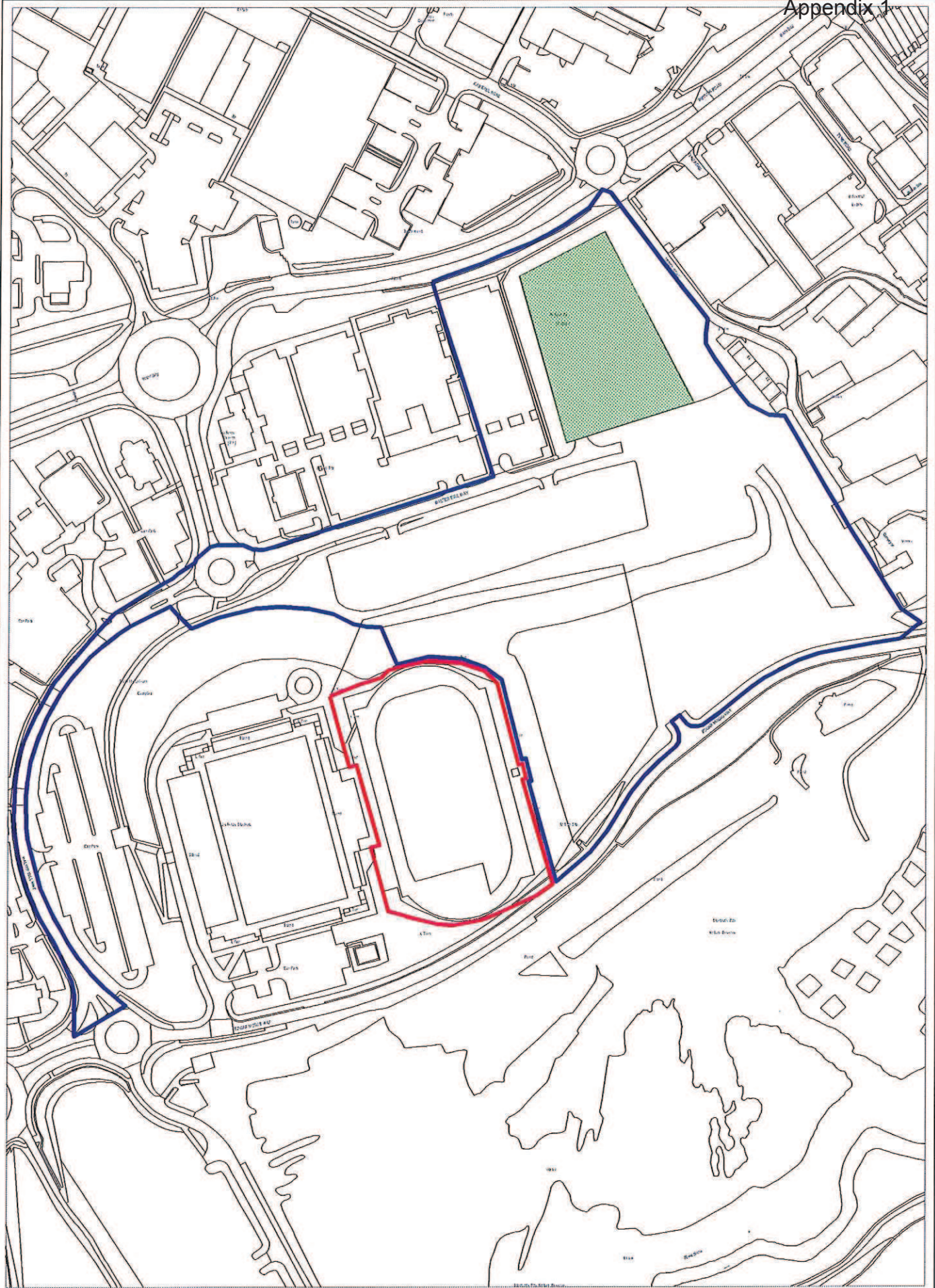
4.7.1 There are none specifically.

5. Background Papers

5.1 Cabinet Report dated 28 January 2008 - Sixfields Stadium – Request for Lease Variations

5.2 Cabinet Report dated 11 July 2012 - Land at Sixfields – Development Strategy

David Kennedy, Chief Executive
Steven Boyes, Director of Regeneration, Enterprise and Planning
Simon Dougall, Corporate Asset Manager



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

Title
Proposed development area at Sixfields - Appendix 1

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PARTNERSHIP AGREEMENT

DATED: 2013

PARTIES:

- (1) **NORTHAMPTON BOROUGH COUNCIL** of Guildhall, Northampton NN1 1DE (“NBC”)
- (2) **NORTHAMPTON RUGBY FOOTBALL CLUB LTD** (Company number: 3139409) of Franklin’s Gardens, Weedon Road, Northampton, NN5 5BG (“the Club”).

WHEREAS:

- (A) NBC wishes to have the support and co-operation of the Club in order; a) to attract supporters of opposing clubs to visit and stay in Northampton around the Club’s Home Games; b) to promote Northampton to the Club’s supporters who live outside Northampton; and c) to promote Northampton and its Enterprise Zone generally.
- (B) The Club has agreed to grant NBC the Rights set out below on the terms and conditions set out in this Agreement.

IT IS AGREED AS FOLLOWS:

1. DEFINITIONS

1.1. In this Agreement the following terms shall have the meanings set out below:

“**Club Logo**” means the logo attached at schedule 1 or such other logo as may be substituted therefore by the Club.

“**Composite Logo**” means the logo attached as Schedule 3 or such other logo as substituted therefor by the parties to this Agreement.”

“**Force Majeure**” means fire, flood, unavoidable accident, breakdown of equipment, riot, Act of God, enactment of an Act of Parliament, a cause or event arising attributable to war or any other event outside the reasonable control of the parties.

“**Ground**” means the Club’s ground situated at Franklin’s Gardens or at any other stadium substituted by the Club therefore, including but not limited to all bars, hospitality suites, surrounding areas and car parks directly controlled by the Club.

“**Home Game**” means any competitive rugby game played by the first team of the Club at the Ground.

“**Rights**” means the rights set out in clause 4 of this Agreement.

“**Promotion Fees**” means the fees payable by NBC as described in clause 3.1 (as may be adjusted in accordance with the remainder of clause 3).

“**NBC Logo**” means either the logos attached at schedule 2 or such other logo as may be substituted therefore by NBC.

“**Term**” means the period 1 July 2013 to 30 June 2014.

“**Year**” means each 12 month period commencing 1 July during the Term.

2. TERM AND RIGHT OF FIRST NEGOTIATION

- 2.1** This Agreement is exclusive to the parties and shall have effect for the Term, unless terminated earlier in accordance with the provisions of this Agreement.
- 2.2** Provided this Agreement has not been terminated, the parties to this Agreement agree to enter into good faith negotiations during the period 1 February 2014 to 31 March 2014 to negotiate a new agreement on market terms acceptable to both parties. In the event that terms of a new agreement have not been agreed by 1 April 2014 the Club will be free to negotiate and enter into a similar sponsorship agreement with a third party.

3 PROMOTION FEE & PERFORMANCE BONUS

- 3.1** In consideration of the Club undertaking to provide NBC with the Rights set out in this Agreement, NBC agrees, subject to the terms of this Agreement, to pay the Club £100,000 (one hundred thousand pounds) as a Promotion Fee.
- 3.2** The Promotion Fees shall be paid in four equal instalments on 1 July, 1 October, 1 January and 1 April during the Term.

4. RIGHTS

- 4.1** In consideration of the payment of the Promotion Fee, the Club hereby grants to NBC the following Rights during the Term:
- 4.1.1** The right to refer to the Club as a "Partner" and/or "Love Northampton Ambassador". NBC shall have the right to use such designation, the Club Logo and/or Club Name and the images of players and staff in their capacity as players and staff of the Club in all advertising, marketing and promotional materials. NBC agrees that such advertising, marketing and promotional materials shall not be detrimental to the image of the Club in any way. NBC acknowledges that except for any rights conferred on NBC under this Agreement the Club Logo shall remain the exclusive property of the Club.
- 4.1.2** The right to display on the perimeter of the Ground an advertising board, the costs of production, installation, repair and removal of such to be borne by NBC.
- 4.1.3** Subject only to permission by the competition organisers, the right to promotional opportunities at Heineken Cup matches played at the Ground.
- 4.1.4** The right to a visitor information stand at Home Games.
- 4.1.5** The right to have the Composite Logo displayed on the Club's official media backdrop.
- 4.1.6** The right for the NBC Logo to appear on the front cover of all official Club programmes for each Home Game.
- 4.1.7** The right to a half page column advertisement in each edition of the Club's programme at each Home Game.
- 4.1.8** The right to have a 20 second long NBC advertisement displayed on the Club's Big Screen 6 times at each Home Game.
- 4.1.9** The right to have a NBC Promotional article displayed on the Club's internet website and, at NBC's cost, to establish a hotlink between NBC's website and the Club's official website.
- 4.1.10** The right for NBC to use an Executive Box at no further cost for a maximum of 16 guests at four Home Games. Food, beverage and catering costs are to be met by NBC.
- 4.1.11** The right to have conference and meeting rooms made available at no hire charge provided that NBC shall meet all catering and other costs incurred by the Club in hosting such functions.

- 4.1.12 The right to request the involvement of Club directors and players in promotional activity, including but not limited to attending special functions and meeting invited guests. NBC shall give the Club as much notice as possible and the Club shall respond to all requests in good faith but it is acknowledged that the Club shall put playing commitments and player welfare requirements as priority over non-playing appearances.
 - 4.1.13 The right to have the Club distribute a NBC promotional leaflet to its supporter base and to visiting clubs for the purpose of encouraging its supporters to visit Northampton on Home Match days.
 - 4.1.14 The right to host a private lunch, dinner or function for a select party including Saints players and directors at cost only.
 - 4.1.15 The right to promotional opportunities with and through the Club's supporters travelling under the Club's arrangements to matches played at away grounds in the Heineken Cup competition.
 - 4.1.16 The right to 40 match tickets free of charge at a Home Game of the Club's choice for the use of such guests as approved by the Club.
 - 4.1.17 The right to discuss and develop the commercial use of the Composite Logo on merchandise sold by the Club through its normal retail channels provided always that NBC may at its own cost produce and supply to and require the Club to offer for sale such merchandise items and the Club shall be entitled to retain proceeds of the sale therefrom.
- 4.2 NBC acknowledges that the Club may be contractually obliged to deliver a 'clean stadium' (free of branding) or otherwise be restricted in delivering certain rights from time to time by the organisers of any competition in which the Club may participate and further acknowledges that such contractual obligations shall not constitute a breach of this Agreement.

5. CLUB OBLIGATIONS

The Club represents, warrants and undertakes to NBC:

- 5.1 That it has and will continue to have full authority to enter into this Agreement and to undertake all of the obligations on its part contained herein.
- 5.2 That the Club will not enter into any agreement to play any of its designated home fixtures in the Aviva Premiership, the Heineken Cup pool rounds or the LV=Cup at any venue other than the Ground.
- 5.3 That all press releases to the media directly involving NBC shall be agreed in advance by NBC.
- 5.4 That it shall take all responsible steps to ensure that the Club and its officials and players will uphold the good name, image and reputation of NBC and the town of Northampton and shall not make any defamatory or derogatory statements or engage in conduct which is likely to bring into disrepute the name and/or image and/or reputation of either.

6. TERMINATION

- 6.1 Either party may, without prejudice to any other rights or remedies which may arise pursuant to this Agreement or otherwise, terminate this Agreement forthwith by giving written notice to the other party in the event that the other party commits a material breach of this Agreement and, in the case of such breach being capable of remedy, does not remedy such breach within 30 days of being given notice in writing specifying the breach and requiring its remedy.
- 6.2 Either party may terminate this Agreement forthwith by notice in writing to the other if:

6.2.1 The others enter into liquidation or dissolution otherwise than for the purpose of an amalgamation or reconstruction.

6.2.2 The other ceases to carry on business, has a receiver or administrator appointed over all or any part of its assets or undertaking, or enters into any compromise arrangement with its creditors.

7. NOTICE

7.1 Any notice to be received under this Agreement shall be in writing and served either by hand or by first class post or by facsimile and shall be deemed served 48 hours after posting if sent by post, on delivery if delivered by hand and on completion of transmission if sent by facsimile.

7.2 For the purpose of clause 7.1 the parties' contact details are

7.2.1 Northampton Borough Council, Guildhall, Northampton NN1 1DE for the attention of the Chief Executive or such person as NBC may notify the Club from time to time.

7.2.2 Northampton Rugby Football Club Limited, Franklin's Gardens, Weedon Road, Northampton, NN5 5BG, for the attention of Allan Robson or such other person as the Club may notify NBC from time to time.

8. FORCE MAJEURE

8.1 If an event of Force Majeure occurs which is outside the reasonable control of a party, then the party prevented from complying with its obligations shall give immediate notice of the Force Majeure event to the other party in writing setting out the consequences or likely consequence thereof.

8.2 In the event that either Party is prevented from complying with any or all of its obligations under this Agreement by a Force Majeure event it shall take all reasonable steps to minimise the consequences of such Force Majeure event.

9. CONFIDENTIALITY

Except as otherwise agreed in writing the parties agree to keep all terms of this Agreement strictly confidential at all times, subject to any disclosure which may be required by the law.

10. ENTIRE AGREEMENT

10.1 This Agreement contains the entire agreement of the parties with respect to the subject matter of this Agreement and cancels and supersedes all prior agreements between the parties.

10.2 This Agreement shall not be amended, modified or supplemented except in writing signed by duly authorised representatives of the parties.

11. WAIVER

Failure of the either party at any time to demand strict performance by the other of any of the obligations herein shall not be constituted as an ongoing waiver and each party may at any time demand strict and complete performance by the other of its obligations.

12. JURISDICTION

The construction, validity and performance of this Agreement shall be governed in all respects by English law and the parties hereby submit to the exclusive jurisdiction of the English courts with regard to any claim or matter arising in connection with this Agreement.

Signed by)
For and on behalf of)
NORTHAMPTON BOROUGH COUNCIL)

Signed by ALLAN ROBSON)
For and on behalf of)
NORTHAMPTON RUGBY FOOTBALL CLUB LTD)

SCHEDULE 1

“Club Logo”

THE CREST



NAME LOGO

**NORTHAMPTON
SAINTS**

THE STICKMAN



SCHEDULE 2

“NBC Logo”



SCHEDULE 3

"Composite Logo"





Appendices

0



NORTHAMPTON
BOROUGH COUNCIL

CABINET REPORT

Report Title	Northampton Town Centre – The Next Steps
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AGENDA STATUS: PUBLIC

Cabinet Meeting Date:	17 th July 2013
Key Decision:	Yes
Within Policy:	Yes
Policy Document:	No
Directorate:	Regeneration, Enterprise & Planning and Customers and Communities
Accountable Cabinet Members:	Councillor David Mackintosh Councillor Tim Hadland Councillor Brandon Eldred Councillor Mike Hallam
Ward(s)	Castle

1. Purpose

- 1.1 To set out the council's strategic proposals for improving Northampton Town Centre, incorporating its response to Overview and Scrutiny Committee's May 2013 Retail Experience report.

2. Recommendations

That Cabinet:

- 2.1 Reaffirms the town centre as a major strategic priority for the council and agrees to add it as an improvement project to **Northampton Alive**.
- 2.2 Agrees to establish a **Town Team** to lead the town centre improvement agenda, as per paragraphs 3.1.76/7 to provide the strategic vision and operational management for Northampton town centre and to oversee a detailed plan for implementing the actions arising from this report.

- 2.3 In accordance with the Administration's manifesto commitment to appoint a **High Street Czar**, agrees to appoint local businessman Stephen Church for a period of four months, for the purpose of producing an independent report proposing a strategic and collaborative vision for the town centre and agrees that the position will be known as **Town Centre Summit Chairman**.
- 2.4 Further to paragraph 2.3, agrees to host a **Town Centre Summit**, on 20th September 2013, led by the Town Centre Summit Chairman, to allow partners and stakeholders to actively inform the town centre vision.
- 2.5 Agrees to introduce a regular **town centre newsletter** from the council to town centre businesses to keep stakeholders well informed and up to date about what is going on.
- 2.6 Agrees to a summer trial of **free car parking** all day Saturday and for two hours on week days during the whole of August 2013 in the council's pay on exit car parks (St John's, Mayorhold and St Michaels), with Sundays continuing to be free all day, leading to a reduction in income that could be £180,000.
- 2.7 Further to recommendation 2.6, agrees to review the impact of **car parking reductions** following the August 2013 trial.
- 2.8 In partnership with Northamptonshire County Council (subject to agreement of the detailed business case), approves the utilisation of the £100,000 received by the council from the Town Centre Innovation Fund to implement **pay on exit at the Grosvenor Centre Car Park**, including the option to pay by credit and debit card.
- 2.9 Further to recommendation 2.8, agrees that pay on exit machines are procured from Metric Group Limited for the reasons set out in paragraphs 4.2.5/6.
- 2.10 Endorses the proposals in the council's 2013/14 Capital Programme to install improved **car park signs** on the main entrance roads into the town centre to direct motorists to their most convenient car park and provide up to the minute information on where spaces are available.
- 2.11 Acknowledges the contribution that **Northampton Town Centre Limited** (the Town Centre BID), has made to improving the Town Centre.
- 2.12 Agrees to commence consultation with local businesses on the creation of a **business improvement district for Wellingborough Road**.
- 2.13 Acknowledges the challenge that **empty shops** and **negligent and/or absent landlords** present to the council's ambitions for a vibrant and thriving town centre and requests that an action plan is promptly developed to address the problem with a **public register of landlords**.
- 2.14 Approves proposals for major improvements to the **public realm** in the **Cultural Quarter**, to be delivered in partnership with Northamptonshire County Council, set to be outlined later this year.
- 2.15 Endorses the establishment of a **town centre ranger** post, dedicated to keeping the town centre in pristine condition.

- 2.16 Makes a commitment to try to reduce the blight of **discarded chewing gum** on town centre streets.
- 2.17 In partnership with Northamptonshire County Council, agrees to launch a formal consultation process to determine whether to **re-open the middle section of Abington Street** to vehicles to allow easier access for shoppers and visitors to the town centre.
- 2.18 Further to recommendation 2.17, agrees to relocate the **Francis Crick Memorial Statue** to a suitable location.
- 2.19 Agrees to rollout **free Wi-Fi** across the entire town centre.
- 2.20 Agrees that an exciting **programme of summer events** is developed to bring more visitors into the town centre, including regular performances provided from a town centre bandstand.
- 2.21 Agrees that dedicated **busker spots** are created around the town centre to encourage more and better quality buskers.
- 2.22 Agrees that a review of the town's **night time economy** is undertaken to make certain the council, local businesses, Northamptonshire Police and other partners work together effectively to ensure the town centre is safe, as well as vibrant, and has something to attract a wide cross section of visitors.
- 2.23 Acknowledges the problem of **street drinkers and beggars** in the town centre and requests that an action plan is promptly developed to address the problem.
- 2.24 Endorses the work currently being undertaken, in partnership with Northamptonshire County Council, on a pioneering **urban bicycle-hire scheme**, to be implemented in the town centre during the summer.
- 2.25 Agrees that a public consultation is undertaken on future of the **Market Square fountain** during the summer of 2013.
- 2.26 Accepts all of the recommendations made in Overview and Scrutiny Committee's May 2013 **Retail Experience report** and thanks Overview and Scrutiny Committee for its valuable work.
- 2.27 Endorses the allocation of £195,000 from the New Homes Bonus Reserve, in accordance with the delegations in the Constitution, to fund recommendations 2.6, 2.18 and 2.19 in 2013/14 and, for all of the remaining recommendations that have a financial impact, with the exception of recommendation 2.8, agrees that they will be funded from previously approved revenue and capital budgets.

3. Issues and Choices

3.1 Report Background

Current position

- 3.1.1 Determined partnership working between the council, businesses, the Town Centre Business Improvement District and other partners has enabled Northampton town centre to perform better than many other similar size town centres since the onset of the economic downturn in 2007. Nonetheless, Northampton has not escaped the recession entirely unscathed, evidenced by factors such as a reduction in footfall and a rise in the empty shop rate.
- 3.1.2 A change in political leadership of the town has brought to bear renewed energy and ambition for the future of the town centre. There is now clear recognition of the contribution a vibrant, thriving town centre will make to the economic and social prosperity of Northampton, and the wider county.
- 3.1.3 In the past two years, many improvements to the town centre have been implemented or set in train, including:
- 3.1.3.1 Free and reduced price car parking successfully introduced in the council's town centre car parks in October 2011 to attract visitors to the town centre and to encourage them to dwell longer.
- 3.1.3.2 Designation of the prestigious Waterside Enterprise Zone to promote investment, jobs and growth in the town.
- 3.1.3.3 Redevelopment of Northampton Railway Station on the site of the historic castle, which now forms a heritage gateway to the town.
- 3.1.3.4 Worked with Northamptonshire County Council on developing proposals for the Angel Street office accommodation regeneration project which will bring thousands of office workers into the town centre, having a major impact on the town centre economy.
- 3.1.3.5 Worked with the University of Northampton to enable the construction of student residential accommodation for nearly 500 students on the former St John's surface car park site.
- 3.1.3.6 Supported the University of Northampton's relocation proposals that will see them move in 2018 to a modern new campus at Avon Nunn Mills, within the Waterside Enterprise Zone.
- 3.1.3.7 Secured agreement for a 105 bed hotel at Albion Place, bringing both visitors and jobs to the town centre.
- 3.1.3.8 Designation of a Cultural Quarter in the town centre, encompassing Northampton's key cultural venues.
- 3.1.3.9 Extensively refurbished Northampton Museum and Art Gallery, significantly improving one of the town centre's main visitor attractions.
- 3.1.3.10 Launch of the Love Northampton web site and tourist information guide to encourage more visitors to the town centre.

- 3.1.3.11 Construction underway of a smart, new, fit for purpose, bus interchange, enabling demolition of the dilapidated and outdated Greyfriars bus station.
- 3.1.3.12 Provision of free Wi-Fi on the Market Square.
- 3.1.3.13 Delivered major improvements to Abington Street public realm, giving the town centre a welcome makeover.
- 3.1.3.14 Major improvements proposed to public realm in the Drapery to enhance the appearance of the area around the new bus interchange.
- 3.1.3.15 The creation of a town centre ranger post, dedicated to keeping the town centre in pristine condition
- 3.1.3.16 Resolved the issues caused by skateboarders in the town centre by creating a modern skate park, with café and toilet facilities set to open shortly.
- 3.1.3.17 In partnership with the police and the Town Centre BID, supported the 'Don't Kill with Kindness' campaign, highlighting the dangers of giving money to beggars.
- 3.1.3.18 Addressed the problem of chuggers in the town centre by entering into a voluntary agreement with the Public Fundraising Regulatory Association (PFRA) which controls the behaviour of and severely restricts the number and location of chuggers operating in the town centre.
- 3.1.3.19 In accordance with the Administration's manifesto commitment to support the Northampton Arts Collective (now known as NN), worked with Northamptonshire County Council to find them a suitable new home in the heart of the town's recently designated Cultural Quarter.
- 3.1.3.20 Hosted our biggest ever programme of events in 2012, including Godiva, Olympic Torch, Music Festival, bringing thousands of visitors into the town centre.

Overview and Scrutiny Committee – Retail Experience (May 2013)

- 3.1.4 Between May 2012 and May 2013 an overview and scrutiny panel undertook an in depth review to:
 - Investigate how NBC can support the town centre business community
 - Investigate how NBC can support local businesses throughout the development period of any major building projects in and close by to the town centre (i.e. Grosvenor; bus interchange; university accommodation)
 - Identify and examine good practice from other boroughs
 - Identify ways to develop greater involvement / engagement with local, regional and national businesses in public land improvement initiatives

- 3.1.5 As a result of the retail experience review, Overview and Scrutiny Committee has today made recommendations to this Cabinet meeting. It is proposed that all recommendations are accepted by Cabinet, although it should be noted that virtually all of the recommendations have already been implemented or are currently in the process of being implemented.
- 3.1.6 Information about how the recommendations have already been implemented is provided below:
- 3.1.6.1 Love Northampton is the high profile promotion campaign developed by the council and key partners to market and publicise the town's offer and attractions and what's going on here (O&S recommendations 6.1.1-3).
- 3.1.6.2 There are already busking locations identified in the town centre which are in regular use. There are plans this summer to further enhance the town centre street entertainment offer by raising the profile of busking locations, to encourage more buskers into the town centre (O&S recommendation 6.1.4).
- 3.1.6.3 There are also exciting plans in development to create a town centre equivalent of the successful Bands in the Park programme (O&S recommendation 6.1.4).
- 3.1.6.4 Retailers (other town centre businesses) and residents are routinely notified of major developments through a variety of mechanisms including letters, flyers, emails and notices. A town centre newsletter will be launched later in the year to further improve communication with town centre businesses, residents and visitors (O&S recommendation 6.1.5).
- 3.1.6.5 Free and reduced price car parking has, and continues to be, broadly advertised to residents of the town. Indeed, the offer has been well utilised by the public, leading to a significant increase in ticket sales (O&S recommendation 6.1.6).
- 3.1.6.6 In the past, local artists have utilised empty shops. Various other initiatives have also been implemented to approve the appearance of empty shops (O&S recommendation 6.1.7).
- 3.1.6.7 Funding is currently promoted to local businesses through the council's connections with Northamptonshire Enterprise Partnership (O&S recommendation 6.1.8).
- 3.1.6.8 The council's planning policies are under regular review to ensure, in so far as the law permits, they support the council's ambitions for a thriving and vibrant town centre (O&S recommendation 6.1.9).
- 3.1.6.9 The council has been involved in and has assisted with the communication of pop up shops and exhibitions (O&S recommendation 6.1.10).
- 3.1.6.10 The intention to appoint a town centre Czar was clearly stated in the manifesto that saw the current Administration elected to power and, indeed, this Cabinet report proposes an appointment to the position (O&S recommendation 6.1.11).

- 3.1.6.11 EMS, the council's environmental services partner, is contractually required to provide a consistent standard of cleansing and maintenance to the town centre and effective monitoring and reporting arrangements are in place to ensure standards are met. EMS works closely with the council, its partners and the Town Centre BID via a variety of mechanisms to understand needs. Robust resources and systems are in place to ensure enforcement action is used as an effective tool in maintaining cleanliness in the town centre and arrangement are in place to allow problems to be reported and dealt with quickly, including an innovative 'report it' app (O&S recommendations 6.1.12-20).
- 3.1.6.12 The council actively works with its town centre partners on an ad hoc basis and in more formal arenas such as the town centre forum and the town centre BID to drive improvements in the town centre on a broad range of matters, including traffic management and improvements to the public realm (O&S recommendations 6.1.21, 22 and 24).
- 3.1.6.13 Through the Northamptonshire Waste Partnership, the council contributes funding to a number of waste education officers who work closely with schools to encourage recycling (O&S recommendation 6.1.23).

Central Area Action Plan

- 3.1.7 The adoption of the Central Area Action Plan (CAAP) earlier this year marks a key milestone in the future development of the town centre, providing a robust, but flexible, planning framework from which further town centre development can flow.

Northampton Alive

- 3.1.8 In March 2012 Northampton Alive was launched, providing an aspirational vision for the regeneration of Northampton, marking the start of a far more coherent and determined approach to the town's future development.
- 3.1.9 Focused around Northampton's major regeneration projects, Northampton Alive has unequivocally set out the town's ambitious regeneration agenda.
- 3.1.10 The new bus interchange is an early success of Northampton Alive. Enabling the demolition of the outdated 1970s Greyfriars bus station and creating space for prime location retail development in its place, the smart new facility will open for business in spring 2014.
- 3.1.11 Under the Northampton Alive banner, the Council continues to work with Legal and General to bring the Grosvenor Centre extension forward, but the proposed large out of town retail development at Rushden Lakes is making progress on this project more difficult.
- 3.1.12 With strong political leadership in place and the planning and regeneration context firmly set, the environment is now considered right for the town centre to be reaffirmed as a major strategic priority for the council and to therefore be added to Northampton Alive.

Waterside Enterprise Zone

- 3.1.13 The largest in the UK, the Waterside Enterprise Zone was launched in 2011. It stretches from the western edge of Northampton across to the town centre. Focused on innovation and enterprise, its purpose is to promote investment, jobs and growth in the town.
- 3.1.14 The Enterprise Zone offers a broad range of benefits to attract new businesses to Northampton, as well as the pre-existing advantages of investing in a well-connected dynamic town.
- 3.1.15 Covering more than 20 sites along the River Nene, the Enterprise Zone offers an ideal location to encourage businesses to relocate and grow in Northampton. With the potential to significantly enhance the economic viability of the town centre, the council is confident that it will lead to the creation of a vibrant commercial district, including both small and medium size businesses and major global brands.
- 3.1.16 The University of Northampton has announced that it will relocate to Avon Nunn Mills, a prime site within the Enterprise Zone, bringing more jobs to the town centre and massively increasing town centre footfall when it opens for business in its modern new campus in 2018.
- 3.1.17 Nationwide has also announced plans to look at the potential to relocate to the Enterprise Zone, bringing in excess of 2,000 jobs into the town centre, which will be another large boost to the Town Centre economy.

Cultural Quarter

- 3.1.18 In January 2013 the council designated an area of the town centre as the Cultural Quarter. Located in Guildhall Road and Derngate, the following key cultural venues are located within it:
- The Northampton Museum and Art gallery (the council's main museum)
 - NN (the newly located Northampton Arts Collective)
 - The award winning Royal and Derngate Theatres
 - 78 Derngate (the restored Rennie Mackintosh designed house)
 - The recently opened, Errol Flynn Film House, dubbed 'a film house for film lovers'
- 3.1.19 Emerging opportunities exist for the Northampton Cultural Quarter arising from the Waterside Enterprise Zone and development initiatives such as the Angel Street and St John's regeneration projects.
- 3.1.20 A three dimensional master planning exercise is currently underway which will set out both the physical development of the area and the activities and interactions that will go on there.
- 3.1.21 One of the early successes of the Cultural Quarter will be major improvements to the public realm that will be implemented later this year.

Business Improvement District

- 3.1.22 A business improvement district (BID) is a defined area within which businesses, following a successful ballot, pay an additional one percent business rates in order to fund projects within the levy area to enhance the area and promote business activity.
- 3.1.23 In January 2011, a BID was established for the town centre. Known as Northampton Town Centre Ltd (NTCL), the town centre BID has worked effectively with the council to deliver many improvements, adding to the economic prosperity of the town centre.
- 3.1.24 Northampton Independents Day, held on July 4, is a great example of the type of campaign undertaken by NTCL. It promoted the town centre's independent traders, championing their individuality, customer service and commitment to quality. Part of the third national Independents' Day, NTCL organised a series of events aimed at raising the profile of local traders and putting smaller firms in the spotlight.
- 3.1.25 On the edge of the town centre, Wellingborough Road is a busy and diverse part of the town, comprising mainly small independent businesses, such as bars, restaurants, cafes, high fashion retail and other specialist shops. It is entirely different in character and culture from the area within the boundary of the town centre BID.
- 3.1.26 It was therefore appropriate that it was not included in the town centre BID boundary. It is however an area that potentially could benefit from its own BID and so it is proposed that consultation is undertaken with local businesses on the creation of a separate business improvement district for Wellingborough Road, with a decision to progress to a ballot of those businesses impacted by the end of September 2013.

Town Centre Parking

- 3.1.27 The council understands that convenient and reasonably priced car parking is one of the keys to improving access to the town centre and plays an important part in attracting visitors and supporting the local economy.
- 3.1.28 An approach to car parking is required in the town centre that will support and enable economic growth and which will encourage and enhance the viability and vibrancy of the town centre.
- 3.1.29 Two years ago, the council introduced free first hour and Sunday car parking and reduced price second hour car parking across its town centre car parks.
- 3.1.30 This bold initiative has been a huge success in increasing usage of the town centre car parks generally and, particularly, in encouraging visitors to the town centre on Sundays.
- 3.1.31 Car park ticket sales for all council car parks increased by nearly 29,000 (9%) for the first two months of 2012/13, compared to the same period in 2011/12.

- 3.1.32 Encouraged by the success of this initiative, it is now proposed to extend the free car parking offer during August 2013 to all day Saturday and two hours free on week days in the council's pay on exit car parks (St John's, Mayorhold and St Michaels). Sunday Parking will, of course, continue to be free in all council car parks.
- 3.1.33 An hour of free car parking, for technical reasons, has had to be limited to those multi-storey car parks that have pay on exit machines (St John's, Mayorhold and St Michaels). One of the main shoppers' car parks, the Grosvenor Centre Car Park, therefore had to be excluded from this aspect of the initiative.
- 3.1.34 It is proposed that investment is now made in upgrading the Grosvenor Centre car park to pay on exit so that it can be added to the one hour free initiative in time for the commencement of the Christmas shopping period in late November.
- 3.1.35 The introduction of pay on exit to the Grosvenor Centre car park will also enable shoppers to dwell longer and will facilitate the introduction of credit and debit card payments.
- 3.1.36 As part of this initiative, it is also proposed to introduce credit and debit card payments to the council's existing pay on exit car parks (i.e. St John's, Mayorhold and St Michaels) and to potentially provide pay on exit solutions in the Royal and Derngate Theatre and in the new hotel at Albion Place.
- 3.1.37 It is proposed that the new pay on exit machines are procured from Metric Group Limited, who are the suppliers of the council's existing pay on exit machines.
- 3.1.38 Other imminent improvements to the town centre car parking offer, include already approved proposals in the council's 2013/14 Capital Programme to install car park signs later in the year on the main entrances to the town centre to improve the visitor experience by directing motorists to their most convenient car park and by providing up to the minute information on where spaces are available.
- 3.1.39 It is also likely that at least one new multi-storey car park will be provided adjacent to the town centre to ensure all car parking needs can be catered for.

Empty Shops

- 3.1.40 Empty shops present a challenge to the council's ambitions for a vibrant and thriving town centre.
- 3.1.41 Over the past two years, the council has supported the Town Centre BID to reduce the visible impact of empty shops through the hanging of attractive vinyls in empty shop windows.
- 3.1.42 Empty town centre shops can often be a problem associated with negligent and/or absent landlords. The Portas Review asserts that councils need to be proactive in managing the problem of empty town centre shops, using the powers and tools at their disposal.

3.1.43 Portas also brings new thinking on this issue, putting forward ideas about 'landlord registers' and 'empty shop management orders'. Such ideas are worthy of further exploration.

3.1.44 It is proposed that we introduce a public register of landlords for the town centre and undertake research to establish what else can be done to address this problem in Northampton.

Night Time Economy

3.1.45 The town centre is a vibrant and thriving night time destination. The night time offer comprises a broad range of bars, restaurants, night clubs and other leisure venues, which make an important contribution to the economic viability of the town.

3.1.46 It is proposed that a review of the night time economy is undertaken to ensure the council works as effectively as possible with night time economy businesses, the police and other partners in order to ensure the town centre remains as safe, clean and attractive at night time as it is during the day.

3.1.47 Examples of effective partnership working include Pubwatch and Best Bar None, voluntary schemes, which promote and support good practice in licensed premises, to try to ensure a safe and secure environment.

3.1.48 Alongside its more general responsibilities, the council recognises that it has an important role to play in the town centre as the Licensing Authority.

3.1.49 The council understands that it is important to continue to be innovative and proactive in the way it uses its licensing powers and that it needs to actively consider using all of the authorities and tools available to it to try to ensure that night time visitors to the town centre feel welcome and are kept safe throughout their visit.

3.1.50 Examples of this innovative and proactive approach are evidenced in the work recently undertaken to enable the council's licensing committee to consider progressing to statutory consultation on the implementation of an Early Morning Restriction Order (although the committee, at its meeting on 18th June 2013, decided not to proceed with the proposal).

3.1.51 Other innovative examples include 'Reducing the Strength', a partnership strategy, aimed at reducing violent crime and antisocial behaviour in the town centre associated with the consumption of super strength alcohol. It is an entirely voluntary measure that encourages retailers to agree to stop selling cheap beers, lagers and ciders with 6.5% or more alcohol volume.

Making the Town Centre Safe and Clean

3.1.52 Working with the police and other partners, the council is committed to ensuring the town centre is a safe place to visit, live and work during both the day and night.

3.1.53 Investment in CCTV and the appropriate deployment of staff, such as neighbourhood wardens, environmental crime officers and the new town centre ranger, help to reduce crime and the fear of crime in the town centre.

- 3.1.54 The council is aware that the presence of street drinkers and beggars detract from the attractiveness of the town centre and can make people feel threatened and unsafe.
- 3.1.55 Campaigns such as ‘Don’t Kill with Kindness’ and ‘Reducing the Strength’, along with the provision of outreach workers are some of the ways in which the council has addressed this problem, which continues to be a priority for action.
- 3.1.56 The council, with the support of the Police, implemented a Designated Public Places Order (DPPO) in March 2009 as an additional power to deal with the problem of alcohol related anti-social behaviour (ASB). The DPPO gives Police and other accredited officers the power to confiscate alcohol from those drinking in a public place if it is associated with ASB or looks as though it could lead to ASB.
- 3.1.57 As the order has been in place for over three years, in accordance with best practice, It is now proposed that the council undertake a public consultation on the impact of the DPPO on 17th and 18th July, to coincide with this year’s ‘Don’t Kill with Kindness’ campaign.
- 3.1.58 The council is also committed to high standards of cleanliness in the town centre. Staff such as neighbourhood wardens, environmental crime officers and the new town centre ranger also help to keep the town centre clean and tidy.
- 3.1.59 Chewing gum is recognised as a particular blight on town centre streets. It is proposed that work is undertaken to identify best practice so that the effective action can be taken to address the problem on a sustainable basis.

Britain in Bloom

- 3.1.60 The council, working with Northampton Town Centre Ltd, other partners and local communities, enters Britain in Bloom each year. The colourful floral displays have an impact borough-wide but there is a very strong focus on the town centre and its main entry roads.
- 3.1.61 The rows of jardinières and the cascading hanging baskets that adorn the town centre throughout the spring and summer have become a popular attraction, bringing additional footfall and encouraging visitors to dwell longer.
- 3.1.62 Last year, Northampton was awarded Silver Gilt in East Midlands in Bloom and silver in the national competition. It is hoped to do even better this year, both regionally and nationally, and for the first time Northampton has entered the prestigious International Bloom competition.

The Market

- 3.1.63 In accordance with the Administration’s manifesto commitment, a review has taken place of the market governance arrangements, leading to the establishment of the Market Advisory Group.
- 3.1.64 An independent chair was appointed to the Market Advisory Group, who worked diligently with market traders, elected members and council officers to agree an action plan, the implementation of which is well underway.

- 3.1.65 Until March 2013, the role of independent chair was undertaken by Raymond Overall. It is now Dick Roberts. The council is grateful to them both for their hard work in helping the Market Advisory Group kick start a number of initiatives for the Market Square with market traders and the council.
- 3.1.66 Many improvements to the market have already been delivered, including a rent reduction for stall holders plus new initiatives to attract shoppers and new traders to support the economic viability of the market, which is recognised as an important asset of the town centre.
- 3.1.67 On 25th May 2013, the council, with the support of market traders, took part in the national Love Your Local Market campaign by organising family activities and entertainment on the Market Square.
- 3.1.68 The purpose of the event was to promote the fresh produce and quality goods on sale in order to attract shoppers back to the market.
- 3.1.69 A key feature of the Market Square is the fountain. Installed in 2010, there have unfortunately been on-going problems with its operation associated with water quality. These problems remain unresolved. Work continues to find a solution.
- 3.1.70 Clarity needs to be provided over the future of the fountain, therefore the council will undertake a public consultation on the fountain's future during the summer of 2013.

Bridge Street

- 3.1.71 As well as the general economic situation around the world, other external challenges, outside of the council's direct control, have caused difficulties for local businesses, including the fire at the former Angel Hotel on Bridge Street in January 2012
- 3.1.72 A Listed Building Application has now been submitted to bring about the refurbishment of the former Angel Hotel and, subject to Listed Building Consent, it is hoped the owners will start work shortly.

Town Centre Vision

- 3.1.73 It is proposed that a High Street Czar, to be known as the Town Centre Summit Chairman, is appointed, for a period of four months, for the purpose of producing a report recommending a strategic and collaborative vision for the town centre.
- 3.1.74 It is also proposed that the council hosts a Town Centre Summit, on 20th September 2013, led by the Town Centre Summit Chairman, to allow partners and stakeholders to actively inform the town centre vision.
- 3.1.75 Once a vision is agreed, the next steps will be to quickly develop both the physical and economic regeneration strategies that are capable of delivering the level of innovation and improvement required to make the town centre vision a reality.
- 3.1.76 Appropriate governance arrangements will also be put in place for the Town Centre in the form of a Portas style Town Team.

3.1.77 The town team's membership will be drawn from senior politicians, leaders from key partner organisations, such as the University of Northampton (including representation from the leadership of the student union), Northamptonshire County Council, Northamptonshire Police, Northampton Town Centre Ltd and other town centre partners. The Town Team's purpose will be to drive swift progress and to constantly monitor and re-evaluate what needs to be done.

3.2 Choices (Options)

3.2.1 Cabinet can choose to accept or reject any or all of the 27 recommendations of this report, which provide a raft of major and more minor proposals for improving the town centre.

3.2.2 The main choice for Cabinet to make is to decide if it wishes to determine the town centre to be amongst its key regeneration priorities and to therefore agree that the town centre should be added to the portfolio of strategic regeneration projects that comprise Northampton Alive.

3.2.3 If indeed it does, then it should agree the major recommendations of this report which provide an effective way forward for the council to achieve this aim in collaboration with key town centre partners.

4. Implications (including financial implications)

4.1 Policy

4.1.1 Northampton Alive sets out the council's policy position on regeneration. The implications of this report would be to add to Northampton Alive the town centre as an additional improvement priority.

4.1.2 The proposed town centre summit will lead to the establishment of a strategic and collaborative vision for the town centre and the subsequent development of both the physical and economic regeneration strategies that will translate the vision into reality.

4.2 Resources and Risk

4.2.1 Most of the financial implications of this report have already been approved through the council's revenue budget and/or its capital programme. There are though some significant financial implications, not yet budgeted for, arising from the car park proposals set out in recommendations 2.6 - 2.8.

4.2.2 The loss of budgeted income arising from increasing free car parking during the whole of August 2013 in the council's pay on exit car parks (St John's, Mayorhold and St Michaels) to all day Saturday and for two hours on week days could be £180,000 which will be met from the council's New Homes Bonus (recommendation 2.6).

- 4.2.3 It should also be noted the review of the car parking changes following the August 2013 trial may have an impact on the Council's future revenue budget position. This impact will be assessed as part of the review (recommendation 2.7).
- 4.2.4 The cost of implementing a pay on exit system at the Grosvenor Centre Car Park and associated enhancements is assessed at just under £200,000. This will be funded using the £100,000 awarded to the council from the Town Centre Innovation Fund and with a £100,000 contribution from Northamptonshire County Council, subject to agreement of the business case (recommendation 2.8).
- 4.2.5 It is proposed that the new pay on exit machines are procured from Metric Group at a cost of approximately £68,000. Metric Group is the supplier of the council's existing pay on exit machines. This way forward will enable a more coherent, flexible and resilient approach to the future management of the car parking system in relation to matters such as information management, asset utilisation, processes and system compatibility, training and development and management maintenance of IT infra-structure.
- 4.2.6 For reasons of best value, due consideration has been given to tendering for the supply of the new pay on exit machines, however it is judged that it would not be practicable to work with a different supplier and the benefits that may be achieved from testing the market would very likely be far outweighed by the dis-benefits.
- 4.2.7 The council's 2013/14 Capital Programme includes investment of £200,000 to fund car park signs that direct motorists to the most convenient car park. This investment was announced in the Budget for 2013/14.
- 4.2.8 The cost of rolling out free Wi-fi across the town centre will be approximately £10,000 (recommendation 18) and will be met from the council's New Homes Bonus.
- 4.2.9 The cost of the summer events programme will be £5,000 (recommendation 19) and will be met from the council's New Homes Bonus.
- 4.2.10 Funding for the town centre ranger post will be met from in year efficiencies achieved in the Director of Customer and Communities revenue budget.
- 4.2.11 All risks arising from proposals set out in this report will be appropriately assessed and managed prior to implementation and on an on-going basis as deemed necessary.

4.3 Legal

- 4.3.1 The main legal implications arising from this report relate to the procurement of pay on exit machines and associated peripheries and changes to traffic regulation orders, arising from the proposed reduction in car park charges.
- 4.3.2 These legal implications will be appropriately addressed if the relevant recommendations of this report are agreed.

4.4 Equality

- 4.4.1 There are no equality implications directly arising from this report.
- 4.4.2 Improvement of the town centre has the potential to bring benefits to all sections of Northampton's communities and the wider county. It will be important for these benefits to be understood and realised.
- 4.4.3 The council has stringent standards in relation to equalities and any changes introduced will be appropriately screened, assessed and addressed to ensure they are fully consistent with these standards.

4.5 Consultees (Internal and External)

- 4.5.1 Consultation will take place with key partners and stakeholders in the town centre.
- 4.5.2 The key consultation vehicle will be the Town Centre Summit which will be held on 20th September, 2013.
- 4.5.3 Information gathered will be used to inform the vision and strategies that will be used to drive the regeneration of the town centre.

4.6 How the Proposals Deliver Priority Outcomes

- 4.6.1 One of the council's main priorities is to ensure a successful vibrant town centre economy for Northampton to promote growth and prosperity for the town.
- 4.6.2 Implementation of the proposals contained in this report has the potential to significantly contribute to this priority.

4.7 Other Implications

- 4.7.1 None

Background Papers

Overview and Scrutiny Committee – Retail Experience (May 2013)

The Portas Review (available at www.communities.gov.uk/portasreview)

Contact officers:

Steven Boyes (Director of Regeneration, Enterprise and Planning
and Julie Seddon (Director of Customers and Communities)
0300 330 7000

Appendices 1



NORTHAMPTON
BOROUGH COUNCIL

CABINET REPORT

Report Title	Corporate Performance Outturn 2012-13
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AGENDA STATUS: Public

Cabinet Meeting Date:	17 July 2013
Key Decision:	No
Within Policy:	Yes
Policy Document:	No
Directorate:	Chief Executive
Accountable Cabinet Member:	Cllr Alan Bottwood
Ward(s)	n/a

1. Purpose

- 1.1 To inform Cabinet of the Council's outturn performance for 2012-13 monthly and quarterly performance indicators (1 April 2012 to 31 March 2013).

2. Recommendations

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

3. Issues and Choices

3.1 Report Background

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

3.1.2. This report summarises the outturn performance data for 2012-13 (1 April 2012 to 31 March 2013). The appended report details:

Introduction – Summary of overall corporate priority performance

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

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

3.2 Issues

3.1.1 Progress against Corporate Plan priorities

Overall, both Corporate Plan priorities met their targets (blue, green, or amber status). 82% of measures (where data is available) have met target, this translates to an overall rating of “Performing”.

3.2.2 Overall indicator performance against targets

- 66% of indicators have ‘blue’ or ‘green’ status
- 16% of indicators have ‘amber’ status
- 18% of indicators have ‘red’ status

3.2.3 Data Quality

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

3.3 Choices (Options)

3.3.1 Cabinet are recommended to review the appended performance report

4. Implications (including financial implications)

4.1 Policy

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

4.2 Resources and Risk

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

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

4.3 Legal

4.3.1 There are no specific legal implications arising from this report

4.4 Equality

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

4.5 Consultees (Internal and External)

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

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

4.6 How the Proposals deliver Priority Outcomes

4.6.1 Performance monitoring (financial and non financial) by exception and using it to improve performance is good practice in terms of efficient and effective management. It focuses on the key areas and therefore contributes directly to the 2012-13 priority of "Making every £ go further"

4.7 Other Implications

4.7.1 There are no other implications arising from this report.

5. Background Papers

5.1 Outturn Performance Report for 2012-13.

**Francis Fernandes,
Borough Secretary**



Part 1

Introduction

Both the Corporate Plan themes have performed well during 2012-13. Overall, 82% of performance measures (where data is available) reached their targets. Part 1 of this report provides an overview of each priority performance during 2012-13. A full summary of all of the performance measures by priority can be found in Part 2. Performance is shown for 2012-13, 2011-12 and 2010-11 for comparison. A direction of travel indicates if performance has improved, deteriorated or remained the same since last year.

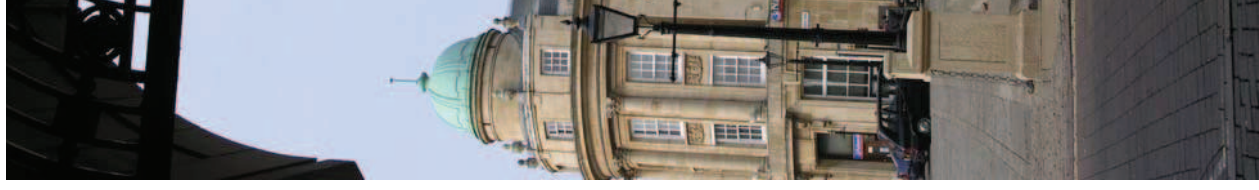
Are we achieving our priorities?

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

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NBC Corporate Plan		Score YTD
Putting Northampton back on track		82 % ★
Theme		YTD
Your Town - A town to be proud of		●
You - How your Council will support and empower you and your community		●

Performance Indicator alert summary			
▲	9	★	Total
●	8	●	51
★	11		





- Northampton - on track
- Invest in safer, cleaner neighbourhoods
- Celebrating our heritage and culture
- Making every £ go further

Key

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

Your Town



PERFORMANCE SUMMARY

Joint Planning Unit

The Joint Planning Unit, through delivery of the West Northamptonshire Joint Core Strategy (with Daventry District, Northampton Borough, South Northamptonshire and Northamptonshire County Councils):

- Has progressed strategic and spatial policies that relate to the Northampton Related Development Area that includes Northampton Borough to an on-going Public Examination
- Instrumental in delivering an economically prosperous and vibrant Northampton as it will enable the delivery of new jobs, homes, business vibrancy, new infrastructure and other elements that will enable Northampton (and the rest of West Northamptonshire) to maximise its potential
- Enables the town to be recognised as an economic hub
- Will result in increased number of visitors coming to Northampton as the profile of the town grows
- Contributes with partners to the delivery of the town centre regeneration: it informs and acts as a strategic context for the Northampton Central Area Action Plan and all that, that Plan seeks to achieve
- Is central to promotion of the Town's history, culture and heritage through its carefully formulated Environment policies
- Contributes to an environment where high quality urban design can flourish and contribute to a safe, secure and protected Northampton
- Will safeguard the Town's heritage to facilitate its promotion, interpretation, protection and attractiveness
- Ensure that growth and its delivery is appropriately managed and it can be demonstrated that every £ spent will deliver maximum benefit to the Town and its residents and visitors
- Ensure that a modern and diverse workforce is available to the Council through partner Councils and the wider and greater partnership beyond in order to assist the Council develop an inclusive and engaging Strategic Planning Policy Framework, including progressing the Community Infrastructure Levy across West Northamptonshire which will ensure that the Council secures development viability sensitive benefits from eligible developments brought forward across the Borough.

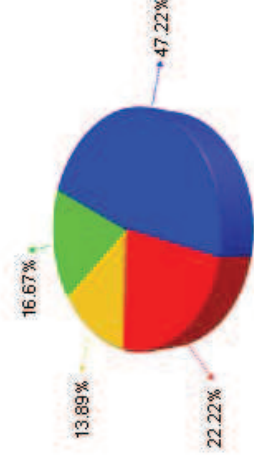
Regeneration & Development

Achievements in 2012/13 were as follows:

- Enterprise Zone website launched
- EZ Marketing Plan and Business Model completed

Your Town: Performance Alert Summary

▲	8	5	6	17	Total
●					36



- Over £1.5m rate relief awarded to businesses in the EZ in 2012/13
- Developed Northampton Alive Brand
- First tranche of EZ land successfully marketed
- Funding for EZ infrastructure secured
- Published EZ Skills Strategy agreed
- £7m secured from SEMLEP for Investment for highways and infrastructure improvements through Growing Places Fund to help unlock sites within the EZ
- New Bus interchange construction commenced
- St Johns - university student accommodation lease completed and construction commenced
- Heads of terms agreed with developer for new hotel and legal work advanced
- Skate Park completed and opened. Continues to be very well used
- Construction of the sustrans national cycleway bridge over the River Nene and Grand Union Canal completed
- Delivery of the Council's capital programme including improvements and renewals at Abington Park, three Community Centres, Victoria Park, Grosvenor lifts and Guildhall works.
- Contributed to Council's achievement of Carbon Certification including delivery of energy efficiently projects in car parks.
- Asset Disposal programme generated over £1.7m in completed sales in year and agreed for sales in 2013/14.
- Managed investment property effectively, meeting target investment returns, keeping arrears below target and improving business tenant satisfaction levels.

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- Delapre Abbey - Developed HLF Stage 2 bid to advanced stage. Successfully attracted English Heritage Funding of £200k, £180k Travis Trust, £33k Sylvia Wolfstan, and the Country House Foundation £75k.
- Helped secure £20m for Railway Station with partners
- St Peters Waterside and Avon Nunn Mills - major regeneration supported through agreeing land transfers and agreements in support of CPO process.
- Cultural Quarter - Supported Theatre Trust to bring forward cultural cinema ("Cinepod)
- Community Centres - supported process of transfer of management of further centres to community organisations.
- Maintenance of Assets - Delivered effective planned maintenance programme, ensuring safe and functional buildings
- Racecourse Pavilion - Helped to develop and support community led initiatives for innovative uses.

Planning

2012-13 was the first year since 2005-06 when the Council has exercised all development management functions and there were notable achievements with the issuing of planning permission for applications / proposals that had been transferred from WNDG such as the new community at Pineham (up to 650 new homes, local centre, community facilities and primary school), the regeneration of the former sorting office site on Barrack Road and the new Hindu Welfare Centre on Lings Way.

Other noteworthy applications are the student accommodation development at St John's and the Northampton Bus Interchange. Both of these applications are major regeneration projects approved within the statutory determination period and contribute to Northampton Alive.

In spite of their increased quantity and complexity, the processing of the applications within all three of the DCLG categories (Major NI157a, Minor NI157b and Other NI157c) exceeded national targets during 2012-13, and were on target for the more demanding targets set locally. Appeals performance, which is a measure of the quality of decision-making, also remained on target.

The Council adopted the Northampton Central Area Action Plan - a significant step given that the last plan was adopted in 1997. This clearly sets out a vision for the town centre including much of the Enterprise Zone until 2026 and supports a significant amount of development to support economic growth, social needs and improving the environment. In addition a Supplementary Planning Document to ensure development contributes towards necessary social and physical infrastructure and affordable housing in association was adopted. The Division also supported the West Northamptonshire Joint Planning Unit in its submission of the Joint Core Strategy for West Northampton, including Northampton's future to 2026 for examination by the Secretary of State, again critical to the future of the town and delivery of the Council's corporate objectives for Northampton.

Customer & Cultural Services

A wide range of events were successfully delivered during 12/13 including the Olympic Torch Relay, the Queens Diamond Jubilee, Lionheart, Godiva and the Christmas light switch on. The free parking offer has been a great success with increased numbers of visitors into the town centre as a result. A Market Action Group was established which has delivered numerous improvements including WiFi in the market square, an enhanced cleaning programme including street furniture and various promotional activities. The car parks were successfully awarded the prestigious Park Mark standards again. Working in partnership with the Business Improvement District (BID) a wide range of initiatives were supported and delivered including Northampton in Bloom, support for Town Centre Rangers, funding for a PCSO and the Music Festival.

A wide range of exhibitions and events were delivered through the Museum Service and customer satisfaction and visitor numbers were both

85

In terms of the town's cultural heritage, progress had been made in securing the long term future of Delapre Abbey through a £200K grant from English Heritage to repair the roof and good progress made in relation to the multi-million pound Stage 2 Heritage Lottery Fund bid which will be submitted later this year. In order to assist their long term stewardship, a Northampton Battlefield assessment / management plan has been commissioned in addition to one for Hunsbury Hillfort.

Public Protection





The services provided by Enterprise under this contract have had some initial teething problems although during this period the service has also been expanded to include the collection of food waste. The council has changed the way the contract is managed with increased monitoring of performance and quality of work provided. Enterprise has also restructured its management locally and have been tasked by the council to continue with its service improvement plans.

Though the Community safety partnership that the council hosts, all members have worked together to address identified priorities to reduce all aspects of crime. The council has also increased the number of Neighbourhood Wardens and reintroduced Park Rangers that patrol our streets and open spaces. These services help to provide a local presence to deter criminal behaviour and have a direct impact on environmental crime such as littering and fly tipping.



Better homes for the future
 Creating empowered communities
 Promoting health and wellbeing
 Responding to your needs

Key

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

You

PERFORMANCE SUMMARY

Housing





2012 has been a huge period of change and challenge for Housing by responding to the Localism Act, Welfare Reform Act and changes to how Affordable Housing is delivered. Despite all these changes we have managed to cope with increased levels of homelessness, continued to deliver new homes for households in housing need and radically reformed the way we allocate and provide social housing in Northampton. In 2012/13 we have managed to:

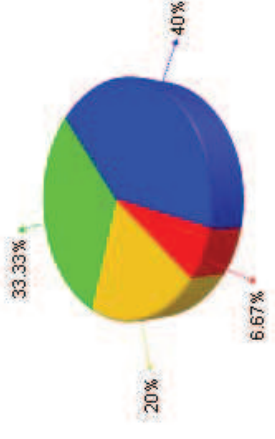
- Develop a Tenancy Strategy and Tenancy Policy which sets out the length and tenancy types we will offer new tenants and what we advise our RSL partners to offer through their own tenancy policies;
- We have started to help those customers that are impacted by the Welfare Reform changes on Under occupancy and move them to more suitable sized accommodation;
- We have continued to deliver our Decent Homes Programme and remain on target to have all our homes decent by 2015;
- We have exceeded the delivery of new affordable homes against our target of 100, which is extremely positive given the economic conditions we are faced with;
- Over the last 12 months the majority of sites coming through the planning route, we have secured 35% affordable housing on.
- We have started the Stock Options process to look at how best the Council's stock could be managed in the future
- We have completed the first stage of the Sheltered Housing Review;
- We have amended our Housing Allocation Policy and this has resulted in our Housing Register going from 10,000 households down to just over 4,000 and given more priority to households that are working;
- We have started to review our Housing Strategy which will set out the overall vision for housing over the next 3 years, and this will include our approach to managing the Private Rented Sector, Independent Living, Homelessness, Supply of new affordable housing, Fuel Poverty, Health and Wellbeing and Empty Homes

Customer & Cultural Services

Customer Services were once again awarded the prestigious Customer Service Excellence Accreditation. Performance improved in both call handling and face to face enquiries with increased number of customers accessing all services.

YOU: Performance Alert Summary

				Total
1	3	5	6	15



Customer Satisfaction increased across all access channels and channel shift and access via mobile technologies is ahead of the curve at 33% against a national average of 25%.

Public Protection

The Leisure Trust has been very successful in its first operating period and has now taken on the new leisure centre provided by Duston Parish council to add to the facilities it is able to offer the public of Northampton. It also continues to take out leisure services to local neighbourhoods with organised games in streets and parks across the town during the summer months

Finance & Resources

Performance within the benefits service meeting the needs of both new and existing customers remained high during 2012/13. The introduction of new technology from the Department for Work and Pensions (DWP) and initial issues with this technology did create some peaks in work levels. However these peaks were quickly addressed to ensure the service continued to deliver for our citizens. The service remains amongst the top quartile nationally based on the latest benchmarking data from the DWP. This means that the Council continues to deliver the best of services at a time when caseloads and large scale national reforms of the welfare system are at their peak.

The service has also continued to ensure that invoices are paid as soon as possible and has performed well against its target for local businesses of 10 days, with 79% of invoices meeting the standard. This is aimed at assisting local businesses across Northampton by ensuring that there are minimal delays to local businesses receiving payment for services. The Council also processed 98.67% of all invoices within 30 days, against an annual target of 97% in 2012/13.

Joint Planning Unit

The Joint Planning Unit, through delivery of The Joint Core Strategy:

- Will enable increased housing delivery to meet the needs of Northampton's residents of today and the future
- Ensures that new houses are of a high quality and that Decent Homes standards are met
- Incorporates an element of affordable housing to help support residents in housing need in the development of new housing around Northampton and across the rest of West Northamptonshire
- Enables all parties, including the public to be involved in the preparation of the Plan and thereby get involved in community life through contributing the planning policy across the Town
- Encourages a healthy and active lifestyle by maximising opportunities to walk, cycle and otherwise engage in healthy activity. This contributes to improvements to general public health


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

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
















2012-13 performance is compared to 2011-12 and the latest quartile is displayed where available. Quartile information is based on 'All England' data.

Where population or household figures are required, the following values have been used:
Population: 212,100
Number of households: 92,304

Key

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



Measure ID & Name	2012-13 Outturn	2012-13 Target	2011-12 Outturn	2010-11 Outturn	Direction of Travel (11-12 to 12-13)	Latest Quartile	Comment
is Better and composted (NI192) (M)	43.82 % 	47.00 % 	42.37 % 	38.77 % 			
Smaller is Better ESC05 % of Land and Highways assessed falling below an acceptable level - Litter (NI195a) (4M)	2.33 % 	4.00 % 	4.33 % 	3.00 % 			
Smaller is Better ESC06 % of Land and Highways assessed falling below acceptable level - Detritus (NI195b) (4M)	4.56 % 	6.00 % 	6.44 % 	7.00 % 			

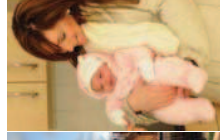
Measure ID & Name	2012-13 Outturn	2012-13 Target	2011-12 Outturn	2010-11 Outturn	Direction of Travel (11-12 to 12-13)	Latest Quartile	Comment
Smaller is Better ESC07 % of Land and Highways assessed falling below acceptable level - Graffiti (NI195c) (4M)	1.83 %	0.33 %	2.28 %	4.00 %			
Enterprise' performance is below the KPI target. We are currently working with the Partnership Unit to develop an improvement plan for graffiti removal.							
Smaller is Better ESC08 % of Land and Highways assessed falling below acceptable level - Fly/Posting (NI195d) (4M)	0.17 %	0.33 %	0.61 %	1.00 %			
Bigger is Better ESC09 % of Fly Tipping incidents removed within 2 working days of notification (SO2) (M)	100.00 %	100.00 %	99.35 %	100.00 %			
Fly tipping continues to be collected within the prescribed time frames. Enterprise is represented on the County's Waste Enforcement Group and works with the local authorities to help reduce fly tipping.							
Smaller is Better ESC10 Level of quality against an agreed standard - Open Spaces & Parks - Litter (%) (Q)	0.41 %	4.00 %	1.39 %	5.00 %			
Smaller is Better ESC11 Level of quality against an agreed standard - Open Spaces & Parks - Detritus (%) (Q)	2.87 %	6.00 %	4.51 %	4.00 %			
Smaller is Better ESC12 Level of quality against an agreed std - Open Spaces & Parks - Graffiti & Fly Posting (%) (Q)	0.82 %	3.33 %	6.25 %				New measure introduced in June 2011
Bigger is Better ESC15 No. of Green Flag awards (A)	0	2	0				New measure introduced for the 2012/13 financial year
Applications for the Green flag award for Abington and Delapre park have now been submitted. The assessment process will be on-going for the next few months.							
Smaller is Better HI 01 Average time taken to re-let local authority homes (days) (M)	15.84	20.00	21.32	23.61		Q3 Housemark - Upper Quartile	
The average relet target for the year was set at 20 days. Through continual review and revised performance targets we were able to exceed our set target and deliver voids at an average of 15.84 days.							
Bigger is Better HI 12 Rent collected as a proportion of rent owed on HRA dwellings % exc.arrears brought forward (M)	99.70 %	100.10 %	99.87 %	100.29 %		Q3 Housemark - Upper Middle Quartile	
The year end collection rate at 99.70% shows a slight decrease on last year, although is generally consistent with the 2011/12 figure of 99.87%, which placed Northampton's performance in the top half of housing providers nationally.							

Measure ID & Name	2012-13 Outturn	2012-13 Target	2011-12 Outturn	2010-11 Outturn	Direction of Travel (11-12 to 12-13)	Latest Quartile	Comment
Smaller is Better HI 13 Rent arrears as a percentage of the annual debit (M) The year end figure of 2.83% does not achieve target but does represent a year on year continued reduction in arrears levels, when measured by this indicator. The following figures illustrate this: 3.15% (year 10/11), 2.97% (year 11/12), 2.83% (year 12/13).	2.83 %	2.65 %	2.97 %	3.15 %		Q3 Housemark - Lower Middle Quartile	
Smaller is Better NI154 Net additional homes provided (A) The economic recession has resulted in the pace of development across the Borough slowing significantly. The number of houses built has improved on last year's total, but is still very low. New starts on Greenfield sites requiring significant infrastructure have been non-existent. Sites that had started development previously have been finished off, with only a couple of significant new ones replacing them. There is the capacity available on sites with planning permission to deliver a lot more housing than has been delivered, however the housing industry has decided to not take up the capacity that exists. Assumptions last year about the ability of the market to pick up from what appeared to be an all time low were misplaced. Although there has been slight improvement, the housing market has not significantly improved on last year. The Council is actively engaging with developers encouraging them to work to submit planning applications for development. The Council has taken a pragmatic approach to S.106 obligations, deferring, delaying or reducing requirements. The Council has also worked with partners to seek to secure additional funding to support new infrastructure. Estimated targets for delivery of houses for the next few years have been dramatically reduced. LAA targets are substantially below those formerly required to meet Regional Spatial Strategy delivery targets.	516.00	641.00	423.00	323.00			
Bigger is Better NI157: Percentage of all planning applications determined within 13 weeks (M) Over the year, a total of 1023 applications were determined and 976 were within 13 weeks of receipt. This gives an overall performance of 95.41% which is well above target.	95.41 %	74.00 %	94.02 %	97.26 %			
Bigger is Better NI157a LM Percentage of 'large scale' major planning apps determined within 13 weeks (M) From Apr'12 to Mar'13 we determined a total of 13 large scale planning applications, 9 of which were within 13 weeks of receipt. Performance for the year was above target.	69.23 %	60.00 %	0.00 %	0.00 %			
Bigger is Better NI157a SM Percentage of 'small scale' major planning apps determined within 13 weeks (M) From April 2012 to March 2013 we determined a total of 43 small scale planning applications, 33 of which were within 13 weeks of receipt. Performance for the year was above target.	76.74 %	60.00 %	57.89 %	75.00 %			
Bigger is Better NI157b Percentage of 'minor' planning apps determined within 8 weeks (M) From April 2012 to March 2013 we determined a total of 241 minor planning applications, 206 of which were within 8 weeks of receipt. Overall performance for the year is within target.	85.54 %	86.00 %	85.14 %	87.15 %			
Bigger is Better NI157c Percentage of 'other' planning apps determined within 8 weeks (M) From April 2012 to March 2013 we determined a total of 725 Other planning applications, 674 of which were within 8 weeks of receipt. Performance for the year was on target.	92.96 %	90.00 %	90.16 %	92.89 %			
Bigger is Better NI159 Supply of ready to develop housing sites (A) Although Government has taken some action to stimulate the housing market, current built rates fall well below the regional target, despite there the housing land supply being available. The Localism Act has led to the revocation of the regional plan targets. A new target for West Northamptonshire will have to be set through the development plan process. This will be done through the West Northamptonshire Joint Core Strategy scheduled for adoption in Autumn 2013. The targets for delivery will be reduced significantly, although still challenging to meet given the current low level of activity in the housing market and the need to provide some substantial pieces of infrastructure to open up sites for development.	48.72	100.00	46.45	47.06			
Smaller is Better NI170 Previously developed land that has been vacant or derelict for more than 5 years (A)	0.72 %	1.00 %	0.49 %	0.52 %			Page 12 of 18

Measure ID & Name	2012-13 Outturn	2012-13 Target	2011-12 Outturn	2010-11 Outturn	Direction of Travel (11-12 to 12-13)	Latest Quartile	Comment
Performance is better than the target set - this has largely been down to the development of some older industrial land. There has been a large increase in derelict land due to school sites now being vacant for more than 5 years since closing on the mid to late 2000s. The Council will be seeking to work with West Northamptonshire Development Corporation and the Homes and Communities Agency to channel more public investment into derelict and vacant land to assist in regenerating areas of decline, particularly near to the town centre in the Enterprise Zone and also ensuring that delivery to meet housing needs occurs.							

Measure ID & Name	2012-13 Outturn	2012-13 Target	2011-12 Outturn	2010-11 Outturn	Direction of Travel (11-12 to 12-13)	Latest Quartile	Comment
PP06 % change in serious acquisitive crime from the baseline (M)	17.14 % ▲	-5.00 %	5.60 % ▲	-5.16 % ★	✖		
Smaller is Better Serious acquisitive crime has increased this year by 17.3%. This has occurred across the whole borough, but primarily in SW and Central sectors. Vehicle crime has increased by 14.1% whereas domestic burglary has increased by 30.8% (this increase is primarily due to significant increases in the last quarter of 2012-13 (+18%)). The partnership have identified priority locations for 2013-14 and are currently preparing a bid for funding from the Police & Crime Commissioner to contribute to multi-agency crime prevention activity.							
PP07 % change in anti social behaviour victimisation (A)	11.32 % ●	10.00 %	8.50 % ●	»	✔		
Bigger is Better The partnership exceeded its goal for reducing ASB incidents (-10%), reducing incidents by 11.3%. Work focussing on ASB for 2013-14 will aim to improve service delivery, therefore improve public confidence and satisfaction, through the implementation of agreed service standards for victims and the piloting of ASB screening tools and restorative practices across agencies. The CSP will also aim to improve communications strategies to improve public perceptions of safety, as this is the key performance issue for ASB, greater emphasis will be placed upon enviro-crime and the cleanliness of the borough, as this is a key contributory factor towards individuals personal feelings of safety.							
PP09 Overall crime figure for the period (M)	20,068.00 ●	20,518.00	20,518.00 !	20,222.00 !	✔		New measure definition for the 2012/13 financial year. Data shown for 2011/12 and 2010/11 is for informational purposes, and does not have a performance alert.
Smaller is Better All crime in Northampton has reduced by 2.2% during 2012-13. This is namely due to strong performance in tackling violent crime. The reductions have been made across every sector, albeit crime in the central sector has been reduced very slightly (-1.1%). The other three sectors combined have had a 11.8% reduction in crime. Whilst Northampton has reduced crime by 456 offences in 2012-13, this is a lesser reduction to that of similar boroughs nationally.							
PP14 % change in Violence Offences (M)	-17.75 % ●	-3.50 %	»	»	»		New measure introduced for 2012/13 financial year
Smaller is Better The Community Safety Partnership (CSP) have achieved a 8.5% reduction in violent crime, following a focussed effort by partners to tackle violence, led by the Northamptonshire Police's Op Challenge. Every month of the year has seen a reduction, excluding August, which is traditionally a peak year for violence. The CSP will continue to tackle violence in 2013-14, focussing on the key strategic areas of night time economy, domestic abuse and young people.							
RB07 Total % of debt outstanding, not in recovery and overdue (M)	4.40 % ●	8.00 %	4.43 % ●	7.95 % ●	✔		
Smaller is Better A strong performance has been maintained throughout the year, and the target has consistently been bettered. The overall result of 4.4% against a target of 8% shows our commitment to recovering debt.							
TC001 Number of events delivered in partnership: Town Centre (Q)	19 ●	10	13 ●	»	✔		New measure definition from April 2011
Bigger is Better The yearly target for the number of events in the Town Centre with partners was exceeded due to the Olympics and Diamond Jubilee year.							
TC002 Number of events delivered in partnership: parks and open spaces (Q)	12 ●	8	5 ●	»	✔		New measure definition from April 2011
Bigger is Better 12 events have been delivered in partnership this year. This is better than the targeted 8, and more than double held the previous year.							
TC005n Town Centre footfall (Q)	14,663,067 ▲	15,498,280	15,344,833 ▲	»	✖		New measure definition from April 2011
Bigger is Better Footfall targets fell below expected levels which followed the trend across all town centres.							
AST13 Appropriate disposals agreed at Corporate Asset Board progressed effectively	112.50 ★	100.00	112.50 ★	112.50 ★	→		
Bigger is Better Over the year disposals have performed to target. This is expected to continue for the 2013/14 year.							


	Current Progress
<p>EZ - Progress the NORTHAMPTON WATERSIDE ENTERPRISE ZONE with partners as a key investment and employment opportunity for Northamptonshire</p> <p>3 year Delivery Plan and Action Plan produced and submitted to CLG along with site specific detail sheets</p> <p>Over £1.5m rate relief awarded to business within the EZ in 2012/13. This is projected to increase to up to £3m per annum in future years</p> <p>EZ Skills Strategy produced and work on Action Plan commenced. Consultant's reports commissioned and completed. Further reports due by Summer 2013</p> <p>Report on utility infrastructure commissioned</p> <p>£7m Growing Places Fund agreed. £20m secured for new railway station</p> <p>Local Infrastructure Fund bids submitted</p> <p>Site 11a sold subject to contract</p>	★
<p>SEMLEP - Progress the Northampton Waterside Enterprise Zone within the SEMLEP and with partners as a key investment and employment opportunity for Northamptonshire and SEMLEP</p> <p>Project completed</p>	★
<p>Grosvenor/Greyfriars Project - Continuing to work closely with Legal & General and potential funders and partners to develop the Town Centre, together with an improved retail offer</p>	🟡
<p>The relocation of Stagecoach and their move onto a temporary licence for use of the existing bus station has been achieved.</p>	
<p>Work with Legal & General regarding a retail extension has been advanced but not to submission of planning application.</p>	
<p>Mayorhold Car Park works have not been completed this year due to complex investigatory issues, pursued in the year by consultants employed by the Council. Investigations and possible solutions continue to be pursued.</p>	
<p>Bus Interchange - Delivery of a new Bus Interchange at the Fish Market site which will help facilitate Stagecoach relocation and delivery of a new mixed use retail centre at Grosvenor/Greyfriars</p>	🟡
<p>The demolition of the Fish Market and the buildings to the rear of 5 and 7 Sheep Street is now complete.</p>	
<p>Asbestos and uncharted cellars resulted in additional cost and time lost but it is anticipated that the lost time will be recovered and the project completed within budget.</p>	
<p>St Johns - Delivery of the development with key partners, including the University of Northampton, to provide residential accommodation.</p> <p>The student accommodation is on programme for an opening in January 2014.</p>	★
<p>Heads of Terms agreed with the hotel developer and lawyers instructed to draft the Agreement for Lease.</p>	
<p>Pre application discussions held between the hotel developer and NBC Planning Officers. A planning application is expected in late May/early June 2013.</p>	
<p>Hotel programmed for a winter 2014 opening.</p>	



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Measure ID & Name	2012-13 Outturn	2012-13 Target	2011-12 Outturn	2010-11 Outturn	Direction of Travel (11-12 to 12-13)	Latest Quartile	Comment
BV008 Percentage of invoices for commercial goods & serv. paid within 30 days (M)	98.68 %	98.50 %	98.06 %	87.09 %	▲		
Overall, the invoices paid within 30 days continues to exceed the target.							
The March result is below target due to Service Areas clearing invoices in preparation of year end.							
The local suppliers target of paid within 10 days is below but improving.							
Smaller is Better CEX01 Total number of Local Government Ombudsman First Enquiries (cases completed) (Q)	14	20	15		▶▶		New measure definition from April 2011
A good result with only 14 Ombudsman queries for the year.							
Smaller is Better CEX02 AV no. of days taken to deal with LG Ombudsman First Enquiries (cases completed) (Q)	19.64	28.00	20.67		▶▶		New measure definition from April 2011
On average, each Ombudsman query has taken 19.64 days to complete. This compares favourably with last year's result of 20.67 days, and the statutory requirement of 28 days. Our performance in this area is very strong.							
Bigger is Better CS05 Percentage satisfied with the overall service provided by the Customer Service Officer (M)	93.11 %	90.00 %	91.16 %	84.93 %	▲		
Satisfaction has shown an improvement over the last three years with results of 85%, 91%, and 93% respectively.							
Customer feedback is being analysed and used to improve the service to ensure future satisfaction is maintained.							
Bigger is Better CS13 Percentage of ALL calls into the Contact Centre answered (M)	85.06 %	89.83 %	88.02 %	93.57 %	●		
Contact Centre performance fell slightly below target in 2012/13 due to a number of contributing factors.							
<ul style="list-style-type: none"> Channel Shift has resulted in an additional 24357 calls being transferred to the Contact Centre from the One Stop Shop. Alongside this we have seen a 22% increase in the number of emails in 2012/13 over 2011/12. 2012/13 saw Welfare Reform impact heavily on call volumes in Tenancy Management and Benefits with both services. Tenancy Management increasing by 67% in 2012/13 over 2011/12 and Benefits increasing by 4%. There were events in Streetscene in 2012/13 that saw huge jumps in volumes for sustained periods before levelling off. These events were caused due to incorrect calendars being issued or missed collections during snow periods in winter. 							
Bigger is Better CS14 One-Stop shop: Percentage of all cust. waiting less than 15 mins (excl. licensing) (M)	86.64 %	90.00 %	85.12 %	96.96 %	★		
This is a good year end result. Whilst footfall has not increased, there has been more demand on the service which we have successfully chanel shifted as appropriate. This year has provided us with valuable insight on how to steer the service towards the requirements which will arise from welfare reform.							

Measure ID & Name	2012-13 Outturn	2012-13 Target	2011-12 Outturn	2010-11 Outturn	Direction of Travel (11-12 to 12-13)	Latest Quartile	Comment
Smaller is Better HI 07 Number of households living in B&B accommodation (M)	17	50	38	27	▲		
<p>Over the year the team have negotiated to allow applicants to remain at home temporarily wherever possible to prevent homelessness. In addition, the number of properties available as council stock temporary accommodation has also been increased, and this had a positive impact on the amount of households in B&B.</p> <p>The number of applicants in temporary accommodation is likely to increase. The introduction of bedroom tax has resulted in the majority of those approaching the authority having a 2 bedroom need for housing but the supply does not meet the demand. This results in applicants waiting much longer for permanent housing in both the social and private rented sector, which in turn leads to increased pressures on families keeping applicants on a short term basis.</p>							
Bigger is Better HI 09 Homeless households for whom casework advice resolved their situation (M)	1,586 ▲	2,000	2,006 ★	2,147	✖	Q3 Housemark - Upper Quartile	
<p>It has been more challenging this year to prevent homelessness as the economic climate and anticipated welfare reforms have led to landlords being more reticent to work with the authority and accept tenants in receipt of any benefit. Financial pressures on families have meant that they are less willing to have their family members remain in the home.</p>							
Smaller is Better HI 10 Total number of people sleeping rough on the streets (A)	5 ★	5	15 ▲	4	★		
<p>The rough sleepers count was completed on 22nd November and the figure submitted to Homeless Link was 5.</p> <p>This is an improved figure on last years count and this is because of the alternative options presented to the clients by the outreach team.</p>							
<p>97</p> <p>Additionally NBC has entered into a partnership to work together on a No Second Night Out Project. This scheme aims to assist those new to rough sleeping and to re-connect people who have arrived in Northampton from another area. Two previously entrenched rough sleepers are now using the facilities provided by this project.</p>							
Smaller is Better HI 33 Percentage of non-decent council homes (NI 158)(A)	48.90 %	46.00 %	50.70 %	51.74 %	▼		The results shown are the latest known which were from June 2012, 2011, and 2010 respectively.
<p>Performance has shown an improving trend over the last three years with results of 51.7%, 50.7%, and 48.9% respectively.</p>							
<p>Further improvement is expected for the June 2013 survey, with a 41% target being set.</p>							
Bigger is Better HI 36 Number of affordable homes delivered (NI 155)(Q)	190	150	101	114	▼		
<p>The target for 12/13 was exceeded by an additional 40 properties which equates to performance of 27% over and above the target.</p>							
Smaller is Better HR32 Stonewall Equality Index rating (A)	199 ★	200	210		▼		
<p>In the Equality Index 2013, a ranking of 199 was achieved against a target of 200. This was an improvement of 11 places when compared with 2012.</p>							
<p>Our Community Engagement and Diversity policies were given positive feedback.</p> <p>In terms of focusing on improvement next year we were given the following advice:</p> <ul style="list-style-type: none"> - Continuing the community engagement work - Developing a staff network - Procurement review 							
<p>Our aim next year is to get a 25 point increase, and further improve our ranking.</p>							
Bigger is Better LT01 Total Visits to Leisure Centres (M)	888,961	875,190	875,567	867,503	▼		
<p>Leisure centre visits have increased 1.5% in 2012/13 compared with 2011/12. A total of 888,961 people visited during the year.</p>							
Bigger is Better LT02 Total No. of people enrolled in	2,479	2,165	2,054		▼		Page 17 of 18 New measure definition

Measure ID & Name	2012-13 Outturn	2012-13 Target	2011-12 Outturn	2010-11 Outturn	Direction of Travel (11-12 to 12-13)	Latest Quartile	Comment
Better swimming program (M)							introduced in April 2011
The number of people enrolled in the swimming program has increased by 20.7% when compared with 2011/12. A total of 2,479 people were enrolled as of 31 March 2013.							
Smaller is Better RB01 Time taken to process Housing Benefit/CTB new claims and change events - days (M)	9.9	10.9	9.3	11.3			
Overall this year's performance is very pleasing having had to contend with an unexpected reduction in staff numbers in addition to the welfare reforms that have been and continue to be introduced. These are likely to impact on next year's results as well. An established work allocation practice and hard work from all team members has meant that we have been able to achieve target performance.							

Appendices

9



NORTHAMPTON
BOROUGH COUNCIL

CABINET REPORT

Report Title	FINANCE AND MONITORING REPORT 2012/2013
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AGENDA STATUS: PUBLIC

Cabinet Meeting Date:	10 July 2013
Key Decision:	No
Within Policy:	Yes
Policy Document:	No
Directorate:	Resources
Accountable Cabinet Member:	Cllr A Bottwood
Ward(s)	N/A

1. Purpose

- 1.1 This report sets out the outturn position for the Council's General Fund, Housing Revenue Account (HRA), and Capital Programme for the financial year 2012/13.

2. Recommendations

- 2.1. That Cabinet note the draft outturn for the General Fund and Housing Revenue Account for the financial year 2012/13 as set out at **Appendix 1** and **Appendix 7**.
- 2.2 That Cabinet note the net contribution to General Fund Revenue Reserves of £863k, and the detailed movements in Earmarked Reserves shown in **Appendix 4**.
- 2.3 That Cabinet note the net movement in Housing Revenue Account Reserves and working balances as set out at **Appendix 8**.
- 2.4 That Cabinet note the draft outturn for the Council's Capital Programme for 2012/13 and how the expenditure was financed as set out at **Appendix 9**.
- 2.5 That Cabinet approve the carry forward of unfinished capital schemes from 2012/13 into the 2013/14 Capital Programme as set out at **Appendix 9**.

3. Issues and Choices

3.1 The Council's budget is divided across two accounts, the General Fund and the Housing Revenue Account (HRA). These two accounts, together with their respective sources of funding, are kept entirely separate from each other as required by statute. HRA expenditure and income relate solely to the Council's role as a housing landlord, whilst the General Fund encompasses all other services.

3.2 General Fund

3.2.1 The General Fund forecast outturn for controllable service budgets as at Period 10 was an overspend of £35k.

3.2.2 Draft outturn for 2012/13 in relation to controllable service budgets shows an underspend of £423k, as listed in **Table 1** below and detailed in **Appendix 1**.

Table 1 - Controllable Service Budget Outturn	Revised Budget £000	Outturn £000	Variance £000
Director of Regeneration, Enterprise and Planning	3,042	2,808	-234
Director of Resources	10,441	10,354	-87
Director of Housing	1,055	1,070	15
Borough Secretary	1,999	1,958	-41
Director of Customers and Communities	15,276	15,200	-76
Total Controllable Spending	31,813	31,390	-423
Debt Financing and Recharges	-30,771	-30,773	-2
Non-specific Grants (mainly New Homes Bonus)		1,471	-1,471
Outturn after technical adjustments	471	-885	-1,326

3.2.3 This figure is £458k less than the outturn forecast at Period 10. **Appendix 2** provides a comparison between the Period 10 forecast and actual outturn.

3.2.4 Major variations between the revised budget and outturn, which are set out in more detail in **Appendix 3**, are as follows:-

3.2.4.1 Regeneration, Enterprise and Planning

- £197k staff savings across the directorate
- £100k savings arising from additional income from development control fees due to an increase in volume late in the year
- Offset by insurance claims of £67k in relation to paid and potential claims.

3.2.4.2 Resources

- £30k savings on Occupational Health and Nurse Led contracts
- £79k saving in internal and external audit fees
- £55k saving in bank charges and cash collection
- £53k saving on energy prices and
- £76k saving on financial adjustments to clear balances
- Offset by £262k additional costs of rent rebates in respect bed and breakfast accommodation for homeless people

3.2.4.3 Housing

- Overall savings from staff vacancies £204k across the directorate

- Savings in relation to the Ecton Lane travellers site of £60k
 - Overspend of £401k in Call Care as a result of loss of income and other related costs
 - £92k increased costs as a result of demand from Home Choice and Housing Options schemes
 - Additional income from management fees in relation to capital projects capitalisation of £233k
- 3.2.4.4 Borough Secretary
- Additional income from Right To Buy sales of £79k
 - Savings on Members' training and expenses of £33k
- 3.2.4.5 Customers and Communities
- Net savings on employees of £80k across the directorate.
 - Savings on security and utility bills at the bus station £70k
 - Savings on leasing of IT equipment £90k
 - £37k net savings on telephony through reduced maintenance costs and better contracting, offset by additional telephony costs
 - £50k net savings as a result community centre transfers
 - £41k saving arising from lower take up of the rat control service than anticipated
 - Net savings of £62k on Markets through the better realisation of resources
 - Lower NNDR costs on car parks £102k
 - Reduced car parking income £166k after application of the car park reserve.
- 3.2.5 Many of the outturn variations have already been addressed as part of the 2013/14 budget setting process. Nevertheless all outturn variations are being reviewed to identify on-going issues which need to be reflected within the current forecast and future year budgets.
- 3.2.6 Further details regarding recommended budget revisions and management actions required to ensure that the budget remains in balance will be included in the next budget monitoring report to Cabinet. This will provide a robust basis for the Medium Term Financial Strategy and service delivery planning.
- 3.2.7 The General Fund outturn for 2012/13, after technical accounting adjustments, is an underspend of £1.326m as detailed in **Appendix 1**.

General Fund Balances

- 3.2.8 The Chief Finance Officer has undertaken a risk-based assessment of working balances. This assessment suggests that, taking all known risks into account along with the Council's gross expenditure requirement, the minimum level of balances should be in the order of £3m. The unaudited outturn shows that this can be achieved as at 31 March 2013.
- 3.2.9 The Council also holds General Fund earmarked reserves of £17.072m to mitigate specific risks to which the Council may be exposed, including the need for service improvement. These are detailed in **Appendix 4**.
- 3.2.10 After a net contribution to earmarked reserves of £863k, it has been necessary to draw £8k from general balances, leaving a working balance

carried forward to underpin the 2013/14 budget of £3.123m, as shown in **Table 2** below.

Table 2 - General Fund Balances	£000
Balance as at 1 April 2012	3,131
Surplus/(Deficit) for the year	-8
Balance as at 31 March 2013	3,123

3.3 Housing Revenue Account

3.3.1 The revised 2012/13 budget was balanced to break-even after allowing for a contribution of £5.922m to HRA reserves.

3.3.2 Period 10 budget monitoring (**Appendix 7**) forecast a net underspend on direct costs of £1.084m. The net underspend, after technical accounting adjustments, was forecast at £0.196m, with a revised contribution to reserves of £6.118m.

3.3.3 The draft HRA outturn position shows an underspend on controllable spending of £1.499m. After technical accounting adjustments this underspend is £0.287m, an improvement against the period 10 forecast of £0.091m. This allows for an increased contribution to reserves of £6.209m, while the HRA working balance remains unchanged at £5m.

3.3.4 Cabinet is asked to note these contributions to reserve levels.

3.3.5 **Appendix 5** provides a summary of the HRA. Major variations in HRA income and expenditure against revised budget are detailed in the analysis and notes contained in **Appendix 6**.

Major Variances

3.3.6 **Table 3** below summarises the main variances detailed in **Appendix 6**. All outturn variations are already being reviewed to identify ongoing issues which need to be reflected within the current forecast and future year budgets.

Table 3 – HRA Service Budget Outturn	Revised Budget £000	Outturn £000	Variance £000
Rent Income - Dwellings	-46,572	-46,810	-238
Service Charge income	-2,453	-2,261	192
General Management	6,469	5,539	-929
Special Services	3,273	3,474	200
Rent Rebate Subsidy Deductions	643	0	-643
Capital Charges	11,394	12,236	842
Interest and Financing	6,072	6,351	279
Other Minor Variations	15,252	15,262	10
HRA Net Expenditure 2012/2013	-5,922	-6,209	-287
Net Contribution to/(from) Reserves	5,922	6,209	287
Housing Revenue Account Deficit/(Surplus)	0	0	0

3.3.7 The major variations between the revised budget and outturn, which are set out in more detail in **Appendix 6**, are as follows:-

3.3.8 General Management:-

- Savings of £334k as a result of Stock Options works funded by the earmarked reserve prudently set up last year end
- £314k corporate insurance lower costs, and
- £70k reduction in utilities and Council Tax costs reflecting lower void levels than budgeted.

3.3.9 Other Major Savings:-

- Rent Rebate Subsidy deductions £643k lower due to the de-pooling of service charges
- £46k net rent and service charge income due to better performance on voids than budgeted.

3.3.10 Offset by:-

- £842k increase in Capital Charges and £279k Interest and Financing as a result of as a result of the implementation of the self-financing HRA, as reported throughout the year.

3.3.11 Further details regarding recommended budget revisions and management actions required to ensure that the budget remains in balance will be included in the next budget monitoring report to Cabinet. This will provide a robust basis for the Medium Term Financial Strategy and service delivery planning.

Contribution to HRA Working Balances and Reserves.

3.3.12 The total balance on all HRA reserves and balances at 31 March 2013 is £17.549m. **Appendix 8** details the movement to and from HRA reserves, excluding working balances. Contributions to and from working balances and earmarked reserves are summarised in **Table 4** below.

Table 4 – HRA Working Balances and Reserves	Balance 1 April 2012 £000	Movement in Year £000	Balance 31 March 2013 £000
Working Balance	5,000	0	5,000
Capital Programme Reserve	2,614	6,181	8,795
Leaseholders Reserve	168	0	168
Service Improvement and Project Reserve	1,000	395	1,395
Stock Options Appraisal	2,000	(667)	1,333
Supporting People Reserve	558	0	558
Insurance reserve	0	300	300
Total HRA Balances	11,340	6,209	17,549

3.4 Capital

3.4.1 The Council's final approved budget for capital expenditure in 2012/13 was £39.96m, a net increase of £12.78m from the original budget of £27.18m. The budget initially increased due to carry forwards from 2011/12 of £9.6m, but has subsequently been revised downwards by £8.58m to reflect planned carry forwards to 2013/14.

- 3.4.2 The HRA capital programme increased by £7.95m, due to the re-phasing of the Decent Homes grant from central government, and £2.23m in relation to the Community Energy Savings Programme (CESP). Other changes largely relate to increases in external financing from grants and contributions.
- 3.4.3 The overall Capital Programme includes revenue expenditure funded from capital under statute (REFCUS). This is expenditure, such as grants to homeowners for disabled facilities, which can be funded from capital resources under statute and regulations.
- 3.4.4 Capital expenditure for 2012/13 totalled £37.28m against the final approved budget of £39.96m, a net underspend of £2.68m.
- 3.4.5 The position by Directorate is summarised in **Table 5** below, with further details set out in **Appendix 9**, along with explanations of the reasons for any significant variances.

Table 5 - Capital Expenditure by Directorate	Approved Budget £m	Outturn £m	Variance £m
Customers & Communities	0.479	0.419	-0.060
Regeneration, Enterprise & Planning	6.706	6.422	-0.284
Resources	0.794	0.478	-0.316
Housing General Fund	3.223	2.510	-0.713
Total General Fund	11.202	9.828	-1.373
Housing Revenue Account	28.754	27.446	-1.308
Gross Expenditure	39.956	37.275	-2.681

- 3.4.6 **Table 6** below shows how the Capital Programme for 2012/13 has been funded. In line with the approved Capital Strategy and the Treasury Management Strategy, capital receipts have been utilised to fund expenditure on short-life assets, whilst prudential borrowing has been used where assets have a longer life.

Table 6 - Financing of Capital Programme	General Fund £m	HRA £m	Total £m
Prudential Borrowing	2.154		2.154
Capital Receipts	1.734	0.600	2.334
Major Repairs Allowance		9.901	9.901
Government Grants	5.117		5.117
Third Party Contributions	0.523		0.523
Revenue Contributions	0.301	16.945	17.246
Total	9.829	27.446	37.275

Capital Carry Forward 2012/13

3.4.7 **Table 7** below shows the amount of carry forward from 2012/13 into the 2013/14 Capital Programme. Details are shown on a scheme by scheme basis at **Appendix 9**.

Table 7 - Capital Carry Forward 2012/13 by Directorate	£m
Customers & Communities	0.063
Regeneration, Enterprise & Planning Resources	0.293
Housing General Fund	0.300
	0.713
Total General Fund	1.369
Housing Revenue Account	1.882
Total Carry Forward	3.251

3.4.8 The carry forward request for HRA schemes, which is required to finish incomplete schemes, is greater than the net underspend. The overall outturn includes an overspend on Decent Homes of £0.35m due to additional properties being made decent/additional works identified and £0.17m due to additional disabled adaptations required. The impact of the additional financing required will be reflected in future updates of the HRA Business Plan.

3.4.9 The carry forward schemes will be incorporated into the 2013/14 agreed capital programme and monthly monitoring processes.

3.5 Choices (Options)

3.5.1 Cabinet is invited to note the report and the explanations of the actual outturn and reasons for the changes since the Period 10 forecast for the General Fund, Housing Revenue Account and Capital Programme.

3.5.2 Cabinet is asked to note the proposed movements in the General Fund and HRA reserves.

3.5.3 Cabinet is asked to agree the capital budgets to be carried forward to 2013/14.

4. Implications (including financial implications)

4.1 Policy

4.1.1. Actual outturn impacts upon the level of reserves.

4.2 Resources and Risk

4.2.1 This report informs Cabinet of the outturn for the General Fund, Housing Revenue Account and Capital Programme for 2012/13. The impact of individual outturn variances needs to be assessed against current and future years' budgets.

4.3 Legal

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

4.4 Equality

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

4.5 Consultees (Internal and External)

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

4.6 How the Proposals Deliver Priority Outcomes

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

4.7 Other Implications

4.7.1 Not applicable

5. Background Papers

5.1 Cabinet Reports – Budget Setting and Budget Monitoring throughout 2012/13

Isabell Procter, Director of Resources, 01604 838757

General Fund Summary Outturn 2012/13

Appendix 1

Key

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

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

	Revised Budget £000	Period 10 Projected Outturn £000	Actual Outturn £000	(Under) / Over Spend £000
Director of Regeneration, Enterprise and Planning	3,042	2,942	2,808	-234
Director of Resources	10,441	11,493	10,354	-87
Director of Housing	1,055	1,261	1,070	15
Borough Secretary	1,999	1,993	1,958	-41
Director of Customers and Communities	15,269	15,073	15,200	-68
Total Controllable	31,806	32,763	31,390	-416
Capital Expenditure charged to Revenue Account	0	0	301	301
Provisions	0	0	169	169
Net Support Service Recharges	-4,831	-5,436	-5,172	-341
Interest and Financing	1,811	1,575	1,679	-132
Parish Precepts and Grants	956	955	956	0
Government Funding	-13,294	-13,296	-13,294	0
Council Tax	-15,059	-15,061	-15,059	0
Council Tax Freeze Grant	-353	-352	-352	1
Non Specific Grants (Mainly New Homes Bonus)			-1,471	-1,471
Technical Accounting Adjustments	-30,771	-31,616	-32,245	-1,474
General Fund (under) / over spend	1,035	1,148	-855	-1,889
Net Contribution to/(from) Reserves	-1,203	-1,085	863	2,066
General Fund Deficit (Surplus)	-100	63	8	176
Balance b/fwd			-3,131	
Balance c/fwd			-3,123	

General Fund Revenue Budget Comparison of 2012/13 Period 10 Forecast Outturn Variance and Actual Outturn Variance

Key

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

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

	Period 10 Forecast Variance	Outturn Variance	Forecast Vs Outturn	Explanation
	£000	£000	£000	
DR02	24	9	-16	
	24	9	-16	
FA04	-32	29	61	Year end insurance recharge in respect of paid and potential claims.
FA06	-10	-8	2	
RG01	-2	-7	-5	
RG02	-7	-13	-6	
	-51	1	52	
PE02	-24	-8	16	
PE03	20	-147	-167	Increased Development Control income of £131k income partly due to some high value planning applications received at year end; £41k S106 contribution income was agreed to be transferred to Development Control at year end.
PE06	0	-6	-6	
PE15	-0	-14	-14	
PE17	-19	-20	-1	
RG04	-54	-49	4	
RG09	0	-0	-0	
	-76	-244	-167	
	-103	-234	-131	

General Fund Revenue Budget Comparison of 2012/13 Period 10 Forecast Outturn Variance and Actual Outturn Variance

Key

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

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

	Period 10 Forecast Variance £000	Outturn Variance £000	Forecast Vs Outturn £000	Explanation
FA04	0	-0	-0	
Division Total - Corporate	0	-0	-0	
DR03	-19	-8	11	
Division Total - Director of Resources	-19	-8	11	
GC08	35	19	-16	
GC09	10	10	-0	
HR01	4	-28	-32	Training expenditure was lower than anticipated. Further underspend because no employee survey was undertaken and a new contract for Radon testing was delayed.
HR02	0	0	0	
HR14	0	0	0	
PI20	-14	-24	-10	
Division Total - Head of Business Change	35	-23	-59	
FA02	-30	-76	-46	There have been one off adjustments to revenue to clear balances of unidentified income and transfer of proceeds in relation to mortgage repossession previously held on the balance sheet. Also the requirement for the use of Professional Services and Training budgets were less than forecast.
FA03	-71	-79	-7	
FA05	-21	-26	-5	
FA08	-44	-53	-8	
FA19	-17	-29	-12	

General Fund Revenue Budget

Comparison of 2012/13 Period 10 Forecast Outturn Variance and Actual Outturn Variance

Key

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

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

	Period 10 Forecast Variance £000	Outturn Variance £000	Forecast Vs Outturn £000	Explanation
HS01	30	250	220	Various benefit subsidy variations £213k, principally reflecting the higher than anticipated net costs in relation to the use of B&B accommodation and a larger than anticipated contribution in relation to unrecoverable benefit overpayments
HS02	9	9	0	
HS03	16	30	14	
PR01	-2	-16	-14	
Division Total - Head of Finance & Resources	-132	9	141	
Directorate Total - Director of Resources	-116	-22	94	
DR05	0	8	8	
Division Total - Director of Housing	0	8	8	
CS02	248	268	20	Year end stock adjustment £17k
HS05	-51	-5	47	£38k payment to Northampton Association for the Accommodation of the Single Homeless to support rough sleepers in the Borough, had not been forecast at Period 10. Other minor variations £9k
HS12	-12	21	33	Higher than anticipated Deposit Bond Scheme costs £25k, as a result of an increase in the levels of costs which were unrecoverable from individual tenants. Other minor variations £8k.
HS13	48	7	-41	Gateway project costs that had been forecast (£41k) were identified as HIRA costs and transferred accordingly at year end
PE09	-22	-60	-38	Higher than anticipated rental income (£12k), reflecting sustained high levels of occupancy at the Ecton Lane site. In addition, general running costs at the site were lower than projected (£18k), while the contribution to the County Travellers Unit administered by the County Council was also reduced as a result of a refund.

General Fund Revenue Budget Comparison of 2012/13 Period 10 Forecast Outturn Variance and Actual Outturn Variance

Key

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

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

	Period 10 Forecast Variance £000	Outturn Variance £000	Forecast Vs Outturn £000	Explanation
PE12	-49	-222	-173	Increase in management fees (£175k) towards the end of year relating to DFG capital projects, as a result of higher levels of completions on disabled facilities works.
RG03	1	-1	-3	
Division Total - Head of Strategic Housing	164	7	-156	
Directorate Total - Housing	164	15	-149	
CX01	1	-4	-5	
GC02	-4	-0	4	
GC05	1	0	-1	
GC06	-12	-38	-26	Additional reduction in members' expenses of £16k and reduced training spend of £7k
LD02	11	26	15	
LD03	-10	-0	10	
LD04	-8	-79	-71	Income was increased by (£50k) due to additional administrative income from Right to Buy in quarters 3 and 4 of 2012/13. Reduction in training gives savings of (£6k). There was a forecast spend of (£10k) for professional services to deal with Legal complaints however the complaints will now be dealt with in 2013/14 and budget has been carried into a reserve to fund the additional costs in 2013/14.
LD08	-7	-10	-3	
Division Total - Borough Secretary	-28	-106	-78	
Directorate Total - Borough Secretary	-28	-106	-78	
GC04	40	-2	-42	Community Governance review was forecasted as an overspend however additional reserve was available to fund the overspend.
GC09	7	-13	-20	
GC10	-62	-58	4	
GC11	-66	-50	16	
LS01	-15	1	16	
SS01	-10	-20	-11	

General Fund Revenue Budget

Comparison of 2012/13 Period 10 Forecast Outturn Variance and Actual Outturn Variance

Key

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

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

	Period 10 Forecast Variance £000	Outturn Variance £000	Forecast Vs Outturn £000	Explanation
	-106	-143	-37	
Division Total - Head of Partnership Support				
DR01	-41	-38	3	
Division Total - Director of Customers & Communities	-41	-38	3	
CE06	52	36	-16	
CS01	-18	-17	1	
CS04	10	32	21	
CS05	47	38	-9	
PI02	-39	-154	-114	Reduction in expenditure on hardware gave a savings of (£8k). Due to part year effect and leases expiring there was an additional savings of (£90k). Vacant posts in ICT not previously forecast gave an additional savings of (£6k). The telephone costs incurred by the Leisure Trust were forecasted in ICT but the income received through the Service Level Agreement for the telephones (£12k) was not.
PI14	0	-37	-37	The telephone rental and call costs exceeded the forecast by £21k however there is savings on the hardware maintenance of the old phone systems of (£30k). Additional income was received for renewing the mobile phone contract (£13k). There were plans to spend (£12k) on professional services however later on in the financial year it was found not to be required.
Division Total - Head of Customer & Cultural Services	51	-102	-153	
CE02	44	2	-41	This is largeley due to S106 income which was higher than anticipated.

General Fund Revenue Budget

Comparison of 2012/13 Period 10 Forecast Outturn Variance and Actual Outturn Variance

Appendix 2

Key

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

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

	Period 10 Forecast Variance	Outturn Variance	Forecast Vs Outturn	Explanation
	£000	£000	£000	
CE04	-7	20	26	Reduced premises insurance costs (£15k) were offset by the provision for known insurance claims £43k.
LD05	6	-2	-7	
PE07	-36	-41	-5	
PE10	7	7	0	
PE11	-114	-177	-63	(£17k) increased income largely due to receipt of prior year income. (£33k) carbon management budgets which are not utilised. (£18k) reduced burial costs due to a greater reimbursement rate from the estates.
PE16	-1	3	4	

Key

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

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

	Period 10 Forecast Variance £000	Outturn Variance £000	Forecast Vs Outturn £000	Explanation
SS09	0	45	45	Savings: £28k due to performance deductions, £33k other minor savings Offset by £88k over accrual of Recycling Credit income and non-accrual of £36k for Highways tree works in 2011/12.
SS20	18	389	371	One off cost of £90k for bin leases, reduction in income from HRA for supply of skips £153k and for support from the Integrated Admin Team £27k, £65k reduced sports facilities rental income, £27k one off public convenience costs, £29k market-testing income.
114	-83	246	330	
CE03	-33	-5	28	£3k agency costs. £39k in premises and £29k in supplies and services largely due to unforeseen Christmas and Diwali costs.
CE23	14	34	20	£15k employee budget saving which has not been met. £3k reduced town centre BID income.
CE24	410	107	-304	Due to the fluctuating nature of car parking income and the material value of the income budget, a reserve was created to cushion the impact of loss in this area. To this effect, (£200k) has been utilised to reduce the impact of the reduced daily ticket and season ticket income. In addition the actual NNDR is (£102k) less than budget, and forecast.
CE26	-88	-106	-17	

**General Fund Revenue Budget
Comparison of 2012/13 Period 10 Forecast Outturn Variance and Actual Outturn Variance**

Key

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

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

	Period 10 Forecast Variance £000	Outturn Variance £000	Forecast Vs Outturn £000	Explanation
FA09				
Markets	-5	-69	-63	Lower than estimated electricity (£9k) and NNDR (£9k). (£11k) cleaning and rubbish removal due to better utilisation of resources. (£7k) reduced insurance costs. Transport costs were (£6k) less than forecast due to reduced. Internal responsive works (£10k). (£6k) more income due to higher casual stall hire than forecast.
Division Total - Head of Town Centre Management	298	-39	-337	
Directorate Total - Director of Customers & Communities	118	-75	-194	
Total	35	-423	-458	

68

-423

33.00000

-0.00000

General Fund Revenue Budget
Service Budget Outturn Position 2012/13

Key

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

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

	2012/2013 Revised Budget	Outturn	Outturn Variance	Explanation
	£000	£000	£000	
DR02	255	264	9	
	255	264	9	
FA04	1,529	1,558	29	Savings of £52k from staff vacancies and £11k from proceeds received from sale of some properties £11k.
FA06	-1,411	-1,420	-8	Offset by: £67k year end insurance charge in respect of paid and potential claims; £26k shortfall in estimated rebates from NNDR review.
RG01	98	91	-7	
RG02	981	967	-13	
	1,196	1,197	1	
PE02	-36	-44	-8	
PE03	393	246	-147	Savings of £82k arising from staff vacancies; additional income of £100k due to high value planning applications received at year end; and £43k section 106 contributions. Offset by: £69k overspend due to Planning Performance Agreement not being implemented; £7k due to increase in number of planning notices and £7k increase in other supplies & services expenditure due to restructure.
PE06	115	109	-6	
PE15	252	238	-14	
PE17	106	86	-20	Savings of £19k as a result of staff vacancy.
RG04	713	663	-49	Savings of £44k as a result of staff vacancy.
RG09	48	48	-0	
	1,590	1,347	-244	
	3,042	2,808	-234	

General Fund Revenue Budget
Service Budget Outturn Position 2012/13

Key

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

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

	2012/2013 Revised Budget	Outturn	Outturn Variance	Explanation
	£000	£000	£000	
FA04	4,057	4,057	-0	
Division Total - Corporate	4,057	4,057	-0	
DR03	299	291	-8	
Division Total - Director of Resources	299	291	-8	
GC08	188	208	19	
GC45	53	62	10	Costs incurred re evacuations of Billing Aquadrome due to flooding.
HR01	936	908	-28	Saving on Occupational Health and Nurse Led contracts of £30k. Offset by: £2k minor variations.
HR02	69	69	0	
HR14	305	305	0	
PI20	155	131	-24	Savings on reduced operational expenditure due to secondments to the Business Improvement Team.
Division Total - Head of Business Change	1,706	1,683	-23	
FA02	1,355	1,279	-76	Savings: due to one off adjustments to revenue to clear balances and transfer of proceeds in relation to mortgage repossession previously held on the balance sheet. Reduced costs of Professional Services (£38k) and Training (£20k)
FA03	336	257	-79	Savings arising from lower payments to both Internal and External Audit as a result of discounts and refunds being given in 2012/13.
FA05	65	40	-26	Savings: on bank charges are as a result of a new contract for banking services.
FA08	1,613	1,560	-53	Savings due to energy price rises not being as high as originally anticipated and NNDR charges being less than budgeted as a result of a change in the rateable of the Guildhall value
FA19	489	460	-29	Savings: mainly due to reduction in costs for cash collection due to renegotiated collection schedule.

General Fund Revenue Budget
Service Budget Outturn Position 2012/13

Key

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

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

	2012/2013 Revised Budget	Outturn	Outturn Variance	Explanation
	£000	£000	£000	
HS01	-118	132	250	Additional £262k subsidy spend largely due to an increase in the net costs associated with non-HRA Rent Rebates, as a result of the use of B&B accommodation to house homeless persons on a temporary basis.
HS02	86	95	9	
HS03	347	377	30	Costs: £19k variance on Cost of Collection plus other small overspends.
PR01	139	123	-16	
Division Total - Head of Finance & Resources	4,313	4,323	9	
Directorate Total - Director of Resources	10,376	10,354	-22	
1100				
DR05	172	180	8	
Division Total - Director of Housing	172	180	8	
CS02	-223	45	268	Savings: £128k as a result of staff vacancies Offset by: an income shortfall of £350k relating to lost contracts, £21k year end stock adjustment, and unbudgeted maintenance of Tunstall hardware of £30k.
HS05	455	451	-5	Savings: £76k due to staff vacancies Offset by: lower external income as a result of the delayed implementation of the Support and Enhanced Care scheme £44k, higher expenditure on homelessness prevention schemes £23k, minor variations £4k.
HS12	460	481	21	Savings: £13k minor savings Offset by additional costs of the Deposit Bond Scheme paid out to landlords which were unrecoverable from individuals
HS13	130	137	7	
PE09	27	-33	-60	Savings: in relation to the Ecton Road site, including £13k cleaning and rubbish removal, £21k repairs and maintenance and higher rental income due to low void loss. In addition, the annual contribution to the County Travellers Unit was £13k lower than budget reflecting negotiated reductions.

General Fund Revenue Budget
Service Budget Outturn Position 2012/13

Key

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

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

	2012/2013 Revised Budget	Outturn	Outturn Variance	Explanation
	£000	£000	£000	
PE12	68	-155	-222	£233k higher management fee income in relation to Disabled Facilities Grant works carried out within the capital programme. Offset by £13k additional costs for the provision of temporary accommodation for homeless persons
RG03	-34	-35	-1	
	883	891	7	
	1,055	1,070	15	
CX01	184	180	-4	
GC00	104	104	-0	
GC05	43	44	0	
GC06	563	525	-38	Savings mainly on Members' training of £16k and expenses of £17k
LD02	239	265	26	Savings of circa £13k on supplies and services Offset by £43k Postage for Register of Electors.
LD03	-86	-86	-0	
LD04	713	634	-79	Savings: additional external income has been generated of £105k predominantly due to increase in Right to Buy admin costs Offset by: minor overspends.
LD08	303	293	-10	
	2,064	1,958	-106	
	2,064	1,958	-106	
GC04	152	150	-2	
GC09	1,250	1,236	-13	
GC10	163	105	-58	Savings: £58k due to a vacant post.
GC11	434	384	-50	Savings: as a result of community centre transfers.
LS01	137	138	1	
SS01	148	127	-20	Savings: mainly staff vacancies.

General Fund Revenue Budget
Service Budget Outturn Position 2012/13

Key

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	2012/2013 Revised Budget	Outturn	Outturn Variance	Explanation
	£000	£000	£000	
Division Total - Head of Partnership Support	2,283	2,141	-143	
DR01	276	237	-38	Underspend due to staff vacancies
Division Total - Director of Customers & Communities	276	237	-38	
CE06	654	690	36	Overspend of £32k on employees due to the non achievement of the budgeted vacancy factor and backfilling vacant posts with agency/casual staff.
CS00	106	89	-17	
CS04	1,531	1,562	32	Savings of £17k as a result of non renewal of membership to Institute of Customer Services Offset by: £23k vacancy factor not met, £12k on purchase of blinds for One Stop Shop, £10k reduction in income due to contributions from NCC being lower than anticipated and £7k additional telephone costs due to introduction of 0300 numbers.
CS05	223	262	38	Savings: £6k staff vacancies. Offset by: £24k additional costs of outsourcing work, and a £16k reduction in income from external organisations using the service.
PI02	2,109	1,955	-154	Savings: £61k through staff vacancies, £90k saving in leasing of PCs and hardware equipment (due to part year effect) and £17k on other minor variations. Offset by other minor variations.
PI14	247	210	-37	Savings: £61k on hardware maintenance of the old phone systems, £19k additional income received for renewing the mobile phone contract Offset by: £41k increase in telephone rental and call costs.
Division Total - Head of Customer & Cultural Services	4,871	4,768	-102	
CE02	389	391	2	

General Fund Revenue Budget
Service Budget Outturn Position 2012/13

Key

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	2012/2013 Revised Budget £000	Outturn £000	Outturn Variance £000	Explanation
CE04	946	966	20	Payment of Big Lottery grant received during 2011/ 2012 which was due to the Leisure Trust.
LD05	-239	-240	-2	
PE07	42	1	-41	Savings: The new rat control service for those on Housing or Council Tax benefit was only introduced on 1st October, and take up has been significantly below expectations.
PE10	332	339	7	
PE11	979	802	-177	Savings: £109k largely achieved through the reorganisation of the Neighbourhood Management Service, £33k staff vacancies, and other minor variations.
PE16	73	76	3	

General Fund Revenue Budget
Service Budget Outturn Position 2012/13

Key

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	2012/2013 Revised Budget	Outturn	Outturn Variance	Explanation
	£000	£000	£000	
SS09	6,602	6,647	45	Savings: £28k due to performance deductions, £33k other minor savings Offset by £88k over accrual of Recycling Credit income and non-accrual of £36k for Highways tree works in 2011/12.
SS20	-260	130	389	One off cost of £90k for bin leases, reduction in income from HRA for supply of skips £153k and for support from the Integrated Admin Team £27k, £65k reduced sports facilities rental income, £27k one off public convenience costs, £29k market-testing income.
122	8,865	9,111	246	
CE03	470	464	-5	
CE23	-132	-98	34	Overspends: £14k staffing budget saving not met, £6k bin refurbishment and bollard painting, £5k reduced town centre BID income and other minor variations.
CE24	-1,658	-1,551	107	Savings: £102k NNDR reductions. Offset by: £166k reduction in Car Parking daily ticket income, £252k season ticket income reduction due to cancellation of some contracts off set by application of £200K car parking reserve.
CE26	245	140	-106	Savings: £33k lower than estimated utility bills, £37k reduced supplies and services largely due to realigned security costs, £39k additional income due to the payment of previously disputed invoices.

General Fund Revenue Budget
Service Budget Outturn Position 2012/13

Key

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	2012/2013 Revised Budget	Outturn	Outturn Variance	Explanation
	£000	£000	£000	
FA09	56	-12	-69	Savings: £62k reduced supplies and services spend due to better realisation of resources, £7k reduced insurance costs.
Markets				
Division Total - Head of Town Centre Management	-1,018	-1,058	-39	
Directorate Total - Director of Customers & Communities	15,276	15,200	-75	
Total	31,813	31,390	-423	

31,813,030.78 0.0 31,390,394.31 -422,636.47 -0.00000

Summary of General Fund Earmarked Reserves 2012/13

Appendix 4

Reserve	Audited Balance 1 April 2012 £000	Reallocation of Reserves £000	Earmarked 2012/13 £000	Unearmarked 2012/13 £000	Use of Reserves 2012/13 £000	Unaudited Balance 31 March 2013 £000
Supporting Business/Economic Growth	-283	0	0	58	0	-225
Service Improvements/Performance and Change	-818	0	0	116	0	-702
General	-5,845	76	-1,011	955	249	-5,576
General Grants	-4,802	88	-2,211	1,479	0	-5,447
Building Maintenance Reserve	-309	0	0	75	0	-233
Subsidy Equalisation	-500	0	-62	0	0	-562
Debt Financing	-378	0	-109	1	0	-486
Rent Deposit Scheme	-160	0	0	0	0	-160
Leasing	-7	0	0	0	0	-7
Carbon Management & Salix	-170	0	-15	89	0	-95
Insurance Reserve	-2,143	0	-390	90	0	-2,443
Core Business Systems	-254	0	0	20	0	-234
Arts	-19	0	0	0	0	-19
Delapre Abbey	-522	-164	-226	29	0	-883
	-16,209	0	-4,025	2,913	249	-17,072

Summary of Housing Revenue Account Outturn Position 2012/13**Key**

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

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

	2012/13 Revised Budget	2012/13 Projected Outturn as at Period 10	2012/13 Outturn	(Under) / Over Spend
	£000	£000	£000	£000
Rents - Dwellings Only	-46,572	-46,853	-46,810	-238
Rents - Non Dwellings Only	-1,112	-1,110	-1,094	18
Service Charges	-2,453	-2,169	-2,261	192
Other Income	-85	-51	-77	8
Repairs and Maintenance	10,990	11,042	11,033	43
General Management	6,469	6,236	5,539	-929
Special Services	3,273	3,190	3,474	200
Rents, Rates, Taxes & Other Charges	87	27	19	-69
Increase in Bad Debt Provision	450	275	369	-81
Rent Rebate Subsidy Deductions	643	20	0	-643
Housing Revenue Account Subsidy	0	0	1	1
Total within Budget Managers Control	-28,309	-29,393	-29,808	-1,499
Capital Charges	11,394	12,059	12,236	842
Interest and Financing	6,072	6,366	6,351	279
Net Support Service Recharges	4,921	4,850	5,012	91
Technical Accounting Adjustments	22,387	23,275	23,599	1,212
HRA Net Expenditure 2012/2013	-5,922	-6,118	-6,209	-287
Net Contribution to/(from) Reserves	5,922	6,118	6,209	287
Housing Revenue Account Deficit (Surplus)	0	0	0	0
Balance b/fwd			5,000	
Balance c/fwd			5,000	

HRA Revenue Budget
Service Budget Outturn Position 2012/13

Appendix 6

Key

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

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

	2012/2013 Revised Budget	Outturn	Outturn Variance	Explanation
	£000	£000	£000	
HS05	217	182	-35	Compensation payments made from the Under Occupation Scheme (£35k) were lower than anticipated.
HS07	1,598	1,681	83	Various overspends including: Insurances £21k, Refurbishment & General Maintenance of buildings £42k and IT Hardware £9k.
HS15	819	769	-50	Lower costs incurred in relation to the Path Trainee Scheme that ended part way through the year. Also, lower service training costs incurred within the service.
Division Total - Head of Strategic Housing	2,634	2,632	-2	
HS04	6,567	5,810	-758	Savings on the Stock Options Appraisal works (£334k) are offset by a reduction in the contribution from the earmarked reserve that funds this work, so that the funding is available in future years. Insurance savings (£314k) that have arisen as a result of a lower corporate insurance costs have been used to create an Insurance Reserve to mitigate any future risks. There has also been a reduction in the utilities and council tax costs associated with empty properties (£70k) following the refurbishment of Paget House and the demolition of Robinson House.
HS06	0	1	1	Residual balance on HRA Subsidy - this scheme has now been replaced by Self-financing.
HS08	-49,129	-49,874	-745	The de-pooling of tenants service charges led to a saving on the Rent Rebate Subsidy Limitation mechanism (£643k). The contribution to the Bad Debt Provision was lower than budget (£93k) as a result of lower arrears levels. In addition, overall rental income was greater than budget (£21k).

HS16	Housing Asset Strategy	3,648	4,164	515	Higher costs within the Technical Services team £273k, reflecting additional works to communal heating systems. The Planned & Major Works Team were higher than budget by £260k as a result of additional revenue costs associated with the acceleration of the Decent Homes scheme within the capital programme. Note that this is offset by £128k of staff costs that were transferred to Capital Schemes and reflected in net recharges.
HS17	Head of Landlord Services	115	99	-15	Staff savings as a result of a part-time interim appointment to a full-time post.
HS18	Stock Condition Survey	93	-13	-106	Stock condition work was carried out as part of the Decent Homes capital scheme. Therefore, no revenue expenditure was incurred during the year.
SS18	Housing Property Maintenance	7,762	7,373	-389	This reflects the higher allocation of costs to the capital programme and in particular, the Decent Homes capital scheme, rather than to revenue works. There was also a saving of £100k that had been provided for the potential costs of the implementation of a new pay and productivity scheme that was being considered in 2012/13, but delayed till 2013/14.
	Division Total - Head of Landlord Services	-30,943	-32,441	-1,497	
	Directorate Total - Housing	-28,309	-29,808	-1,499	
	Total	-28,309	-29,808	-1,499	

HRA Revenue Budget

Appendix 7

Comparison of 2012/13 Period 10 Forecast Outturn Variance and Actual Outturn Variance

Key

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

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

	Period 10 Forecast Variance	Outturn Variance	Forecast Vs Outturn	Explanation
	£000	£000	£000	
HS05	0	-35	-35	Compensation payments from the Under Occupation Scheme (£35k) did not progress as anticipated.
HS07	36	83	47	Late insurance costs £21k were not anticipated. Also, there were costs incurred in relation to Repairs & Refurbishment of sheltered housing that were not foreseen.
HS15	-11	-50	-39	Lower costs were incurred in relation to IT project works that are being funded from the HRA Service Improvement & Project Reserve. These project costs will be incurred in 2013/14.
Division Total - Head of Strategic Housing	25	-2	-26	
HS04	-37	-758	-721	Pension savings (£269k) were identified at year end following updated actuarial information. Insurance savings (£314k) were used to create an earmarked reserve. The forecast for the Stock Options Appraisal was £339k higher than outturn but this was offset by a reduction in the amount drawdown from the Reserve. There was also a late internal charge from the Voids Team, £130k for work that was carried out for rubbish clearance in the borough.
HS06	0	1	1	Residual balance on HRA Subsidy - now replaced by Self-financing.
HS08	-754	-745	9	Minor variations

HS16	Housing Asset Strategy	168	515	348	Primarily reflects an increase in revenue costs associated with the acceleration of the Decent Homes capital scheme in 2012/13. These are partly offset by an increase in recharges to the capital programme.
HS17	Head of Landlord Services	46	-15	-62	Interim external support costs were lower than projected.
HS18	Stock Condition Survey	-93	-106	-13	Additional savings as a result of a prior year adjustment that had not been projected.
SS18	Housing Property Maintenance	-144	-389	-245	A reduction in the levels of void works in the final quarter of the year and the late capitalisation of void expenditure resulted in a lower spend than had been anticipated. In addition, an internal charge was raised for rubbish clearance (130k) at year end.
	Division Total - Head of Landlord Services	-814	-1,497	-683	
	Directorate Total - Housing	-789	-1,499	-710	
	Total	-789	-1,499	-710	

Summary of HRA Earmarked Reserves 2012/13

Earmarked Reserve	Audited Balance 1 April 2012 £000	Reallocation of Reserves £000	Earmarked 2012/13 £000	Unearmarked 2012/13 £000	Use of Reserves 2012/13 £000	Unaudited Balance 31 March 2013 £000
Capital Programme Reserve	2,614		6,181		0	8,794
Leaseholder Reserve	168				0	168
Service Improvement & Project Reserve	1,000		670		-274	1,395
Stock Options Appraisal	2,000				-667	1,333
Supporting People Reserve	558					558
HRA Insurance Reserve	0		300			300
Total (excluding HRA Working Balance)	6,340	0	7,150	0	-941	12,549

Capital Programme 2012/13 - Outturn and Carry-Forwards

Cost Centre	Capital Scheme	Latest Approved Budget 2012/13	Actual Expenditure 2012/13	Variance	Carry-Forward Requested	Over/(Under) -spend	Reasons for Carry-forward or Over/(Underspend)	Previously Approved Carry Forward (see note below)
General Fund Schemes								
BA144	Playbuilder - Dallington	300	0	-300		-300		
BA150	Change of Scene Activity Trailer	9,500	9,500	0		0		
BA167	I Love My Parks	15,254	13,032	-2,222	2,222	0	Delay in progression of refurbishment of racecourse Pavilion project	17,000
BA192	Content Management System Upgrade for Websites	3,650	3,199	-451		-451		
BA193	Refurbishment - Northampton Museum and Art Gallery	0	9,957	9,957		9,957	Additional works required - funded from earmarked capital receipts.	
BA207	IT Infrastructure - Servers and Network Storage	169,700	169,741	41		41		40,450
BA211	Extension of Duston Cemetery	2,000	2,000	0		0		
BA764	One Stop Shop, CRM	29,966	0	-29,966	29,966	0	Delays in the implementation of integration have led to delayed options analysis for workflow modules - the funding is still required to support CRM improvements to lead to more efficient ways of working.	
BA786	Data Network Improvements	29,334	16,192	-13,142	9,300	-3,842	O/S Invoice. Project completed.	50,000
BA808	IT Network Replacement Programme	34,236	22,538	-11,698	11,698	0	Additional network equipment required.	13,825
BA872	Night Safe & Target Hardening - SSNP	0	0	0		0		145,000
BA893	Microsoft Office 2010 Upgrade	30,200	29,815	-385		-385	Licenses not required.	100,000
BA895	Allotment Provision	0	15,030	15,030	-15,030	0	Works commenced earlier than expected, therefore need to reduce previously approved carry-forward	
BA896	Guildhall Loft Insulation Salix project	4,842	3,480	-1,362		-1,362	Project completed	
BA897	Grosvenor Car Park T5 Lighting Upgrades	40,117	32,503	-7,614	7,614	-0	To meet some additional cost	
BA898	St Michaels Car Park Led Lighting	88,839	71,628	-17,211	17,211	0	To meet some additional cost	
BA903	Purchase of IT Equip (end of lease)	20,595	20,595	0		0		
	Customers & Communities Total	478,533	419,210	-59,323	62,981	3,658		366,275
BA122	Fire Safety Improvement Works	83,291	75,322	-7,969	7,969	0	Works to be completed	
BA132	St Crispin Changing Rooms, Toilet, Car park	0	0	0		0	N/A - carry forward previously approved	750,989
BA133	St Crispin Football Pitches and Play Provision	126,639	124,523	-2,116	2,116	-0	Project delivery and spend crosses over financial years, Funding S106, any underspend to go back into S106 funds	100,000
BA136	Water Management Works	268,585	267,384	-1,201	1,200	-1	To continue the improvement of watercourses	93,000
BA138	Cemeteries Refurbishment Works	33,234	33,234	0		-0		
BA139	Works to Churchyards (footpaths and boundary walls)	2,000	1,871	-129		-129		
BA140	Corporate Properties - DDA Issues	0	4,527	4,527		4,527	Payment of retention from previous years works	
BA141	Unexpected in year Failures	0	-277	-277		-277		
BA146	Water Hygiene - Monitoring Imps	12,000	0	-12,000	12,000	0	Needed for delayed works	70,000
BA169	Northampton Skatepark	294,105	292,165	-1,940	1,940	-0	on going construction of skatepark facilities building	
BA179	Abington Park, Changing Room refurbishment	197	0	-197		-197		500,000
BA180	Strategic Property Investment	0	0	0		0		
BA181	Refurbishment Abington Park Cottages 1&2	0	1,780	1,780		1,780	Completion of works	
BA183	Improvement to Parks Infrastructure	0	827	827		827	Completion of works	
BA186	Improvement to Parks Infrastructure	275,482	275,482	0		0		27,200
BA187	Racecourse Bowling Green Footpaths	350	0	-350		-350	Works complete	

Cost Centre	Capital Scheme	Latest Approved Budget 2012/13	Actual Expenditure 2012/13	Variance	Carry-Forward Requested	Over/(Under) -spend	Reasons for Carry-forward or Over/(Underspend)	Previously Approved Carry Forward (see note below)
BA188	Royal and Dergate Roof Replacement Works	0	381	381		381	Completion of works	
BA189	Corporate Asset Improvements	251,777	281,777	30,000	-30,000	0	Unexpected in year failures meant that c/f anticipated not required	30,000
BA190	Investment Property Enhancements	76,000	15,893	-60,107	60,107	-0	Projects delayed in 12/13	24,000
BA194	Guildhall Renewals	168,000	168,000	-0		-0		39,000
BA196	Grosvenor/Greyfriars - Stagecoach Relocation	3,000,000	3,000,000	0		0		90,000
BA197	Delapre Abbey Restoration Minor Projects	10,000	28	-9,972	9,972	0	Restoration works are ongoing	
BA208	Easfield Park Improved Park Entrance	0	-140	-140		-140		
BA350	Racecourse Changing Rooms	0	112	112		112		
BA356	Community Centres Refurbishment	20,145	22,801	2,656		2,656		
BA368	Upton Park Pedestrian & Cycle Bridge	208,011	207,264	-747	747	-0	Works not complete, retention	78,400
BA384	Cultural Quarter Signage	50,000	25,000	-25,000	25,000	0	scheme has only been partially completed due to the need to coordinate putting signage in place with the completion of other regeneration projects	
BA385	Town Centre Enhancements	50,000	22,770	-27,230	27,230	0	Commencement of works delayed due to extended negotiations with contractor to ensure acceptable prices and programme.	50,000
BA645	S.106 Transfer to Other Authorities	137,690	51,002	-86,688	86,688	0	This sum is required for the County Council to complete works at Banbury Lane to create a bus link into Swan Valley	
BA883	Planning IT Improvements (HPDG)	2,278	2,278	-0		-0		191,335
BA887	Grosvenor Greyfriars Car Park Improvement Works	73,000	75,311	2,311	-2,311	0	More works completed in year than anticipated	5,000
BA889	Mayorhold Car Park - Drainage Works	5,000	3,275	-1,725	1,725	0	Project delayed due to technical investigations	75,000
BA890	Central Museum - Boiler Replacement	35,000	34,800	-200		-200		
BA891	Bus Interchange	1,216,000	1,263,087	47,087	-47,087	-0	Progress faster than expected, previous carry-forward to be reduced	
BA892	Urgent Lift Renewals	131,500	0	-131,500	131,500	0	Project initiation delayed to achieve better value	4,284,000
BA894	Mounts Baths Roof	175,400	171,025	-4,375	4,375	-0	Required for Phase 2	50,000
	Regeneration Enterprise & Planning Total	6,705,684	6,421,500	-284,184	293,172	8,988		6,457,924
BA145	Cliftonville Move: New ways of working	55,246	40,479	-14,767	14,767	0	Needed for ventilation works (G'hall)	
BA157	COM; Telephony (VoIP)	7,108	-1,011	-8,119		-8,119	Project completed under budget	
BA164	COM; IT Equipment New ways of working	65,900	65,000	-900		-900	Project completed under budget	
BA165	COM; Document Management	98,071	0	-98,071	98,071	0	Project has focused on delivering Housing modules, funding relates to General Fund element which will be complete in 2013/14.	
BA173	Multi-Function Devices (MFD's)	0	0	0		0		29,628
BA209	Hosted Debit and Credit Card Payments	39,173	39,173	0		0		
BA210	Jeffrey Room Audio and Visual Improvements	6,539	4,228	-2,311	750	-1,561	The acoustic boards have moved as the building has moved and works are required to address the cracking.	
BA383	Cinepod - Royal & Dergate Theatre	350,000	159,784	-190,216	190,216	0	Project completion delayed due to additional works required to foundations	
BA646	Re-furbishment of the Great Hall kitchen	60,000	63,805	3,805	-3,805	0	Works have progressed faster than expected, therefore need to reduce previously approved carry-forward.	61,500
BA743	Electronic Record Management	5,911	0	-5,911		-5,911	No longer required	
BA900	Revenue to Capital - Technical Transfer	106,506	106,506	0		0		
	Resources Total	794,454	477,965	-316,489	299,998	-16,491		91,128
BK010	Countrywide Climate Friendly Communities	98,511	51,894	-46,617	46,617	0	Awaited the government to introduce new legislation to incorporate in the New Green deal ECO schemes	

Cost Centre	Capital Scheme	Latest Approved Budget 2012/13	Actual Expenditure 2012/13	Variance	Carry-Forward Requested	Over/(Under) -spend	Reasons for Carry-forward or Over/(Underspend)	Previously Approved Carry Forward (see note below)
BK013	Empty Homes Programme	200,000	0	-200,000	200,000	0	FDA Agreement was not signed with HCA until late Feb 13 which left delivery of numbers almost impossible for Year 1. Therefore this will need to be carried forward to support delivery for 2013/14	432,090
BK015	DFG's Owner Occupiers	2,203,972	2,270,649	66,677	-66,677	0	Expenditure incurred from 2013/14 provision, budget to be brought-forward.	
BK029	Hot Property 3	1,392	-2,482	-3,874	3,874	0	Awaited the government to introduce new legislation to incorporate in the New Green deal ECO schemes	
BK030	Heatstreets		-56	-56		-56		
BK043	Ecton Lane Improvements	11,620	11,620	0		0		
BK044	GOEM Decent Homes Assistance	153,602	114,793	-38,809	38,809	0	Initial pot for emergency Decent homes	
BK050	Wrapped up Scheme	50,000	25,947	-24,053	24,053	0	Works completed early in 2013/14	
BK051	Fuel Poverty Fund County Wide	504,000	37,726	-466,274	466,274	0	Works delayed due to the inclement weather this winter, works completed by end of May by agreement with Department for Energy and Climate Change.	
	Housing General Fund Total	3,223,097	2,510,093	-713,004	712,949	-56		432,090
	Total General Fund	11,201,768	9,828,767	-1,373,001	1,369,100	-3,900		7,347,417
HRA Schemes								
BH003	Garages Roofs & Doors Replacement	65,201	72,538	7,337		7,337	Rolling programme of work	
BH006	Woodside Way New Build	15,966	15,966	30		30	N/A	
BH009	Fire Safety Works - communal areas	150,000	134,948	-15,052		-15,052	Better prices achieved than forecast	
BH011	Capital Improvement Works	101,598	96,935	-4,664		-4,664	Small under spend	200,000
BH014	Estate Regeneration	348,224	496	-347,728	347,728	0	Legal leasehold issues have held up this project, but the work is on site, therefore the funds are required to be carried forward	
BH019	Window Restrictors	26,283	0	-26,283		-26,283	Work is now part of Decent Homes programmes or Legal action; budget no longer required	
BH020	Periodical Electrical Works	185,489	245,772	60,283		60,283	Additional work was required as part of the SCATE project.	
BH021	New Communal Boilers	0	1,705	1,705		1,705	Retention on new boilers from the previous years work	
BH022	Community Energy Savings Programme (CESP)	2,976,828	2,590,234	-386,594	252,060	-134,534	Clarification of external funding caused delay. Some of the work in 2012/13 was coded to BH321, Door and Window Replacement.	
BH023	External Gas Supply Replacement	5,550	2,670	-2,880		-2,880	Metal thefts have stopped; budget no longer required	
BH140	Disabled Grant - Major Repairs	1,200,000	1,372,830	172,830		172,830	Overspend due to increased Major adaptations required	
BH302	Minor Adaptations for People with Disabilities	170,000	168,085	-1,915		-1,915	Minor underspend no need to carry forward	
BH304	Complete Roofs	675,110	339,798	-335,312	335,312	0	Delay due to bad weather; work is on site	216,000
BH305	Structural Repairs	400,000	470,027	70,027		70,027	Structural works St Katherine's	
BH317	Decent Homes and Poor Condition Improvement	17,945,000	18,295,225	350,225		350,225	Continuation of work on site/additional work identified during period	
BH321	Door & Window Replacement	33,495	168,029	134,534		134,534	Overspend relates to CESP projects being coded to this budget, overspend is offset by underspend on BH022.	
BH324	Gas Appliance Replacement - Planned Ptnrship	700,000	814,384	114,384		114,384	Overspend due to increased number of boilers failing in the winter period	
BH325	Gas Appliance Replacement - Responsive	500,000	500,195	195		195	N/A	
BH329	Asbestos Remedial Action	100,000	122,862	22,862		22,862	Additional work identified during period	
BH338	Capital Voids	1,089,557	999,457	-90,100		-90,100	Underspend	
BH345	Kitchen replacement	246,666	234,825	-11,841	11,841	0	Works in progress	
BH351	Door Entry Updates	135,119	109,179	-25,940	25,940	0	Works in progress	
BH354	Lift Refurbishment	14,119	19,744	5,625		5,625	Retention on lift works from the previous years work	
BH364	Environmental enhancements to housing land	327,521	263,456	-64,065	64,065	0	Underspend due to bad weather work will be completed in 13/14	
BH365	Walkways	100,000	0	-100,000	100,000	0	Works identified	
BH366	Sheltered Housing Improvements	350,000	334,998	-15,002		-15,002	Slight underspend on the pilot property at Eleanor House.	650,000

Cost Centre	Capital Scheme	Latest Approved Budget 2012/13	Actual Expenditure 2012/13	Variance	Carry-Forward Requested	Over/(Under)-spend	Reasons for Carry-forward or Over/(Underspend)	Previously Approved Carry Forward (see note below)
BH367	IT Capital	30,000	15,486	-14,514	14,514	0	Carry forward to help support 2013/14 programme. This year was underspent due to having to respond to Government legislation on Localism and Welfare Reform and mostly incurred Revenue costs and not capital. 2013/14 is expected to cover large IT modules that will require large Capital Investment to improve service delivery	170,000
BH368	Communal Area Upgrades	200,000	52,790	-147,210	147,210	0	Work identified on site, will be completed 13/14	-
BH370	Repurchase of Former Council Houses	500,000	0	-500,000	500,000	0	Number of purchases are in process	-
BH371	Off Grid to Renewable Technologies	162,254	3,255	-158,999	82,999	-76,000	This project was delayed in starting due to additional survey works. Work is on site and this HRA funding will be required, although grant funding could not be carried forward.	-
Total HRA		28,753,980	27,445,918	-1,308,062	1,881,670	573,608		1,236,000
Grand Total Programme		39,955,748	37,274,686	-2,681,062	3,250,770	569,708		8,583,417

Note: Previously Approved Carry-Forwards - these budgets have already been carried forward to 2013/14, supported by Variation Forms submitted by budget managers. The Latest Approved Budget for 2012/13 recognises these carry-forwards as a reduction.

SCATE = Safer Cleaner and Tidier Estates