

**NORTHAMPTON BOROUGH COUNCIL
AUDIT COMMITTEE**

Your attendance is requested at a meeting to be held in the
The Guildhall, St. Giles Square, Northampton, NN1 1DE.
on Monday, 13 January 2014
at 6:00 pm.

**D Kennedy
Chief Executive**

AGENDA

1. APOLOGIES

Please contact Peter Storey on 01604 837356 or pstorey@northampton.gov.uk when submitting apologies for absence.

2. MINUTES

(Copy herewith)

3. DEPUTATIONS / PUBLIC ADDRESSES

4. DECLARATIONS OF INTEREST

5. MATTERS OF URGENCY WHICH BY REASON OF SPECIAL CIRCUMSTANCES THE CHAIR IS OF THE OPINION SHOULD BE CONSIDERED

6. FINANCIAL MONITORING REPORT

Report of the Assistant Head of Finance (Copy herewith)

Phil Morrison –
Assistant Head of
Finance - LGSS

7. TREASURY MANAGEMENT STRATEGY 2014/15

Report of the Finance Manager, Treasury (Copy herewith)

Bev Dixon – Finance
Manager - LGSS

8. RISK REVIEW OF 2014/15 BUDGET OPTIONS

Report of Assistant Head of Finance (Copy herewith)

Phil Morrison –
Assistant Head of
Finance - LGSS

9. EXTERNAL AUDIT UPDATE

Report of the external auditor (Copy herewith)

N Bellamy, External Auditor
(Audit Commission)

10. INTERNAL AUDIT UPDATE

Report of the internal auditor (verbal update at the meeting to be given by the internal auditor)

C Dickens, Internal Auditor
(PWC)

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: -

<TRAILER_SECTION>
A7439

Public Participation

Members of the public may address the Committee on any non-procedural matter listed on this agenda. Addresses shall not last longer than three minutes. Committee members may then ask questions of the speaker. No prior notice is required prior to the commencement of the meeting of a request to address the Committee.

Agenda Item 2

NORTHAMPTON BOROUGH COUNCIL

AUDIT COMMITTEE

Monday, 4 November 2013

PRESENT: Councillor Larratt (Chair); Councillor Hibbert (Deputy Chair); Councillors Davies, Golby, Nunn and Palethorpe

1. APOLOGIES

Apologies were received from Councillor Conroy.

2. MINUTES

The Minutes of the meeting held on 23rd September 2013 were confirmed and signed by the Chair as a true record.

3. DEPUTATIONS / PUBLIC ADDRESSES

There were none.

4. DECLARATIONS OF INTEREST

There were none.

5. MATTERS OF URGENCY WHICH BY REASON OF SPECIAL CIRCUMSTANCES THE CHAIR IS OF THE OPINION SHOULD BE CONSIDERED

5.1 TREASURY MANAGEMENT MID-YEAR REPORT 2013/14

Bev Dixon Finance Manager LGSS presented a report that had been circulated prior to the meeting, and tabled a paper which documented further changes to it. This item was considered at this meeting in advance of it being presented to Cabinet on 11th November. She confirmed that interest rates had dropped which has an adverse impact on investment returns and an example of this was highlighted in the report. There were no signs that the interest rates would increase in the future.

She advised that there were no variations to the policy and practise in the year.

In response to a question from Councillor Golby, the Finance Manager confirmed that other not for profit organisations would be able to deposit funds with the council as Billing Parish Council had, subject to Chief Finance Officer approval, but there was no guarantee that the rates applied would offer best available to them.

AGREED: That the report be noted.

6. FINANCIAL MONITORING REPORT

The Assistant Head of Finance submitted the above report, which provided an update on the progress of the Council's finances to the end of August 2013.

Councillor Larratt requested a detailed report on Call Care incorporating an updated business plan at the next meeting.

In response to a question from Councillor Golby, the Head of Finance confirmed that the car parking figures for period 5 were forecast by the service until the end of the year, based on the information received to that date by the service.

Councillor Larratt noted that the usage of the car parks in June matched last years figures when a lot of events were taking place, i.e. the Olympic Torch. This was a sign that use had generally increased which was good for the town. He requested that the reference to GOEM in the General Fund Capital report project BK044 be updated to the correct reference.

AGREED:

- 1) **A detailed report on Call Care incorporating an updated business plan is brought to the next meeting.**
- 2) **That the report be noted.**

7. INTERNAL AUDIT PROGRESS REPORT

Chris Dickens PwC presented the Internal Audit progress report and elaborated thereon. He confirmed that there were still further discussions on shared services, responsibility and accountability to be had. Four audit reports had been finalised since the previous meeting and in each case there was a low risk rating and the controls which had been put in place were operating satisfactorily.

He confirmed that he would provide further detailed information on the council tax discounts which were available.

Additional audit work in relation to empty homes had commenced and a report had been produced in relation to the Decent Homes Backlog Funding Grant.

AGREED: That the report be noted.

The meeting concluded at 18.28

Appendices: 6



NORTHAMPTON
BOROUGH COUNCIL

AUDIT COMMITTEE REPORT

Report Title	Financial Monitoring Report
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AGENDA STATUS: PUBLIC

Audit Committee Meeting Date:	13 January 2014
Policy Document:	No
Directorate:	Finance Directorate LGSS
Accountable Cabinet Member:	Cllr Alan Bottwood

1. Purpose

- 1.1 To present Committee with the financial position to 31 October.
- 1.2 To update Committee on car parking income and usage to 30 November.
- 1.3 To update Committee on the position regarding the Council's outstanding debts as at 30 November.

2. Recommendations

- 2.1 To consider the contents of the following finance reports:
 - General Fund Revenue Monitoring (Appendix 1);
 - General Fund Capital Monitoring (Appendix 2);
 - HRA Revenue Monitoring (Appendix 3);
 - HRA Capital Monitoring (Appendix 4).
- 2.2 To note the position on car parking income and usage as at 30 November (Appendix 5).
- 2.3 To note the latest position in relation to the Council's outstanding debts as at 30 November (Appendix 6).
- 2.4 To consider whether Committee requires any additional information in order to fulfil its governance role.

2.5 To note that the financial position to 31 October reflects the post transfer of support service functions to LGSS.

3. Issues and Choices

3.1 Report Background

- 3.1.1 A Finance and Performance report is presented to Cabinet quarterly (including the outturn report). Finance reports are published monthly on the intranet except at the beginning, and during the final months, of the financial year.
- 3.1.2 Committee has asked to receive these reports which are brought to the first available meeting following their production.
- 3.1.3 Committee has also asked for more detailed information regarding car parking income and usage, and debt recovery.

3.2 Issues

- 3.2.1 The Council’s revenue and capital position as at 31 October 2013 (Period 7) is set out in Appendices 1-4.
- 3.2.2 Significant variances at this point in the year are as follows:
 - 3.2.2.1 General Fund Revenue – £268k adverse

Note: for ease of understanding adverse variations (i.e. additional costs or reductions income) are shown without brackets, while favourable variations (increased income or cost savings) are shown within them.

	£000
Controllable Service Budgets	235
Debt Financing & HRA	
Recharges	33
Contribution To Reserves	0
General Fund Revenue	268

The major variations are detailed below.

Asset Management

- Other Buildings and Land £9k - reflects mainly a £69k shortfall in rental income due to vacant premises either waiting to be re-let or being marketed for disposal. The use of an earmarked reserve (£60k) is now reflected in the figures.

Head of Major projects and Enterprise

- Head of Major Projects and Enterprise £76k forecast due to the cost of interim cover to the financial year end supporting the Enterprise project and Regeneration areas.

Head of Planning

- Development Control (£294k) favourable mainly due to forecast better fee income than budgeted due to a higher level of planning applications.

Housing

- Housing Services £241k adverse forecast - mainly split over Call Care £18k, Private Sector Housing Solutions £242k, and a budgeted staff

efficiency of £50k that is forecast not to be achieved, partially offset by underspend of (£68k) forecast staff vacancy savings on Home Choice and Resettlement.

Head of Customers and Cultural services

- Car Parking -£36k - The forecast overspend reflects anticipated additional employee and security costs. The forecast variance has taken into account the use of reserve of (£75k), for the August extended free parking, and (£198k) of an earmarked car parking reserve to cover the fund the lower receipts for daily and season tickets.
- Museums - £71k adverse – Agency costs of £102k and reduced donations of £15k are partially offset by vacancy savings £46k.

Corporate Budget

- Debt Financing £237k overspend mainly due to a fall in available investment interest rates in year to date. This shortfall can be mainly met from the debt financing earmarked reserve, which was specifically set up to deal with the budgetary risks of fluctuations in interest rates. The use of this reserve up to (£212k) is now reflected in the figures leaving a £25k adverse position.

3.2.2.2 HRA Revenue – £16k adverse

- Supporting People funding of £550k is being reduced significantly from the end of September and is now forecast. This is partly offset by a forecast underspend in staffing costs within the Wardens service as the result of a restructure. A reserve was prudently created in anticipation of the Supporting People changes occurring and is sufficient to meet the remaining net shortfall in year.
- Dwelling rents due in year is forecasted to be under-recovered by £263k due to increased Right to Buys in 12/13 and current year. Rent Rebate Subsidy deductions are forecast to be nil for the year resulting in a (£96k) saving to the HRA.

3.2.2.3 Capital Programme -

- GF Capital Programme - There are two variations forecast, a saving of (£40k) to St Crispin Football Pitches and a saving to Planning IT Improvements £30k. Due to demand the pressures experienced on the Disabled Facilities Grants budget have been lifted by the bringing forward of budget from 14/15 to cover this demand. The approved budget changes are now reflected.
- HRA Capital Programme – is forecasted to be underspent by £2.1m with £1.7m being re-phased into 14/15 financial year for the Sheltered Housing Improvements scheme

3.2.3 Appendix 5 shows the monthly levels of car parking usage and income to 30 November.

3.2.4 The managed debt analysis and commentary to 30 November are shown at Appendix 6.

3.3 Choices (Options)

3.3.1 None

4. Implications (including financial implications)

4.1 Policy

4.1.1 There are no specific policy implications arising from this report.

4.2 Resources and Risk

4.2.1 Ongoing monitoring of the Council's budget and capital programme enables early intervention and appropriate remedial action, thus mitigating risks to the Council's financial viability and to its reputation.

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 None at this stage.

4.6 How the Proposals deliver Priority Outcomes

4.6.1 Regular reporting of the Council's financial position helps to ensure the proper stewardship of the Council's resources. Active financial management contributes to the delivery of value for money services, enabling public money to be used to maximum benefit.

4.7 Other Implications

4.7.1 Not applicable

5. Background Papers

None

Glenn Hammons
Chief Finance Officer, Telephone 01604 366521

General Fund Revenue Budget Forecasts 2013/14
October 2013

Division	Ksa	Service Area	Revised Budget £000's	Forecast £000's	Forecast Variance £000's	RAG Status	Description
DR02		Director of Regeneration, Enterprise & Planning	227	216	(11)	G	
Director of Regeneration, Enterprise and Planning			227	216	(11)	G	
FA01		Asset Management	1,445	1,430	(16)	G	(£51k) saving due to vacant posts. The budgeted contribution towards repair and maintenance of monuments and memorials has been cut by the County Council resulting in an income shortfall of £9k. Further £7k overspend is related to the marketing of premises and also anticipated £20k overspend on office move expenditure.
FA06		Other Buildings & Land	(1,547)	(1,539)	9	G	£52k shortfall in rental income and £16k NNDR overspend due to vacant premises waiting to be re-let or being marketed for disposal. £25k shortfall in income following review of market rent for Delapre Golf Complex. This is offset by (£9k) surplus on insurance premium income and also by (£15k) underspend on other premises costs such as utilities, building cleaning, etc. A potential drawdown from earmarked reserves for the shortfall in rental income £60k is now reflected.
Asset Management			(102)	(109)	(7)	G	
RG01		Head of Major Projects and Enterprise	139	215	76	A	Overspend mainly due to the cost of the interim cover forecast to the end of financial year.
RG02		Regeneration & Investment	889	931	42	G	£31k overspend due to delay in restructure implementation which is partly offset by underspend in the Town Centre Team. £6k overspend on subscriptions and software licences. £3k overspend to carry out a business survey in Northampton and £3k advertising & publicity expenditure for the Bus interchange.
Major Projects and Enterprise			1,028	1,146	117	R	
PE02		Building Control	(35)	(25)	10	G	
PE03		Development Control	337	43	(294)	B	(£51k) underspend due to vacant posts. (£249k) surplus due to the high level of planning applications in the year. This is offset by £5k from various supplies & services.
PE06		Head of Planning	115	115	(0)	G	
PE15		Joint Planning Unit Manager	257	257	0	G	
PE17		Planning & Regen Central Support	106	97	(8)	G	
PE18		Town Centre Team	187	160	(27)	G	Delay in restructure implementation has resulted in saving. Used to cover overspend in Regeneration and Investment.
RG04		Planning Policy & Conservation	634	603	(31)	G	(£53k) underspend on vacant posts and (£3k) is related to various smaller underspends from supplies & services. This is being offset by £25k NBC contribution to the Heritage Gateway.
Head of Plann			1,600	1,250	(349)	B	
Director of Regeneration, Enterprise & Planning			2,753	2,503	(250)	B	
DR05		Director of Housing	140	188	48	G	£50k saving option unlikely to be met in the current year.
Director of Ho			140	188	48	G	
CS02		Call Care	(67)	(48)	18	G	
HS05		Home Choice & Resettlement	481	412	(68)	G	Staff vacancies across the service area.
HS12		Housing Options	603	628	25	G	
HS13		Head of Strategic Housing	137	136	(2)	G	
PE09		Travellers Sites	22	24	2	G	
PE12		Private Sector Housing Solutions	14	256	242	R	Additional £47k of HMO enforcement costs which will result in additional income in the future, expenditure offset by drawdown from reserves of £76k. £146k deficit in DFG fees due to income relating to 2013/14 being taken against last year.
RG03		Housing Strategy	59	34	(25)	G	Vacant post saving.
Head of Strategic Ho			1,250	1,443	193	R	
Housing			1,390	1,631	241	R	

Division	Ksa	Service Area	Revised Budget	Forecast	Forecast Variance	RAG Status	Description
	FA04	Non Distributed Costs	4,571	4,571	0	G	
	DR03	Director of Resources	(105)	(112)	(7)	G	
	LGSS	Local Government Shared Service	8,912	8,912	0	G	
	HR01	Human Resources	148	153	5	G	
	GC08	Communications	255	251	(4)	G	
	GC15	Emergency Planning	52	55	2	G	
	PI20	Performance and Change	132	130	(3)	G	
	HS02	Head of Finance & Resources	15	15	0	G	
	FA02	Financial Services	154	168	14	G	
	FA03	Audit	215	215	0	G	
	FA05	Investments	9	9	(0)	G	
	FA19	Exchequer Service	85	85	1	G	
	HS01	Benefits	(1,325)	(1,226)	99	A	Reflects a lower than budgeted level of anticipated Benefit Subsidy recoverable from the DWP, primarily in relation to Rent Allowances .
	HS03	Revenues	(565)	(560)	5	G	
	PR01	Procurement	24	20	(4)	G	
	CX01	Chief Exec	181	182	1	G	
	GC02	Civic and Mayoral Expenses	97	97	1	G	
	GC05	Overview and Scrutiny	44	45	1	G	
	GC06	Councillor & Managerial Support	536	528	(8)	G	
	LD02	Electoral Services	174	179	6	G	
	LD03	Land Charges	(11)	(21)	(10)	G	
	LD04	Legal	265	251	(14)	G	
∞	LD08	Democratic Services	312	276	(37)	G	A Democratic Services Officer post has been vacant for most of 2013/14. There was also another post vacant for the first 6 months of 2013/14 due to a secondment.
Borough Secr			14,176	14,223	47	G	
Borough Secr			14,176	14,223	47	G	
	DR01	Director of Customers and Communities	282	269	(13)	G	
Director of Customers and Communities			282	269	(13)	G	
	CE02	Community Safety	508	553	45	G	CCTV forecast income has reduced by £32k. This is a combination of a number of factors :- Loss of contracts for NCC Waste Centre, Traffic management cameras , on street car parking and Daventry DC together with renegotiation in the Wellingborough Contract. Fibre optic line rentals has increased by £7k. There is an overspend of £8k on Electricity. Employee costs have increased by £7k.
	CE04	Leisure Contract	741	736	(6)	G	
	LD05	Licensing	(243)	(241)	2	G	
	PE07	Pest Control	42	22	(20)	G	
	PE10	Commercial Services	336	341	5	G	
	PE11	Environmental Protection	1,175	1,107	(68)	G	(£15k) increased income made up of (£6k) part funding of Abington Park, (£2k) increased fixed penalties, (£6k) tattoo income due to convention and increase in registration fees. This has been partly offset against £6k increase in mileage claims due to the newly recruited staff. (25K) reduced salary costs due to keeping posts vacant at the beginning of the year.
	PE16	Head of Public Protection	75	80	5	G	
	SS09	Environmental Services Contract	6,390	6,428	38	G	£92k for 2 years of Staff Dispute issue now settled and £38k overspend on the Contract due to changes in Indexation rates. A potential draw down from reserves of £92k for specific PES issues is now reflected.
	SS20	Environmental Services	27	61	34	G	£155k skip income which will not be achieved. £20k Waste Partnership costs. WBD Admin team overspent due to removal of budget for prior year savings £8K. A potential draw down from reserves of £155k for specific PES issues is now reflected.
	GC04	Policy	8	8	0	G	
	GC09	Community & Other Grants	1,220	1,220	(0)	G	
	GC10	Community Development	90	117	27	G	A post in Participation has been vacant for the first half of 2013/14 however costs have been incurred for an agency worker who will cover various projects in Communities and Environment.
	GC11	Community Centres	348	351	2	G	
	LS01	Head of Partnership Support	11	10	(1)	G	
	SS01	Neighbourhood Management	0	(5)	(5)	G	
Head of Communities and Environment			10,728	10,787	59	A	

Division	Ksa	Service Area	Revised Budget	Forecast	Forecast Variance	RAG Status	Description
	CE06	Museums and Arts	626	697	71	A	<p>External donations received are £15k less than budgeted. There is various vacant posts in Museums saving (£46k), however agency costs have been incurred of £102k.</p> <p>Various employee underspends due to vacant posts.</p> <p>Outsourced printing costs are £15k over budget. There is an additional £7k on employees due mainly to vacancy factor and National Insurance. There will also be a shortfall in external income for printing work carried out for Voluntary groups, charities etc. £10k.</p> <p>Several new events hosted incurring additional staffing and infrastructure costs.</p> <p>£12k additional Employee costs. £25k security costs partly offset by reduced security costs in the bus station. A potential drawdown from reserves of £75k for the free parking scheme and £198k for other parking pressures are reflected.</p> <p>Lower NNDR costs than estimated.</p>
	CS03	Head of Customer & Cultural Services	105	107	2	G	
	CS04	Customer Access	1,288	1,262	(26)	G	
	CS05	Print Unit	181	212	32	G	
	PI02	Information Technology	352	351	(1)	G	
	PI14	Telephones	36	36	0	G	
	CE03	Events	236	281	45	G	
	CE23	Town Centre Management	15	13	(1)	G	
	CE24	Car Parking	(1,387)	(1,351)	36	G	
	CE26	Bus Station	254	256	2	G	
	FA08	Office Accommodation	1,436	1,424	(11)	G	
	FA09	Markets	69	73	4	G	
Head of Customer & Cultural Services			3,211	3,362	151	R	
Director of Customers and Communities			14,220.44	14,417.63	197	R	
Total Service Budgets			32,540	32,775	235	R	
C	Debt Financing		1,855	1,880	25	G	<p>Outturn on the GF debt financing budget at period 7 is forecast at £237k over budget. This is mainly due to a significant fall in available investment interest rates in recent months. £212k of the shortfall can be met from the debt financing earmarked reserve, which has been specifically set up to deal with the budgetary risks of fluctuations in interest rates. The remaining £25k overspend relates to MRP, where charges arising from the financing of the capital programme in 2012-13 are higher than budgeted. The budget will continue to be closely monitored over the coming months.</p> <p>The £212k potential reserve drawdown is now reflected in the figures.</p> <p>Debt Financing recharges to HRA.</p>
	Recharges to the HRA		(143)	(135)	8	G	
	Council Tax and other funding				0	G	
	Contribution to GF Balances				0	G	
Total Corporate Budgets			1,712	1,745	33	G	
Total General Fund			34,252	34,520	268		



GF CAPITAL

Project Code & Project Description	Approved Budget February 2013	Approved Changes In Year	Latest Approved Budgets	YTD Actual Expenditure	Forecast Year End Spend	Forecast Under(-) /Over(+)/spend	Budget Carried Forward	Forecast Variance RAG	Slippage RAG
	A	B	C=A+B	D	E	F=E-C	G		
	£	£	£	£	£	£	£		
Francis Fernandes (FF1)									
BA145 - Cliftonville Move; New ways of working	0	14,767	14,767	-10,000	14,767	0	0	G	G
Total for Corporate	0	14,767	14,767	-10,000	14,767	0	0	G	G
BA383 - Cinepod - Royal & Deragate Theatre	0	240,216	240,216	240,216	240,216	0	0	G	G
BA647 - IT Infrastructure - PC Replacement with VDI Terminals	65,000	0	65,000	0	65,000	0	0	G	G
Total for Resources	65,000	240,216	305,216	240,216	305,216	0	0	G	G
BA165 - COM; Document Management	0	98,071	98,071	0	98,071	0	0	G	G
BA646 - Re-furbishment of the Great Hall kitchen	0	67,895	67,895	64,240	67,895	0	0	G	G
BA660 - Northampton Town Fc Loan	0	4,500,000	4,500,000	1,500,000	4,500,000	0	0	G	G
Total for Finance & Resources	0	4,665,966	4,665,966	1,564,240	4,665,966	0	0	G	G
Steve Elsey (SE3)									
BA659 - Call Care Project (part of prevention programme)	0	113,864	113,864	0	113,864	0	0	G	G
BK010 - Countrywide Climate Friendly Communities	0	46,617	46,617	46,042	46,617	0	0	G	G
BK013 - Empty Homes Programme	632,090	416,045	1,048,135	22,916	1,048,135	0	216,045	G	R
BK015 - DFG's Owner Occupiers	1,475,000	908,542 *	2,383,542	1,324,325	2,383,542	0	0	G	G
BK029 - Hot Property 3	0	3,874	3,874	3,624	3,874	0	0	G	G
BK044 - Decent Homes Assistance	0	38,809	38,809	36,036	38,809	0	0	G	G
BK050 - Wrapped Up Scheme	0	24,053	24,053	31,649	24,053	0	0	G	G
BK051 - Fuel Poverty Fund County Wide	0	466,274	466,274	420,041	466,274	0	0	G	G
Total for Head of Strategic Housing	2,107,090	2,018,078	4,125,168	1,884,632	4,125,168	0	216,045	G	A
Julie Seddon (JS14)									
BA167 - I Love My Parks	0	14,222	14,222	-857	14,222	0	0	G	G
Total for Director of Customers & Communities	0	14,222	14,222	-857	14,222	0	0	G	G
Marion Goodman (MG3)									
BA164 - COM; IT Equipment New ways of working	0	0	0	2,438	0	0	0	G	G
BA173 - Multi-Function Devices (MFD's)	0	29,628	29,628	0	29,628	0	0	G	G
BA193 - Refurbishment - Northampton Museum and Art Gallery	0	0	0	-60	0	0	0	G	G
BA207 - IT Infrastructure - Servers and Network Storage	270,000	0	270,000	113,364	270,000	0	0	G	G
BA384 - Cultural Quarter Street & Building Signage	0	25,000	25,000	40	25,000	0	0	G	G
BA764 - One Stop Shop, CRM	0	29,966	29,966	0	29,966	0	0	G	G
BA786 - Data Network Improvements	0	59,300	59,300	23,152	59,300	0	0	G	G
BA808 - IT Network Replacement Programme	0	11,698	11,698	158	11,698	0	0	G	G
BA893 - Microsoft Office 2010 Upgrade	0	40,000	40,000	32,077	40,000	0	0	G	G
Total for Head of Customer & Cultural Services	270,000	195,592	465,592	171,170	465,592	0	0	G	G
Susan Bridge (SB11)									
BA210 - Jeffrey Room Audio and Visual Improvements	0	750	750	750	750	0	0	G	G
BA645 - S106 Contributions to Other Local Authorities	0	165,000	165,000	0	165,000	0	0	G	G
BA656 - Victoria Street Bus Shelters	0	17,500	17,500	0	17,500	0	0	G	G
BA883 - Planning IT Improvements (HPDG)	0	191,335	191,335	653	161,335	-30,000	0	G	G
Total for Head of Planning	0	374,585	374,585	1,403	344,585	-30,000	0	G	G

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GF CAPITAL

Project Code & Project Description	Approved Budget February 2013	Approved Changes In Year	Latest Approved Budgets	YTD Actual Expenditure	Forecast Year End Spend	Forecast Under(-) /Over(+)-spend	Budget Carried Forward	Forecast Variance RAG	Slippage RAG
	A	B	C=A+B	D	E	F=E-C	G		
	£	£	£	£	£	£	£		
Simon Dougall (SD6)									
BA122 - Fire Safety Improvement Works	0	7,969	7,969	902	7,969	0	0	G	G
BA132 - St Crispin Changing Rooms, Toilet, Car park	0	750,989	750,989	0	750,989	0	0	G	G
BA133 - St Crispin Football Pitches and Play Provision	0	192,116	192,116	133,806	152,116	-40,000	0	G	G
BA136 - Water Management Works	100,000	94,200	194,200	43,591	194,200	0	0	G	G
BA138 - Cemeteries Refurbishment Works	25,000	0	25,000	0	25,000	0	0	G	G
BA146 - Water Hygiene - Monitoring Improvements	0	82,000	82,000	0	82,000	0	0	G	G
BA169 - Northampton Skatepark	0	1,940	1,940	1,235	1,940	0	0	G	G
BA179 - Abington Park, Changing Room refurbishment	0	0	0	303	0	0	0	G	G
BA180 - Strategic Property Investment	0	500,000	500,000	0	500,000	0	0	G	G
BA186 - Improvement to Parks Infrastructure	150,000	27,200	177,200	37,712	177,200	0	0	G	G
BA188 - Royal and Dergate Roof Replacement Works	297,000	0	297,000	1,783	297,000	0	0	G	G
BA189 - Corporate Asset Improvements	200,000	0	200,000	-22,017	200,000	0	0	G	G
BA190 - Investment Properties Enhancements	50,000	84,107	134,107	56,963	134,107	0	0	G	G
BA194 - Guildhall Renewals	75,000	39,000	114,000	101,357	114,000	0	0	G	G
BA197 - Delapre Abbey Restoration Minor Projects	100,000	248,972	348,972	18,098	348,972	0	0	G	G
BA368 - Upton Park Pedestrian & Cycle Bridge	0	79,147	79,147	-1,237	79,147	0	0	G	G
BA385 - Town Centre Enhancements	0	77,230	77,230	92,873	77,230	0	0	G	G
BA648 - Allotments	58,000	0	58,000	0	58,000	0	0	G	G
BA649 - Skate Park Toilet & Kiosk	150,000	0	150,000	147,943	150,000	0	0	G	G
BA650 - Lifts - Improvement Works	150,000	0	150,000	0	150,000	0	0	G	G
BA651 - Car Parking Signage	200,000	0	200,000	98,075	200,000	0	0	G	G
BA652 - Visitor Signage in Town Centre	80,000	0	80,000	0	80,000	0	0	G	G
BA653 - Delapre Abbey Restoration	50,000	0	50,000	0	50,000	0	0	G	G
BA654 - St Lukes Field - Improvement works	0	50,000	50,000	0	50,000	0	0	G	G
BA655 - Sea Cadets Building - Refurbishment	0	13,475	13,475	13,475	13,475	0	0	G	G
BA887 - Grosvenor Greyfriars Car Park Improvement Works	0	2,689	2,689	0	2,689	0	0	G	G
BA889 - Mayorhold Car Park - Drainage Works	0	76,725	76,725	0	76,725	0	0	G	G
BA891 - Bus Interchange	1,500,000	4,456,407	5,956,407	3,966,789	5,956,407	0	0	G	G
BA892 - Urgent Lift Renewals	70,000	181,500	251,500	55,022	251,500	0	0	G	G
BA894 - Mounts Baths Roof	0	4,375	4,375	225	4,375	0	0	G	G
<u>Head of Major Projects and Enterprise</u>	3,255,000	6,970,041	10,225,041	4,746,897	10,185,041	-40,000	0	G	G
Steve Elsey (SE3)									
BA356 - Community Centres Refurbishment	50,000	0	50,000	44,821	50,000	0	0	G	G
<u>Total for Head of Partnership Support</u>	50,000	0	50,000	44,821	50,000	0	0	G	G
BA211 - Extension of Duston Cemetery	0	40,450	40,450	0	40,450	0	0	G	G
BA872 - Night Safe & Target Hardening - SSNP	0	13,825	13,825	786	13,825	0	0	G	G
BA895 - Allotment Provision	0	84,970	84,970	-2,950	84,970	0	0	G	G
BA896 - Guildhall Loft Insulation Salix project	0	0	0	-658	0	0	0	G	G
BA897 - Grosvenor Car Park T5 Lighting Upgrades	0	7,614	7,614	2,585	7,614	0	0	G	G
BA898 - St Michaels Car Park Led Lighting	0	17,211	17,211	0	17,211	0	0	G	G
<u>Head of Communities and Environment</u>	0	164,070	164,070	-237	164,070	0	0	G	G
TOTALS	5,747,090	14,657,537	20,404,627	8,642,285	20,334,627	-70,000	216,045	G	G

* Approved Change in Year subject to Cabinet Approval on 11 December 2013

For Period Ending 31 October 2013

	£000s Current Budget	£000s Actuals	£000s Forecast Outturn	£000s Variance	RAG Status
INCOME					
Rents - Dwellings Only	(49,464)	(28,167)	(49,201)	263	
Rents - Non Dwellings Only	(1,091)	(702)	(1,079)	12	
Service Charges	(2,748)	(1,694)	(2,766)	(18)	
Other Income	(85)	(36)	(78)	7	
Total Income	(53,388)	(30,599)	(53,124)	264	R
EXPENDITURE					
Repairs and Maintenance	12,705	9,243	12,705	0	
General Management	5,874	1,881	5,786	(88)	
Special Services	3,553	2,362	3,458	(95)	
Rents, Rates, Taxes & Other Charges	81	65	111	30	
Increase in Bad Debt Provision	750	438	750	0	
Rent Rebate Subsidy Deductions	96	0	0	(96)	
Total Expenditure	23,058	13,989	22,810	(248)	B
Net Cost of Services	(30,330)	(16,610)	(30,314)	16	G
Net Recharges to the General Fund	5,246	3,153	5,404	159	
Interest & Financing Costs	6,047	3,551	6,087	40	
Depreciation/MRA	11,823	6,897	11,823	0	
Net Contribution (from) / to Earmarked Reserves	7,215	6,908	6,999	(216)	
Net Transfer From / (To) Working Balance	0	3,898	(0)	(0)	G
Working Balance b/f	(5,000)	(5,000)	(5,000)	0	
Working Balance Outturn	(5,000)	(1,102)	(5,000)	(0)	G

Notes on Forecast Variances

Rents - Dwellings Only

Right to Buy completions in 2013 continue to be greater than expected, resulting in reduced rental income.

General Management

Vacant posts within the service have resulted in a projected saving on staff costs.

Special Services

The underspend largely reflects staff savings within the Sheltered Accommodation service as a result of a restructure.

Rents, Rates, Taxes & Other Charges

Changes in legislation are expected to increase the amount of Council Tax payable on void properties.

Rent Rebate Subsidy Deductions

Following the de-pooling of Service Charges last year, the HRA is not liable to make any contribution towards Rent Rebate expenditure.

Net Recharges to the General Fund

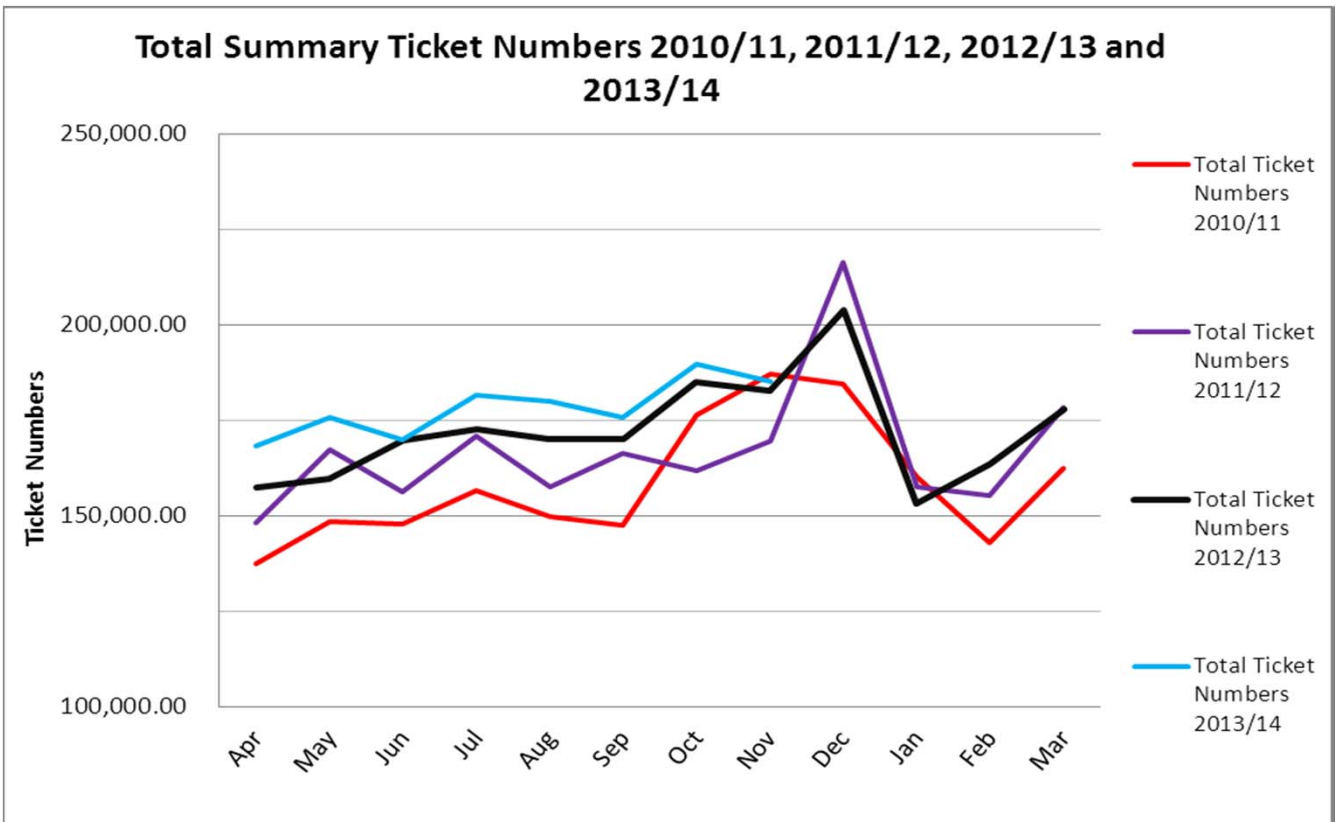
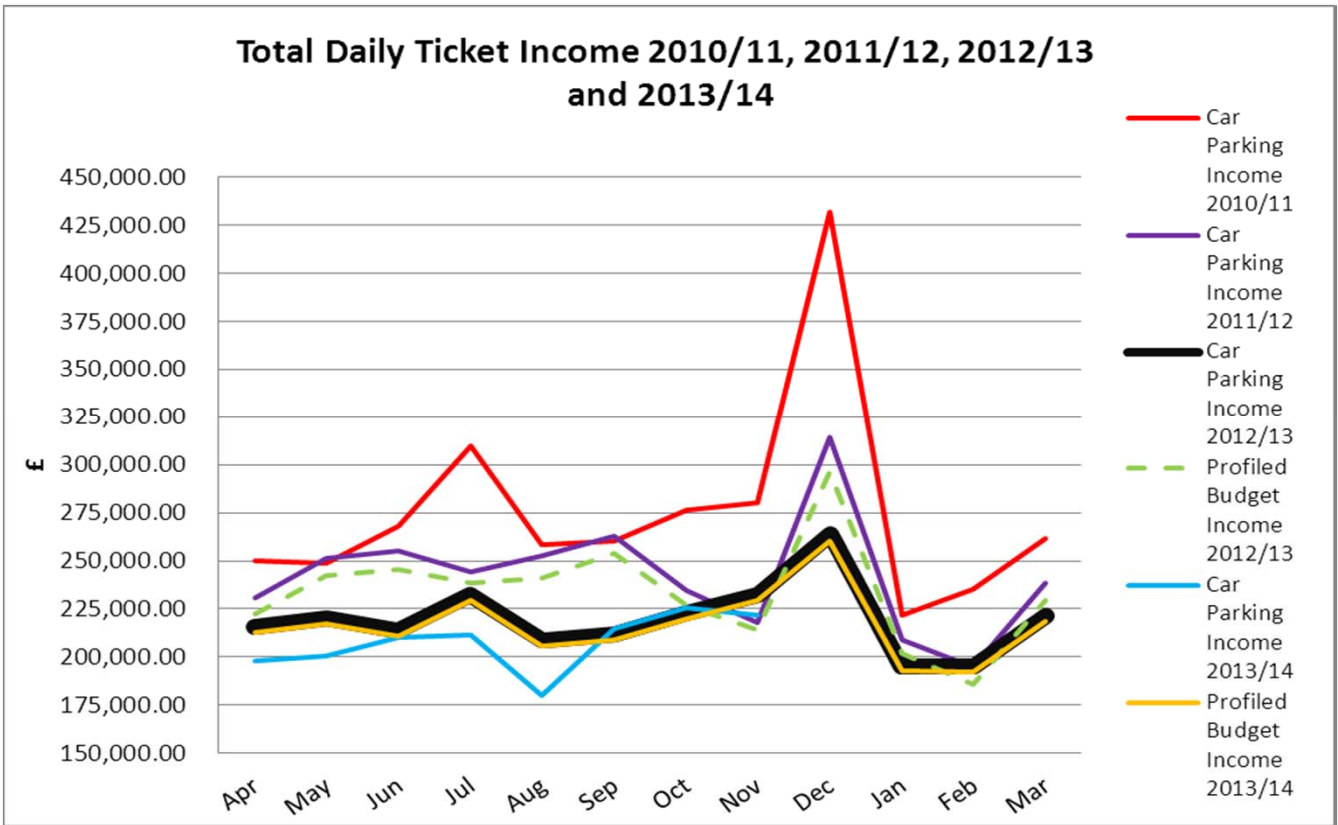
This overspend reflects the inclusion of internal Housing recharges that had previously been incurred as direct service expenditure.

HRA CAPITAL

Project Code & Project Description	Approved Budget February 2013	Approved Changes In Year	Latest Approved Budgets	YTD Actual Expenditure	Forecast Year End Spend	Forecast Under(-) /Over (+)spend	Budget Carried Forward	Forecast Variance RAG	Slippage RAG
	A	B	C=A+B	D	E	F=E-C	G		
	£	£	£	£	£	£	£		
Richard Birchett									
BH366 - Sheltered Housing Improvements	1,000,000	650,000	1,650,000	28,865	28,865	-1,621,135	1,621,135	B	R
BH367 - IT Capital	200,000	184,514	384,514	0	384,514	0	0	G	G
Total for Head of Strategic Housing	1,200,000	834,514	2,034,514	28,865	413,379	-1,621,135	1,621,135	B	R
Richard Birchett - Head of Landlord Services (HOLS)									
BH003 - Garages Roofs & Doors Replacement	40,000	0	40,000	32,560	40,000	0	0	G	G
BH009 - Fire Safety Works - communal areas	100,000	0	100,000	25,662	100,000	0	0	G	G
BH011 - Capital Improvement Works	0	200,000	200,000	0	200,000	0	0	G	G
BH013 - Digital Aerial Upgrade	0	0	0	954	0	0	0	G	G
BH014 - Estate Regeneration	100,000	347,728	447,728	0	447,728	0	0	G	G
BH020 - Periodical Electrical Works	125,000	0	125,000	61,859	125,000	0	0	G	G
BH021 - New Communal Boilers	0	0	0	4,218	0	0	0	G	G
BH022 - Community Energy Savings Programme (CESP)	0	1,852,060 *	1,852,060	150,586	1,852,060	0	0	G	G
BH140 - Aids and Adaptations	1,000,000	250,000 **	1,250,000	568,405	1,250,000	0	0	G	G
BH302 - Minor Adaptations for People with Disabilities	100,000	0	100,000	64,966	100,000	0	0	G	G
BH304 - Complete Roofs	100,000	551,312	651,312	557,595	651,312	0	0	G	G
BH305 - Structural Repairs	300,000	0	300,000	239,375	300,000	0	0	G	G
BH317 - Decent Homes	17,752,900	0	17,752,900	6,930,536	17,752,900	0	0	G	G
BH321 - Door & Window Replacement	30,000	0	30,000	126,222	130,000	100,000	0	R	G
BH324 - Gas Appliance Replacement - Planned Ptnrship	500,000	0	500,000	1,818,508	500,000	0	0	G	G
BH325 - Gas Appliance Replacement - Responsive	500,000	0	500,000	4,073	500,000	0	0	G	G
BH329 - Asbestos Remedial Action	50,000	0	50,000	76,051	50,000	0	0	G	G
BH345 - Kitchen replacement	115,000	11,841	126,841	8,208	126,841	0	0	G	G
BH351 - Door Entry Updates	100,000	25,940	125,940	81,288	125,940	0	0	G	G
BH354 - Lift Refurbishment	0	0	0	4,450	0	0	0	G	G
BH364 - Environmental enhancements to housing land	100,000	64,065	164,065	8,775	164,065	0	0	G	G
BH365 - Walkways	100,000	100,000	200,000	0	200,000	0	0	G	G
BH368 - Communal Area Upgrades	200,000	147,210	347,210	74,503	347,210	0	0	G	G
BH373 - Change of Use	100,000	0	100,000	0	100,000	0	0	G	G
BH374 - CCTV	50,000	0	50,000	0	20,000	-30,000	0	G	G
BH375 - Lift Refurbishment St Katherines Court	100,000	0	100,000	0	0	-100,000	100,000	B	R
BH376 - Little Cross Street Walkway Renewal	562,000	0	562,000	1,441	562,000	0	0	G	G
Total for Head of Landlord Services	22,124,900	3,550,156	25,675,056	10,840,235	25,645,056	-30,000	100,000	G	G
Richard Birchett									
BH370 - Repurchase of Former Council Houses	1,000,000	500,000	1,500,000	747,543	1,072,000	-428,000	0	B	G
BH371 - Off Grid to Renewable Technologies	0	82,999	82,999	55,640	82,999	0	0	G	G
BH372 - Green Deal Contribution & Energy Efficiency	50,000	0	50,000	0	50,000	0	0	G	G
Total for Director of Housing	1,050,000	582,999	1,632,999	803,183	1,204,999	-428,000	0	B	G
TOTALS	24,374,900	4,967,669	29,342,569	11,672,283	27,263,434	-2,079,135	1,721,135	B	A

* Includes an Approved Change in Year of £252,060, with a further £1,600,000 change subject to Cabinet Approval on 11 December 2013

** Approved Change in Year subject to Cabinet Approval on 11 December 2013



Notes:

- 1) The volume of tickets issued to the end of period 8 was 58,472 higher than for the same period in 2012/13.
- 2) However, income to the end of November was £72k Less than budgeted for the first 8 months of 2013/14.

Managed Debt Analysis - Rolling Year 2012/13 into 2013/14

	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
TOTAL ARREARS	12,427,852	12,108,299	11,863,070	12,491,254	17,325,924	16,640,530	17,025,467	15,443,109	15,248,935	15,552,879	14,733,381	15,043,497
Awaiting Action	691,227	680,363	837,742	521,415	641,349	602,565	538,313	805,818	723,259	686,348	648,018	623,721
Debt in Progress	11,736,625	11,427,936	11,025,327	11,969,838	16,684,575	16,037,965	16,466,850	14,637,471	14,512,216	14,866,531	14,085,363	14,419,776
% Inactive debt [PI]	5.56%	5.62%	7.06%	4.17%	3.70%	3.62%	3.16%	5.22%	4.83%	4.41%	4.40%	4.15%
CTAX	5,851,338	5,628,763	5,456,867	6,090,188	8,797,424	8,477,350	8,149,267	7,807,401	7,632,608	7,430,390	7,283,755	7,743,309
Inactive	119,645	119,590	74,444	111,528	130,826	86,370	71,102	110,975	126,796	123,521	93,710	123,507
In progress	5,731,693	5,509,173	5,382,423	5,978,660	8,666,598	8,390,980	8,078,165	7,696,426	7,505,812	7,306,869	7,190,045	7,619,802
Inactive debt	2.04%	2.12%	1.36%	1.83%	1.49%	1.02%	0.87%	1.42%	1.66%	1.66%	1.29%	1.60%
NNDR	792,303	711,325	817,539	776,782	2,691,043	2,175,195	1,650,440	1,654,550	1,562,198	1,162,504		
Inactive	0	0	0	0	0	0	0	0	0	0	0	0
In progress	792,303	711,325	817,539	776,782	2,691,043	2,175,195	1,630,136	1,654,550	1,562,198	1,162,504		
Inactive debt	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
FTA	1,108,105	1,083,038	817,980	814,503	924,649	887,309	883,694	912,056	908,012	886,670	881,820	924,882
Inactive	78,244	14,594	34,978	30,016	38,339	30,293	20,639	20,024	14,051	17,649	16,886	15,167
In progress	1,029,861	1,068,444	783,002	784,487	886,310	857,016	863,054	892,032	893,960	869,021	864,954	909,715
Inactive debt	7.06%	1.35%	4.28%	3.69%	4.15%	3.41%	2.34%	2.20%	1.55%	1.99%	1.91%	1.64%
HBOP	4,152,394	4,186,745	4,167,924	4,122,698	4,158,957	4,245,908	4,313,173	4,351,868	4,412,030	4,381,953	4,334,922	4,389,823
Inactive	402,007	447,019	700,472	328,701	430,087	452,654	418,400	636,779	573,531	528,023	511,988	460,923
In progress	3,750,387	3,739,726	3,467,452	3,793,997	3,728,870	3,793,254	3,894,773	3,715,089	3,838,499	3,853,930	3,822,934	3,928,900
Inactive debt	9.68%	10.68%	16.81%	7.97%	10.34%	10.66%	9.70%	14.63%	13.00%	12.05%	11.81%	11.50%
SD	523,712	498,428	602,760	687,083	753,851	854,768	2,028,893	717,234	734,087	1,691,362	1,118,342	1,398,315
Inactive	91,331	99,160	27,848	51,170	42,097	33,248	28,172	37,860	22,340	17,155	25,454	24,125
In progress	432,381	399,268	574,911	635,912	711,754	821,520	2,000,722	679,374	711,747	1,674,207	1,092,888	1,374,190
Inactive debt	17.44%	19.89%	4.62%	7.45%	5.58%	3.89%	1.40%	5.28%	3.04%	1.01%	2.28%	1.73%

- Overall debt levels as at 30th November 2013
 Compared to the same period last year, unmanaged debt is £46,498 more than the same period last year and the overall total arrears are £2,067,896 more.
- Council Tax as at 30th November 2013
 Unmanaged debt is £35,581 less than the same period last year and the overall outstanding arrears are £1,663,873 more. This is due to an increase in debt for recovery and trace of £910,471 currently with our debt collection agencies, which is still actively being managed. Arrears collection is up on last year.
- Business Rates as at 30th November 2013
 Unmanaged debt remains unchanged. The overall outstanding arrears are £460,843 less than the same period last year.
- Former Tenant Arrears as at 30th November 2013
 Unmanaged debt is £23,373 less than the same period last year and the overall outstanding arrears are £136,656 less.
- Housing Benefit Overpayments Payments as at 30th November 2013
 Unmanaged debt is £109,395 more than the same period last year and the overall outstanding arrears are £275.875 more, due to an increase of appeals and an increase in pended overpayments, and the financial climate of trying to recover a low priority debt.
- Sundry Debts as at 30th November 2013
 Unmanaged debt is £72,105 less than the same period last year and the overall outstanding balance is £752,020 more. Recovery action is currently being taken on an invoice for £670,000, and another large invoice is in dispute.
- Priority Debts 30th November 2013
 As a result of priority debt as defined by the Corporate Debt Policy we now have debt on hold awaiting clearance of priority debts. This is broadly broken down as FTA £15,169k, OPHB £174,711k, and SD £0.00 as at 30th November 2013. As more cases reach consideration for court action this category of debt pending other priority debt will increase.

<p>Appendices</p> <p>1</p>



AUDIT COMMITTEE REPORT

Report Title	TREASURY MANAGEMENT STRATEGY 2014-15
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AGENDA STATUS: PUBLIC

Audit Committee Meeting Date:	13 January 2014
Policy Document:	Yes
Directorate:	LGSS
Accountable Cabinet Member:	Alan Bottwood

1. Purpose

1.1 To put the draft Treasury Management Strategy for 2014/15 before Audit Committee for review and to invite Audit Committee to put forward recommendations as they think appropriate.

2. Recommendations

2.1 That Audit Committee:

- a) Review the draft Treasury Management Strategy for 2014/15
- b) Put forward any recommendations that they think appropriate.

3. Issues and Choices

3.1 Report Background

- 3.1.1 The CIPFA Treasury Management Code of Practice requires the Council to nominate the body (such as an audit or scrutiny committee) responsible for ensuring effective scrutiny of the treasury management strategy, policies and practices.
- 3.1.2 The Council has nominated the Audit Committee for this role, which includes the review of all treasury management policies and procedures, the review of all treasury management reports to Cabinet and Council, and for making recommendations to Council.

3.2 Issues

Treasury Management Strategy 2014/15

- 3.2.1 The Council has adopted CIPFA's Treasury Management in the Public Services: Code of Practice and Cross Sectoral Guidance Notes. It is a requirement under the Treasury Code of Practice to produce an annual strategy report on proposed treasury management activities for the year. The Council's draft Treasury Management Strategy (TMS) for 2014/15 is attached at **Appendix A**.
- 3.2.2 The draft TMS was included in the Draft Medium Term Financial Plan 2014/15 - 2018/19 and Draft Budget 2014/15 report to Cabinet on 18 December 2013 and approved for consultation. Formal consultation with the public and local businesses will continue until the budget is formally adopted in February 2014.
- 3.2.3 The TMS takes into account the impact of the Council's Medium Term Financial Plan, its revenue budget and capital programme, the balance sheet position and the outlook for interest rates. It includes:
- The Affordable Borrowing Limit for 2014-15
 - The Council's policy on the Minimum Revenue Provision (MRP) for the repayment of debt
 - The Investment Strategy for 2014/15
 - The Prudential and Treasury Indicators for 2014/15 to 2018/19
 - The Council's policy on borrowing in advance of need
 - The Council's counterparty creditworthiness policy
- 3.2.4 The main changes from the TMS adopted in 2013/14 are:
- A change to the format to make it more concise
 - Incorporation of the Prudential Indicators into the report
 - Updates to Prudential and Treasury Indicators
 - Updates to interest rate forecasts
 - Updates to debt financing budget forecasts
 - Inclusion of provisions for loans to third parties

- 3.2.5 Some details included in the draft TMS will need to be updated before going to Cabinet and Council for final approval in February. This is because of events (e.g. economic conditions) moving on in the intervening period; the need to interface the TMS with the Council's approved capital programme and other budget setting reports; and any changes that may arise from the consultation process.
- 3.2.6 Audit Committee are asked to review the report and to put forward any recommendations that they think appropriate.

3.3 Choices (Options)

- 3.3.1 Audit Committee have the option to comment on the areas considered in the report and to make recommendations to Officers and to Cabinet and Council.

4. Implications (including financial implications)

4.1 Policy

- 4.1.1 The CIPFA Treasury Management Code of Practice requires the Council to nominate the body (such as an audit or scrutiny committee) responsible for ensuring effective scrutiny of the treasury management strategy, policies and practices. Council has nominated the Audit Committee for this role, which includes the review of all treasury management policies and procedures, the review of all treasury management reports to Cabinet and Council, and the making of recommendations to Council.

4.2 Resources and Risk

- 4.2.1 The resources required to deliver the Council's treasury management strategy and policies in 2014/15 are incorporated into the Council's draft debt financing and debt management budgets.
- 4.2.2 Effective risk management is a fundamental requirement for the treasury management function, and this theme runs clearly throughout the Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. The Council's Treasury Management Policy, Treasury Management Practices (TMPs) and Schedules, and Treasury Management Strategy for 2014/15 cover the ways in which treasury management risk will be determined, managed and controlled.
- 4.2.3 The Council's appetite for risk must be clearly identified in its strategy report. The TMS affirms that priority will be given to the security and liquidity of capital when investing funds. This will be carried out by strict adherence to the risk management and control strategies set out in the Schedules to the Treasury Management Practices and the Treasury Management Strategy. Responsibility for risk management and control lie within the Council and cannot be delegated to an outside organisation.

4.2.4 Risks in the debt financing budget have been taken into account in earmarked reserves and in the Risk Assessment of General Fund Reserves.

4.3 Legal

4.3.1 The Council is obliged to carry out its treasury management activities in line with statutory requirements and associated regulations and professional guidance.

4.4 Equality

4.4.1 Equalities Impact Assessment (EIA) screening has been carried out on the Council's TMS for 2014/15. This has determined that a full impact assessment is not necessary, as no direct or indirect relevance to equality and diversity duties has been identified. The EIA screening is published on the internet and will be updated to take account of feedback from the public consultation and re-published with the final budget proposals in February 2014.

4.5 Consultees (Internal and External)

4.5.1 Consultation on treasury management matters is undertaken as appropriate with the Council's external treasury advisers and with the Cabinet Member for Finance.

4.5.2 The draft TMS for 2014/15 was approved for consultation by Cabinet on 18 December 2013. Formal consultation with the public and local businesses will continue until the budget is formally adopted in February 2014.

4.5.3 The Audit Committee has been nominated by Council as the body responsible for ensuring effective scrutiny of the treasury management strategy, policies and practices. This role includes the review of all treasury management policies and procedures, the review of all treasury management reports to Cabinet and Council, and the making of recommendations to Council.

4.6 How the Proposals deliver Priority Outcomes

4.6.1 Effective treasury management is key ingredient of good financial governance, which contributes to the priority of making every pound go further.

4.7 Other Implications

4.7.1 No other implications have been identified.

5. Background Papers

None

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**Northampton Borough Council
Treasury Management Strategy
2014-15**

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1 Introduction

CIPFA Treasury Management in the Public Services: Code of Practice and Cross Sectoral Guidance Notes

- 1.1 CIPFA has defined treasury management as “the management of the organisation’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”
- 1.2 The Council has adopted CIPFA’s Treasury Management in the Public Services: Code of Practice and Cross Sectoral Guidance Notes (the Treasury Code). The adoption is included in the Council’s Constitution (Feb 2013) at paragraph 6.10 of the Financial Regulations.

CIPFA Prudential Code for Capital Finance in Local Authorities

- 1.3 The CIPFA Prudential Code for Capital Finance in Local Authorities (the **Prudential Code**) is a professional code of practice. Local authorities have a statutory requirement to comply with the Prudential Code when making capital investment decisions and carrying out their duties under Part 1 of the Local Government Act 2003 (Capital Finance etc and Accounts).
- 1.4 The CIPFA Prudential Code sets out the manner in which capital spending plans should be considered and approved, and in conjunction with this, the requirement for an integrated treasury management strategy.
- 1.5 Councils are required to set and monitor a range of prudential indicators for capital finance, covering affordability, prudence, capital expenditure, external debt and treasury management, as well as a range of treasury indicators.

Treasury Management Policy Statement

- 1.6 The Council’s Treasury Management Policy Statement was approved by Council at their meeting of 25 February 2013. The policy statement follows the wording recommended by the latest edition of the CIPFA Treasury Code.

Treasury Management Practices

- 1.7 The Council’s Treasury Management Practices (TMPs) set out the manner in which the Council will seek to achieve its treasury management policies and objectives, and how it will manage and control those activities. The TMPs are split as follows:
 - Main Principles
 - Schedules

- 1.8 The Council's TMP Main Principles were approved by Council at their meeting of 25 February 2013. They follow the wording recommended by the latest edition of the CIPFA Treasury Code.
- 1.9 The Council's TMPs Schedules cover the detail of how the Council will apply the TMP Main Principles in carrying out its operational treasury activities. They are reviewed annually and approved by the Council's Chief Finance Officer

The Treasury Management Strategy

- 1.10 It is a requirement under the Treasury Code to produce an annual strategy report on proposed treasury management activities for the year.
- 1.11 The Council's Treasury Management Strategy is drafted in the context of the key principles of the Treasury Code, as follows:
- Public service organisations should put in place formal and comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury management activities.
 - Their policies and practices should make clear that the effective management and control of risk are prime objectives of their treasury management activities and that responsibility for these lies clearly within their organisations. Their appetite for risk should form part of their annual strategy, including any use of financial instruments for the prudent management of those risks, and should ensure that priority is given to security and liquidity when investing funds.
 - They should acknowledge that the pursuit of value for money in treasury management, and the use of suitable performance measures, are valid and important tools for responsible organisations to employ in support of their business and service objectives; and that within the context of effective risk management, their treasury management policies and practices should reflect this.
- 1.12 The purpose of the Treasury Management Strategy is to establish the framework for the effective and efficient management of the Council's treasury management activity, including the Council's investment portfolio, within legislative, regulatory, and best practice regimes, and balancing risk against reward in the best interests of stewardship of the public purse.
- 1.13 The Treasury Management Strategy incorporates:
- The Council's capital financing and borrowing strategy for the coming year
 - The Council's policy on the making of Minimum Revenue Provision (MRP) for the repayment of debt, as required by the Local Authorities (Capital Finance & Accounting) (Amendments) (England) Regulations 2008.

- The Affordable Borrowing Limit as required by the Local Government Act 2003.
 - The Annual Investment Strategy for the coming year as required by the CLG revised Guidance on Local Government Investments issued in 2010.
- 1.14 The strategy takes into account the impact of the Council's Medium Term Financial Plan, its revenue budget and capital programme, the balance sheet position and the outlook for interest rates.
- 1.15 The Treasury Management Strategy for 2014-15 also includes the Council's:
- Policy on borrowing in advance of need
 - Counterparty creditworthiness policies
- 1.16 The main changes from the Treasury Management Strategy adopted in 2013-14 are
- A change to the format of the report to make it more concise
 - Inclusion of the Treasury Management Scheme of Delegation
 - Incorporation of the Prudential Indicators into the report
 - Updates to Prudential and Treasury Indicators
 - Updates to interest rate forecasts
 - Updates to debt financing budget forecasts
 - Inclusion of provisions for loans to third parties
 - Updates to the MRP policy

Scheme of Delegation

- 1.17 The Treasury Management Scheme of Delegation at Appendix 1 sets out the delegated treasury management responsibilities of Council, Cabinet, Audit Committee and the Section 151 Officer. This is included in the strategy for the first time, in line with LGSS best practice. The text of the draft appendix will be reviewed during the consultation period to ensure consistency with the Council's Constitution before the final version is submitted to Council for approval in February 2014.

General Fund and HRA

- 1.18 The Council is required to have a clearly agreed policy for attributing income and expenditure and risks between the General Fund and the HRA. This is set out at Appendix 2

Equalities Statement

- 1.19 Equalities Impact Assessment (EIA) screening has been carried out on the Council's Treasury Strategy for 2014-15, and the associated Treasury Management Practices (Main Principles and Schedules).

- 1.20 The EIA screening has determined that a full impact assessment is not necessary, as no direct or indirect relevance to equality and diversity duties has been identified.

2 Current Treasury Management position

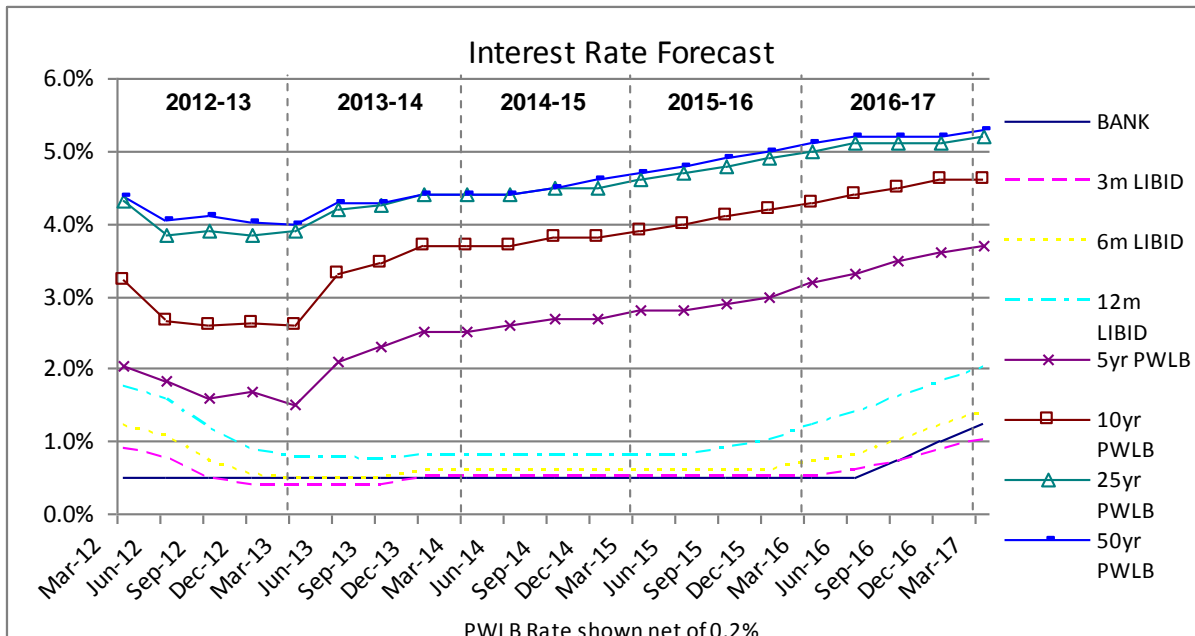
- 2.1 The Council's projected treasury portfolio position at 31 March 2014, with forward estimates is summarised below. The table shows the external borrowing, against the Capital Financing Requirement (CFR), which is a measure of the need to borrow for capital expenditure purposes, highlighting any forecast over or under borrowing.

- 2.2 For the sake of clarity the figures exclude any borrowing undertaken or planned for third party loans

£m	2013-14 Projected	2014-15 Estimate	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate	2018-19 Estimate
External borrowing						
Borrowing at 1 April	216	216	224	224	224	224
Expected change in borrowing	0	8	0	0	0	0
Borrowing at 31 March	216	224	224	224	224	224
CFR at 31 March	222	230	229	226	227	227
Under/(over) borrowing	6	6	5	2	3	3
Investments						
Investments at 1 April	52	52	53	55	56	55
Expected change in investments	0	1	2	1	(1)	0
Investments at 31 March	52	53	55	56	55	55
Net borrowing	164	171	169	168	169	169

3 Prospects for interest rates

3.1 The Council has appointed Capita Asset Services (CAS) as its treasury advisors. Part of their service is to assist the Council to formulate a view on interest rates. The following graph gives the CAS central view for short term (Bank Rate) and longer fixed interest rates.



3.2 Until 2013, the economic recovery in the UK since 2008 had been the worst and slowest recovery in recent history. However, growth rebounded in quarters 1 and 2 of 2013 to surpass all expectations. Growth prospects remain strong looking forward, not only in the UK economy as a whole, but in all three main sectors, services, manufacturing and construction. One downside is that wage inflation continues to remain significantly below CPI inflation so disposable income and living standards are under pressure, although income tax cuts have ameliorated this to some extent.

3.3 A rebalancing of the economy towards exports has started but as 40% of UK exports go to the Eurozone, the difficulties in this area are likely to continue to dampen UK growth. The US, the main world economy, faces similar debt problems to the UK, but thanks to reasonable growth, cuts in government expenditure and tax rises, the annual government deficit has been halved from its peak without appearing to do too much damage to growth.

3.4 This challenging and uncertain economic outlook has several key treasury management implications:

- Although Eurozone concerns have subsided in 2013, Eurozone sovereign debt difficulties have not gone away and there are major concerns as to how these will be managed over the next few years as levels of government debt, in some countries, continue to rise to levels that compound already existing concerns. Counterparty risks therefore

remain elevated. This continues to suggest the use of higher quality counterparties for shorter time periods.

- Investment returns are likely to remain low during 2014-15 and beyond.
- Borrowing interest rates have risen significantly during 2013 and are on a rising trend. The policy of avoiding new borrowing by utilising cash balances has served well over the last few years. However, with the prospect of a rising interest rate environment drawing closer, this will be kept under review to avoid incurring higher borrowing costs to finance new capital expenditure and/or to refinance maturing debt in the future.
- Any new external borrowing will incur a cost of carry due to the differential between borrowing and investment rates.

4 Borrowing strategy

Capital Financing

- 4.1 The Council's capital programme is financed by borrowing and by other available sources such as capital receipts, grants, third party contributions and revenue contributions.
- 4.2 Where borrowing is used to finance the Council's capital expenditure this is done under the prudential borrowing regime, with the Council funding the full costs of borrowing from its own revenue resources. This method of funding, sometimes referred to as unsupported borrowing, is particularly suitable for 'spend to save' schemes, where the financing costs of borrowing can be funded from revenue savings. However lack of capital resources means that it may also be used for other essential capital schemes where no other resources can be identified. As the repayment of principal is spread over the life of the asset it is most suitable for financing capital assets with long useful economic lives.
- 4.3 The Council also makes use of operating and finance leases to fund some types of expenditure where these offer better value for money than straightforward purchase and capital financing. Examples of the types of assets that might be leased are IT equipment and office furniture.
- 4.4 The accounting treatment for operating and finance leases is very different. The annual costs of operating leases are treated as revenue expenditure in the accounts and are not included in the Council's capital programme. In contrast, finance leases have to be treated as capital expenditure items in the Council's accounts. Changes to accounting regulations mean that leases are increasingly being classified as finance leases.

Borrowing

- 4.5 The Council as a whole is currently maintaining an under borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt. Instead, cash supporting the Council's reserves, balances and cash flow has been used to fund borrowing. This strategy has served the Council well in the current economic climate as investment returns are low and counterparty risk is relatively high.
- 4.6 Against this background and the risks within the economic forecast, caution will be adopted with the 2014-15 treasury operations. The S151 Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances.
- 4.7 The Council may use a mix of its own cash balances and long term borrowing to finance further capital expenditure. This strategy maximises short term savings. However, the decision to maintain internal borrowing to generate short term savings will be evaluated against the potential for incurring additional long term borrowing costs in later years, when long term interest rates are forecast to be significantly higher.
- 4.8 The Council has access to Public Works Loan Board (PWLB) loans for its long term external borrowing needs at the 'certainty rate', which is 20 basis points below the standard PWLB rate. Loans, including LOBO loans, may also be available from major banks via the money market, depending on market conditions, and these may be considered when they offer better value for money than PWLB loans.
- 4.9 Other forms of borrowing such as bonds or private placements, either acting alone or through a collective agency, may be considered if available and appropriate.
- 4.10 Decisions on the timing and type of borrowing are taken in consultation with the Council's external treasury management advisors. All long-term external borrowing requires the express approval of the Chief Finance Officer, who has the delegated authority to take the most appropriate form of borrowing from approved sources.
- 4.11 A number of loans are due for repayment in the next five years, including LOBO loans of £15.6m due for repayment in February 2015. Having regard to prudence, repayment at maturity for all maturing loans is budgeted to be funded by the taking out of new loans. However interest rate conditions will be assessed at the time on a case by case basis to decide whether to pursue this policy or to fund from internal borrowing, or a combination of both.

Loans to Third Parties

- 4.12 The Council may make grants or loans to third parties for the purpose of capital expenditure, as allowable under paragraph 25 (1) (b) of the Local Authorities (Capital Financing and Accounting) (England) Regulations 2003 (Statutory Instrument No. 3146). This will usually be to support local economic development, and may be funded by external borrowing.
- 4.13 Three key projects in this respect are under way or in the pipeline. These are:
- Northampton Town Football Club – Cabinet approved in principle the granting of loan finance of up to £12m to support stadia expansion and associated development. The first tranches of the loan were drawn down in 2013-14.
 - University of Northampton – A loan to support the creation of a waterside campus. The Council has worked with the South East Midlands Local Enterprise Partnership (SEMLEP) to secure the LEP project rate from PWLB for a loan facility of £46 million for this purpose. Alongside this Northamptonshire Enterprise Partnership (NEP) has worked with Northamptonshire County Council to secure a further £14m at the LEP project rate from PWLB for the same project.
 - Northampton Saints – Cabinet have approved in principle the granting of loan finance of up to £5m to support stadia expansion and associated development.
- 4.14 The loans above planned for 2014-15 and future years have not been included in the Council's own capital programme, but where possible the Council's Treasury Strategy incorporates the limits and permissions required to allow the borrowing to go ahead.

Prudential & Treasury Indicators

- 4.15 The Council's prudential and treasury indicators for 2014-15 to 2018-19 are set out at Appendix 3.

Policy on borrowing in advance of need

- 4.16 Under the Local Government Act 2003 local authorities are able to borrow in year for the current year capital programme and for the following two years. The Council's policy on borrowing in advance of need is that this will not be undertaken purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be considered carefully to ensure value for money can be demonstrated and that the Council can ensure the security of such funds.

4.17 The Council will:

- Ensure that there is a clear link between the capital programme and maturity profile of the existing debt portfolio which supports the need to take funding in advance of need
- Ensure the ongoing revenue liabilities created, and the implications for the future plans and budgets have been considered
- Evaluate the economic and market factors that might influence the manner and timing of any decision to borrow
- Consider the merits and demerits of alternative forms of funding
- Consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use.

Debt rescheduling

4.18 The debt portfolio will be kept under review, with debt rescheduling opportunities being investigated for potential cash savings and / or discounted cash flow savings or to enhance the balance of the portfolio.

4.19 As short term borrowing rates tend to be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred). Furthermore, changes to accounting regulations and to the structure of PWLB rates in recent years mean that rescheduling opportunities for the Council's PWLB loans are very much more limited than in the past. Decisions will be based on appropriate advice from the Council's external treasury management advisers.

4.20 The reasons for any rescheduling to take place will include:

- The generation of cash savings and or discounted cash flow savings.
- Helping to fulfil the treasury strategy.
- Enhancing the balance of the portfolio (by amending the maturity profile and/or the balance of volatility).

4.21 Any debt rescheduling undertaken will subsequently be reported to Cabinet in the next treasury report following the decision.

Affordable Borrowing Limit

4.22 The Local Government Act 2003 and supporting regulations require the Council to determine and keep under review how much it can afford to borrow. The amount determined is termed the "Affordable Borrowing Limit". This is equivalent to the treasury indicator for the authorised limit.

4.23 The Council's affordable borrowing limit for 2014-15 is £320m, and it is anticipated that this limit will prevail over the coming five year horizon. The table

below shows the breakdown between the limit required for the Council's own capital expenditure purposes and that required for the provision of loans to third parties.

Affordable Borrowing Limit					
	2014-15	2015-16	2016-17	2017-18	2018-19
	Limit £m	Limit £m	Limit £m	Limit £m	Limit £m
NBC CFR plus headroom	251	247	247	247	247
To support loans to third parties	39	63	63	63	63
Affordable Borrowing Limit	290	310	310	310	310

Temporary Borrowing

- 4.24 The Council may occasionally undertake short-term temporary borrowing if this is needed to cover its cash flow position. The maximum amount of temporary borrowing that the Council will borrow from any one counterparty will be £5m.
- 4.25 In addition, under long standing arrangements, the Council manages deposits from two local organisations. Formal agreements were set up with these organisations in April 2009. These contain the following operational arrangements:
- Interest rates set in line with the average rate of interest achieved by the Council in the preceding period, less 0.5%
 - Quarterly review of interest rates
 - Withdrawal notice periods of 7 days
 - Termination notice of 7 days
- 4.26 The CFO may also authorise the taking of short-term deposits under mutually agreed and documented terms from other local not for profit organisations.

Overdraft Facilities

- 4.27 The Council has a £200k overdraft facility with its bankers, HSBC Bank, for which an annual fee of £2k applies. The overdraft rate applicable to use of the agreed facility is 2.5% above the prevailing Bank of England base rate.
- 4.28 The overdraft facility is only used to cover unforeseen events; usage is kept to an absolute minimum and generally occurs only as a result of events outside of the Council's control; for example, failure by third parties to make agreed

payments. The use of the overdraft facility is monitored against a performance target.

5 Minimum Revenue Provision

- 5.1 The Council is required to repay an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the Minimum Revenue Provision - MRP), although it is also allowed to undertake additional voluntary payments if required (Voluntary Revenue Provision - VRP). The Housing Revenue Account is not subject to a mandatory MRP charge.
- 5.2 CLG Regulations have been issued which require full Council to approve an MRP Policy Statement in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision.
- 5.3 The Council's policy statement on MRP for 2014-15 is set out at Appendix 4. . The policy is considered by the Section 151 Officer to provide for the prudent repayment of debt.

6 Investment strategy

- 6.1 Government Guidance on Local Government Investments in England requires that an Annual Investment Strategy (AIS) be set. The Guidance permits the Treasury Management Strategy Statement (TMSS) and the AIS to be combined into one document.
- 6.2 The Council's general policy objective is to invest its surplus funds prudently. Due to the ongoing uncertainty in the banking sector which has seen institutions fold, it is now felt more appropriate to focus on the safe return of the sum invested. As such the Council's investment priorities in priority order are
- the security of the invested capital
 - the liquidity of the invested capital
 - the yield received from the investment
- 6.3 The Council's Annual Investment Strategy for 2014-15 is set out at Appendix 5.

7 Sensitivity of the forecast and risk analysis

Risk Management

- 7.1 The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Treasury management risks are identified in the Council's approved Treasury Management Practices. The main risks to the treasury activities are:

- Credit and counterparty risk (security of investments)
- Liquidity risk (adequacy of cash resources)
- Interest rate risk (fluctuations in interest rate levels)
- Exchange rate risk (fluctuations in exchange rates)
- Refinancing risks (impact of debt maturing in future years)
- Legal and regulatory risk (non-compliance with statutory and regulatory requirements)
- Fraud, error and corruption, and contingency management (in normal and business continuity situations)
- Market risk (fluctuations in the value of principal sums)

7.2 The TMP Schedules set out the ways in which the Council seeks to mitigate these risks. Examples are the segregation of duties (to counter fraud, error and corruption), and the use of creditworthiness criteria and counterparty limits (to minimise credit and counterparty risk). Council officers, in conjunction with the treasury advisers, will monitor these risks closely.

Sensitivity of the Forecast

7.3 The sensitivity of the forecast is linked primarily to movements in interest rates and in cash balances, both of which can be volatile. Interest rates in particular are subject to global external influences over which the Council has no control. In terms of interest rates, taking an average forecast investment portfolio of £52m, each 0.1% increase or decrease in investment rates equates to £52k, the revenue impact of which is shared between the HRA and the General Fund.

7.4 Both interest rates and cash balances will be monitored closely throughout the year and potential impacts on the Council's debt financing budget will be assessed. Action will be taken as appropriate, within the limits of the TMP Schedules and the treasury strategy, and in line with the Council's risk appetite, to keep negative variations to a minimum. Any significant variations will be reported to Cabinet as part of the Council's regular budget monitoring arrangements.

8 Reporting arrangements

8.1 In line with best practice full Council is required to receive and approve, as a minimum, three main treasury management reports each year, as follows.

- Annual Treasury Management Strategy
- Treasury Management Mid Year Report
- Treasury Management Outturn Report

8.2 The reports include the Council's treasury and prudential indicators.

8.3 Full details of the Council's treasury management reporting arrangements are contained in the Council's Schedules to the Treasury Management Practices

9 Debt financing budget

9.1 The following table sets out the Council's debt financing budget for 2014-15 to 2018-19. This excludes interest payable and reimbursements in respect of loans to third parties.

Debt Financing Budget – NBC					
	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000
Interest payable	1,474	1,517	1,545	1,567	1,581
Interest Receivable	(261)	(264)	(444)	(461)	(454)
MRP	1,058	1,321	1,302	1,237	1,316
Recharges to/(from) the HRA	106	58	99	188	316
Total	2,377	2,632	2,502	2,531	2,759

9.2 The following table sets out estimates of the additional expenditure and income impacts of existing and proposed loans to third parties. The figures are based on broad estimates of the timing of loan drawdowns and interest rate and are subject to change once actual details are firmed up. There will be an overall net nil impact to the Council.

Debt Financing Budget – Loans to third parties					
	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000
Interest payable	1,134	2,484	3,058	3,058	2,957
Re-imbursements	(1,134)	(2,484)	(3,058)	(3,058)	(2,957)
Total	0	0	0	0	0

9.3 The interest rate assumptions behind the budgeted figures are as follows:

Interest Rate Assumptions					
	2014-15 %	2015-16 %	2016-17 %	2017-18 %	2018-19 %
Investments	0.5	0.5	0.8	1.3	1.8
New and replacement borrowing	5.0	5.0	5.0	5.0	5.0

9.4 MRP charges are in line with the Council's MRP policy at Appendix 4.

10 Policy on the use of external service providers

10.1 Treasury management consultants are used to support the Council's treasury management activities by providing expert advice on interest rate forecasts, annual treasury management strategy, timing for borrowing and lending, debt rescheduling, use of various borrowing and investment instruments, creditworthiness of counterparties etc

10.2 From June 2013 the costs of the service have been met by LGSS. The current supplier of service is Capital Asset Services. The contract expires at 31 March 2014. It is anticipated that Capita Asset Services will continue to supply this service to NBC under their framework contract with LGSS.

10.3 The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the external service providers. However it also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

11 Current and future developments

11.1 Local Authorities have to consider innovative strategies towards improving service provision to their communities. This approach to innovation also applies to councils' treasury management activities. The Government is introducing new statutory powers and policy change which will have an impact on treasury management approaches in the future. Examples of such changes are:

Localism Act 2011

- 11.2 A key element of the Act is the “General Power of Competence”: “A local authority has power to do anything that individuals generally may do.” The Act opens up the possibility that a local authority may be able to use derivatives as part of their treasury management operations. However the legality of this has not yet been tested in the courts. The Council has no plans to use financial derivatives under the powers contained in this Act.

Tax Incremental Financing

- 11.3 The Government has outlined its plans to give local authorities the tools to promote growth, including giving more freedom for local authorities to make use of additional revenues to drive forward economic growth in their areas. infrastructure projects
- 11.4 To this aim they are looking to introduce new borrowing powers to enable authorities to carry out Tax Incremental Financing (TIF) for infrastructure projects. This will require new legislation and will be closely linked to another Government initiative concerning the localisation of business rates i.e. local retention of business rate income.
- 11.5 In determining the affordability of borrowing for capital purposes, local authorities take account of their current income streams and forecast future income. Currently this does not factor in the full benefit of growth in local business rate income. TIF will enable local authorities to borrow against a future additional uplift to their business rates base. It will be important to manage the costs and risks of this borrowing alongside wider borrowing under the Prudential Code.
- 11.6 The Council will explore these new opportunities and assess their impact on the Treasury Management Strategy, particularly in terms of risk to the sustainability, prudence and affordability to the Council’s finances.

Local Impact Funding

- 11.7 The Council is working with other agencies to put together an application for Northamptonshire to become one of the pilot areas for a Local Impact Fund (LIF). The LIFs will be led by local public sector bodies to bring together local and national partners and investors to provide tailored investment support for charities and social enterprises. The LIF model exploits the economic and employment benefits of supporting the local sector, in addition to the social impact benefits. It works on the basis that locally led solutions to social investment will target resources where they are needed most. Investments can be matched against EU funding and could give Northamptonshire the opportunity of transforming significant areas of service delivery.
- 11.8 As an investor the Council will receive a rate of interest on its investment into the LIF. The details of the LIF investment arrangements will be examined by

officers to understand their treasury management implications. This will include an assessment of any treasury management risks. However as the investment is an integral part of the LIF policy initiative, driven by service considerations, it will fall outside of the Council's stated investment strategy and counterparty criteria.

12 Training

- 12.1 A key outcome of investigations into local authority investments following the credit crisis has been an emphasis on the need to ensure appropriate training and knowledge in relation to treasury management activities, for officers employed by the Council, in particular treasury management staff, and for members charged with governance of the treasury management function
- 12.2 Policies for reviewing and addressing treasury management training needs are out in the TMP Schedules (TMP10 – Training and Qualifications)

13 List of appendices

- Appendix 1: Treasury Management Scheme of Delegation and Role of Section 151 Officer
- Appendix 2: Policy for attributing income and expenditure and risks between the General Fund and the HRA
- Appendix 3: Prudential and Treasury Indicators
- Appendix 4: Minimum Revenue Provision (MRP) Policy Statement
- Appendix 5: Annual Investment Strategy

Treasury Management Scheme of Delegation and role of the Section 151 Officer

Treasury Management Scheme of Delegation

Council

The Council is responsible for the following:

- Adoption of the CIPFA Code of Practice on Treasury Management in the Public Services
- Approval of the Treasury Management Policy Statement
- Approval of the Treasury Management Practices (TMPs)
- Approval of the annual Treasury Management Strategy
- Setting and monitoring of the prudential and treasury indicators.
- Approval of reports on treasury management policies, practices and activities.
- Approval of the debt financing budget as part of the annual budget setting process

Cabinet

The Cabinet is responsible for the following:

- Consideration of the all of the above and recommendation to Council
- Receiving monitoring information on the debt financing budget as part of the in year budget monitoring process.
- Receiving and reviewing external audit reports and acting on recommendations
- Approving the selection of external service providers and agreeing terms of appointment if the total contract value exceeds the OJEU threshold

Audit Committee

Audit Committee is the body responsible for scrutiny and will have responsibility for the review of treasury management policy and procedures, the scrutiny of all treasury management reports to Cabinet and Council, and for making recommendations to Cabinet and Council.

Treasury management role of the Section 151 Officer

The Council's Chief Finance Officer is the officer designated for the purposes of section 151 of the Local Government Act 1972 as the Responsible Officer for treasury management at Northampton Borough Council.

This post, as defined in Article 14 of the Council's Constitution, has statutory duties in relation to the financial administration and stewardship of the authority. These statutory duties are set out in more detail in the Council's Financial Regulations. This statutory responsibility cannot be overridden.

The Council's Financial Regulations delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to Cabinet, and for the execution and administration of treasury management decisions to the Section 151 Officer, who will act in accordance with the Council's policy statement and TMPs and CIPFA's Standard of Professional Practice on Treasury Management.

The detailed responsibilities are:

- Ensuring that the TMP Schedules are fully reviewed and updated annually and to monitor compliance to the Treasury Management in the Public Services: Code of Practice and Guidance Notes.
- Ensuring that the annual Treasury Management Strategy Report, the Mid Year Treasury Management report and the annual Treasury Outturn Report are submitted to Council via Cabinet
- Reviewing the performance of the treasury management function and promoting value for money.
- Ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function.
- Ensuring the adequacy of internal audit, and liaising with external audit.
- Recommending or approving the appointment of external service providers (e.g. treasury advisors) in line with the approval limits set out in the Council's procurement rules.

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

The CFO and the Council's Monitoring Officer will ensure that the policy is adhered to, and if not will bring the matter to the attention of elected members as soon as possible in accordance with their statutory duties.

Prior to entering into any capital financing, lending or investment transaction, it is the responsibility of the Chief Finance Officer to be satisfied, by reference to the Monitoring Officer, the Council's legal department and external advisors as

appropriate, that the proposed transaction does not breach any statute, external regulation or the Council's Financial Regulations.

Policy for attributing income and expenditure and risks between the General Fund and the HRA

- 1.1 The Council is required to have a clearly agreed policy for attributing income and expenditure and risks between the General Fund and the HRA. This is set out at Appendix 5.
- 1.2 The Council uses a two pool approach to splitting debt between the HRA and General Fund, whereby loans are assigned to either the HRA or the General Fund.
- 1.3 The Council applies the requirements of the CLG Item 8 Credit and Item 8 Debit (General) Determination from 1 April 2012 in recharging debt financing and debt management costs between the HRA and the General Fund. The interest rates to be applied are determined as follows:

Principal Amount	Interest Rate
HRA Credit Arrangements CFR: concession agreements and finance leases	Average rate on HRA credit arrangements
HRA Loans CFR: long term loans (external)	Average rate on HRA external debt
HRA Loans CFR: short term loans payable (under funded CFR)	Average rate on GF external debt/or for formally agreed borrowing from GF resources an agreed PWLB equivalent rate.
HRA Loans CFR: short term loans receivable (over funded CFR)	Average rate on external investments/or for earmarked medium term reserves an actual external investment rate
HRA Cash balances: short term loans payable (cash balances overdrawn)	Average rate on external investments
HRA Cash balances: short term loans receivable (cash balances in hand)	Average rate on external investments/or for earmarked medium term reserves an actual external investment rate

- 1.4 For the purpose of calculating interest rates:

- HRA cash balances are based on the average of opening and closing HRA cash balances.
- HRA CFR external debt is based on actual external debt
- Other HRA CFR balances is based on the mid year position

- 1.5 Debt management costs are charged to the HRA on an apportioned basis that takes into account the weighting of time spent on managing debt and investments respectively.
- 1.6 Risk associated with external loans sit with either the GF or HRA depending on which of these the loan has been earmarked to. This will include interest rate risk, for example the risk of interest rate rises associated with LOBOs.
- 1.7 Similarly, risk associated with any external investment of earmarked medium term HRA reserves sits with the HRA. This will include the risk of impairment, in the event of the failure of a counterparty.
- 1.8 Where risk cannot be earmarked specifically to either the General Fund or HRA, it is apportioned fairly between the two, using relevant available data. For example, in the event of impairment of an investment counterparty, the loss will be apportioned between the two funds based on an estimated proportion of cash balances held.

Prudential and Treasury Indicators

The prudential indicators for 2014-15 to 2018-19 are set out below, each one with a commentary and risk analysis.

Affordability

a) Estimate of the ratio of financing costs to net revenue stream

Commentary

The indicator has been calculated as the estimated net financing costs for the year divided by the amounts to be met from government grants and local taxpayers for the non-HRA element, and by total HRA income for the HRA element. The objective is to enable trends to be identified.

The estimates for 2014-15 and onwards are dependent upon base figures to be agreed by Council and are therefore not available at this stage. They will be included in the report submitted to Council in February 2014.

Estimate of the ratio of financing costs to net revenue stream					
	2014-15	2015-16	2016-17	2017-18	2018-19
	Estimate	Estimate	Estimate	Estimate	Estimate
	%	%	%	%	%
General Fund					
HRA					

Risk Analysis

Debt financing costs relating to past and current capital programmes have been estimated in accordance with proper practices. Actual costs will be dependent on the phasing of capital expenditure and prevailing interest rates, and will be closely managed and monitored on an ongoing basis. Carry forwards in the capital programme, whether planned or unplanned, will delay the impacts of debt financing costs to future years

b) Estimate of the incremental impact of capital investment decisions on the council tax

Commentary

This indicator represents an estimate of the incremental impact of new capital investment decisions on the annual Council Tax (Band D). It is intended to show the effect on the Council Tax of approving additional capital expenditure.

Revenue budget impacts may arise from the following:

- Direct revenue contributions
- Lost interest on use of revenue contributions
- Lost interest on use of capital receipts
- Lost interest on use of internal borrowing
- Lost interest on use of earmarked reserves
- Interest on use of external borrowing
- Revenue running costs or savings

The figure represents the incremental impact on Council Tax from capital expenditure schemes starting in 2014-15 and planned for 2015-16 to 2018-19. For this reason continuation schemes that have already been agreed are excluded from the calculation, except where they are ongoing work programmes with discretion to vary expenditure from year to year.

The estimates for 2014-15 and onwards are dependent upon base figures to be agreed by Council and are therefore not available at this stage. They will be included in the report submitted to Council in February 2014.

Estimates of incremental impact of new capital investment decisions on the Council Tax	
	General Fund
	£ p
2014-15	
2015-16	
2016-17	
2017-18	
2018-19	

Risk Analysis

The calculation of this indicator produces a notional figure. In practice the incremental costs of capital programme expenditure, including borrowing costs, are incorporated into the calculations for the revenue budget build along with all other proposed budget increases and savings, and are considered as part of an overall package of affordability.

Capital appraisals are completed for all new capital programme bids, and these should include any additional revenue costs associated with a scheme.

These procedures are designed to ensure that capital expenditure schemes are not included in the planned programme unless they have been demonstrated to be affordable, as well as prudent and sustainable.

c) Estimate of the incremental impact of capital investment decisions on the housing rents

Commentary

This indicator represents an estimate of the incremental impact of new capital investment decisions on average weekly housing rents.

Revenue budget impacts may arise from the following:

- Direct revenue contributions
- Lost interest on use of revenue contributions
- Lost interest on use of capital receipts
- Lost interest on use of internal borrowing
- Lost interest on use of earmarked reserves
- Lost interest on use of Major Repairs Allowance (MRA)
- Interest on use of external borrowing
- Revenue running costs or savings

The figures represent the incremental impact on weekly housing rents from capital expenditure schemes starting in 2014-15 and planned for 2015-16 to 2018-19. For this reason continuation schemes that have already been agreed are excluded from the calculation, except where they are ongoing work programmes with discretion to vary expenditure from year to year.

The availability of additional revenue funds to support capital expenditure is linked to the HRA self financing reforms; the abolition of subsidy payments to government (replaced by debt financing costs) are expected to allow significant capital investment, initially to meet decent homes standards, and subsequently to maintain those standards and to invest in estate regeneration and/or new homes build. Actual rent rises will remain in line with the government rent restructuring policy.

The estimates for 2014-15 and onwards are dependent upon base figures to be agreed by Council and are therefore not available at this stage. They will be included in the report submitted to Council in February 2014.

Estimates of incremental impact of new capital investment decisions on weekly housing rents	
	HRA
	£ p
2014-15	
2015-16	
2016-17	
2017-18	
2018-19	

Risk Analysis

The calculation of this indicator produces a notional figure. In practice the incremental costs of capital programme expenditure, including borrowing costs, are incorporated into the calculations for the HRA revenue budget build along with all other proposed budget increases and savings, and are considered as part of an overall package of affordability.

Capital appraisals are completed for all new HRA capital programme bids, and these should include any additional revenue costs associated with a scheme.

These procedures are designed to ensure that HRA capital expenditure schemes are not included in the planned programme unless they have been demonstrated to be affordable, as well as prudent and sustainable.

Prudence

d) Gross debt and the capital financing requirement (CFR)

Commentary

This is a key indicator of prudence. It is intended to show that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and new two financial years. This demonstrates that the Council's borrowing has only been undertaken for a capital purpose.

Gross debt and the capital financing requirement		
	2014-15 £000 Excluding Third Party Loans	2014-15 £000 Including Third Party Loans
Gross external debt	216,355	222,855
2013-14 Closing CFR (forecast)	222,446	228,946
Increases to CFR*:		
2014-15	7,916	40,416
2015-16	-	22,497
2016-17	-	-
2017-18	498	498
2018-19	481	481
Adjusted CFR	231,341	292,838
Gross external debt greater than adjusted CFR	No	No

* Where the change in CFR is a reduction this is treated as zero for the purposes of this calculation

Risk Analysis

Where the gross debt is greater than the capital financing requirement the reasons for this should be clearly stated in the annual strategy.

Capital Expenditure

e) Estimates of capital expenditure

Commentary

This indicator requires reasonable estimates of the total of capital expenditure to be incurred during the forthcoming financial year and at least the following two financial years.

The draft capital programme for 2014-15 to 2018-19 is included elsewhere on this agenda and the prudential indicator figures are based on that report.

Estimates include continuation schemes from previous years, new bids for the coming year, and block programmes for the coming and future years. The programme is agreed annually and will be adjusted in the context of future bids submitted and available resources when the annual programmes for the future years are agreed. Variations to the existing programme may also be agreed during the year.

Capital Expenditure					
	2014-15	2015-16	2016-17	2017-18	2018-19
	Estimate	Estimate	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000
General Fund	13,739	7,942	2,870	2,275	2,275
HRA	54,700	26,608	23,308	23,308	23,308
Total	68,439	34,550	26,178	25,583	25,583
Loans to third parties	32,500	24,000	0	0	0
Total	100,939	58,550	26,178	25,583	25,583

Risk Analysis

There is a real risk of cost variations to planned expenditure against the capital programme, arising for a variety of reasons, including tenders coming in over or under budget, changes to specifications, and slowdown or acceleration of project phasing. There is also the possibility of needing to bring urgent and unplanned capital works into the capital programme. The risks are managed by officers on an ongoing basis, by means of active financial and project monitoring. Any significant issues are reported to Cabinet as part of the finance and performance reporting cycle.

The availability of financing from capital receipts, grants and external contributions also carries significant risk. This can be particularly true of capital receipts, where market conditions are a key driver to the flow of funds, causing particular problems in a depressed or fluctuating economic environment. A prudent approach has been taken to these funding streams in the proposed capital programme for 2014-15 to 2018-19. New capital schemes funded by receipts will not commence until receipts are actually realised. The five year programme and financing is reviewed annually.

The financing position of the capital programme is closely monitored by officers on an ongoing basis and any significant issues are reported to Cabinet as part of the finance and performance reporting cycle.

f) Estimates of capital financing requirement (CFR)

Commentary

External borrowing arises as a consequence of all the financial transactions of the authority and not simply those arising from capital spending. The CFR can be understood as the Council's underlying need to borrow money long term for a capital purpose – that is, after allowing for capital funding from capital receipts, grants, third party contributions and revenue contributions.

The Council is required to make reasonable estimates of the total CFR at the end of the forthcoming financial year and the following two years thereafter. A local authority that has an HRA must identify separately estimates of the HRA and General Fund CFR.

The CFR has been calculated in line with the methodology required by the relevant statutory instrument and the guidance to the Prudential Code. It incorporates the actual and forecast borrowing impacts of the Council's previous, current and future capital programmes.

The table below splits out the impacts of proposed loans to third party organisations funded by borrowing.

The forecast trend for the General Fund CFR (excluding third party loans is relatively stable with an overall inclination to a reduction over the forthcoming five-year period, as the amount of proposed borrowing is offset by annual repayments of principal (Minimum Revenue Provision).

The HRA CFR is forecast to remain static for the five year period as no new borrowing is planned to support the HRA capital programme.

The changes to CFR for future years (2015-16 to 2018-19) are subject to future Council decisions in respect of the capital programme for those years

Capital Financing Requirement (Closing CFR)					
	2014-15	2015-16	2016-17	2017-18	2018-19
	31 March 2015 Estimate £000	31 March 2016 Estimate £000	31 March 2017 Estimate £000	31 March 2018 Estimate £000	31 March 2019 Estimate £000
General Fund	43,559	42,056	39,631	40,128	40,610
HRA	186,803	186,803	186,803	186,803	186,803
Total	230,362	228,859	226,434	226,931	227,413
Loans to third parties (GF)	39,000	63,000	63,000	63,000	63,000
Total	269,362	291,859	289,434	289,931	290,413

Risk Analysis

The capital financing requirement will vary from the estimates if there are changes to capital programme plans that result in reduced or increased borrowing to support expenditure. This will include adjustments between years as a result of carry forwards in the capital programme, which can impact on the profile of capital expenditure and the profile of the minimum revenue provision.

All borrowing plans must be affordable in revenue terms and to this end additional borrowing to fund capital expenditure will only be approved through the normal capital project approval process and where it has been demonstrated to be prudent affordable and sustainable.

External Debt

g) Authorised limit for external debt

Commentary

For the purposes of this indicator the authorised limit for external debt is defined as the authorised limit for borrowing plus the authorised limit for other long term liabilities.

This requires the setting for the forthcoming financial year and the following four financial years of an authorised limit for total external debt (including temporary borrowing for cash flow purposes), gross of investments, separately identifying borrowing from other long term liabilities.

The authorised limit represents the maximum amount the Council may borrow at any point in time in the year. It has to be set at a level the Council considers is “prudent” and be consistent with plans for capital expenditure and financing. It contains a provision for forward funding of future years capital programmes, which may be utilised if current interest rates reduce significantly but are predicted to rise in the following year.

This limit is based on the estimate of the most likely but not worst case scenario, with in addition sufficient headroom over and above this to allow for operational management, for example unusual cash movements. It includes headroom for any planned loans to third party organisations.

The authorised limit is set at an amount that allows a contingency for any additional unanticipated or short-term borrowing requirements over and above the operational boundary during the period (see (h) below).

Other long-term liabilities relate to finance leases and credit arrangements.

The Council’s S.151 Officer will have delegated authority to effect movement between the separately agreed figures for borrowing and other long-term liabilities. Any such changes will be reported to the Council at the next meeting following the change.

Authorised limit for external debt					
	2014-15	2015-16	2016-17	2017-18	2018-19
	Limit £m	Limit £m	Limit £m	Limit £m	Limit £m
Borrowing	285	305	305	305	305
Other long-term liabilities	5	5	5	5	5
Total	290	310	310	310	310

Risk Analysis

Risk analysis and risk management strategies have been taken into account in setting this indicator, as have plans for capital expenditure, estimates of the capital financing requirement and estimates of the Council’s cash flow requirements.

h) Operational boundary for external debt

Commentary

The proposed operational boundary is based on the same estimates as the authorised limit. However it excludes the additional headroom included within the authorised limit to allow for unusual cash movements.

The operational boundary represents a key management tool for in year monitoring by the S.151 Officer.

Within the operational boundary, figures for borrowing and other long-term liabilities are separately identified.

The borrowing element of the operational boundary has been set with reference to the maximum Capital Financing Requirement (CFR) over the coming three years. It includes headroom for any planned loans to third party organisations.

Other long-term liabilities relate to finance leases and credit arrangements.

The Council's S.151 Officer will have delegated authority to effect movement between the separately agreed figures for borrowing and other long-term liabilities. Any such changes will be reported to the Council at the next meeting following the change.

Operational boundary for external debt					
	2014-15	2015-16	2016-17	2017-18	2018-19
	Limit £000	Limit £m	Limit £m	Limit £m	Limit £m
Borrowing	275	295	295	295	295
Other long-term liabilities	5	5	5	5	5
Total	280	300	300	300	300

Risk Analysis

Risk – Risk analysis and risk management strategies have been taken into account in setting this indicator, as have plans for capital expenditure, estimates of the capital financing requirement and estimates of the Council's cash flow requirements.

i) HRA Limit on Indebtedness

Commentary

The local authority is required to report the level of the limit imposed (or subsequently amended) at the time of implementation of self-financing by the Department for Communities and local Government. It is the HRA capital financing requirement that will be compared to this limit.

Indicator

The HRA limit on indebtedness is **£208.401m**. This is the HRA debt cap imposed by the Department for Communities and local Government at the implementation of HRA self-financing.

Risk Analysis

The HRA business plan has been modelled with full regard to the CLG debt cap requirements. The risk assessment of the business plan does not identify the breach of the debt cap as a risk. However there is an identified risk that inflation levels may change more than expected, resulting in the financial assumptions in the business plan proving to be inaccurate, leading to reduced headroom for borrowing. In this instance borrowing may reach (but not breach) the debt cap.

Treasury Management

j) Adoption of the CIPFA code of Practice for Treasury Management in the Public Services

Commentary

The Prudential Code requires that the local authority has adopted the CIPFA Treasury Management in the Public Services: Code of Practice and Cross Sectoral Guidance Notes. The aim is to ensure that treasury management is led by a clear and integrated forward looking treasury management strategy, and recognition of the pre-existing structure of the authority's borrowing and investment portfolios.

Indicator

The Council has adopted CIPFA's Treasury Management in the Public Services: Code of Practice and Cross Sectoral Guidance Notes. The adoption is included in the Council's Constitution (Feb 2013) at paragraph 6.10 of the Financial Regulations.

Risk Analysis

Effective risk management is a fundamental requirement for the treasury management function, and this theme runs explicitly through the Treasury

Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes.

The prime policy objectives of the Council's investment activities are the security and liquidity of funds, and return on investments will be considered only once these two primary objectives have been met. The Council will thereby avoid exposing public funds to unnecessary or unquantified risk.

The Council's Treasury Management Strategy Report for 2014-15 to 2018-19 discusses the ways in which treasury management risk will be determined, managed and controlled.

Treasury Indicators

k) Maturity structure of borrowing

This indicator sets both upper and lower limits with respect to the maturity structure of the Council's borrowing.

The indicator represents the amount of projected borrowing that is fixed rate maturing in each period expressed as a percentage of total projected borrowing that is fixed rate at the start of the period where the periods in question are:

- Under 12 months;
- 12 months and within 24 months;
- 24 months and within 5 years;
- 5 years and within 10 years;
- 10 years and within 20 years;
- 20 years and within 30 years;
- 30 years and within 40 years;
- 40 years and above.

The Treasury Management Code of Practice Guidance Notes requires that the maturity is determined by the earliest date on which the lender can require payment, which in the case of LOBO loans is the next break period. However in the current low interest rate environment the likelihood of the interest rates on these loans being raised and the loans requiring repayment at the break period is extremely low.

The proposed limits for the forthcoming year are:

Maturity Structure of Borrowing		
	Lower Limit %	Upper Limit %
Under 12 months	0%	20%
Between 1 and 2 years	0%	20%
Between 2 and 5 years	0%	20%
Between 5 and 10 years	0%	20%
Between 10 and 20 years	0%	40%
Between 20 and 30 years	0%	60%
Between 30 and 40 years	0%	80%
Over 40 years	0%	100%

Risk – The debt maturity profile is actively managed to ensure that debt maturity is prudently spread across future years. This ensures that the Council can properly plan for the maturity of its borrowings, and is not exposed to unmanageable risks.

The limits for the early periods (up to 10 years) have been set to allow for up to 20% of Council borrowing to be in the form of LOBO loans, which are treated as if maturing at the first break clause date.

I) Upper limits on interest rate exposures

The Council must set for the forthcoming financial year and the following two financial years, upper limits to its exposure to the effect of changes in interest rates. These limits relate to both fixed interest rates and variable interest rates, and are referred to as the upper limits on fixed interest rate and variable interest rate exposures.

The purpose of the indicator is to express the Council's appetite for exposure to variable interest rates, which may, subject to other factors, lead to greater volatility in payments and receipts. However this may be offset by other benefits such as lower rates, as in the case of LOBOs.

These limits can be expressed either as absolute amounts or as a percentage. They may be related either to the authority's net principal sum outstanding on its borrowing/investments or to the net interest on these.

As a result of advice from the Council's treasury advisors, these indicators have been set as percentages rather than absolute values. Separate indicators are set and monitored for debt and investments, as well as for the net borrowing position.

It is proposed to maintain the upper limits on interest rate exposures for borrowing at 100% for both fixed and variable rate debt. This will allow officers to make judgements on the most appropriate form of borrowing dependant on the market conditions and rates on offer, rather than being artificially constrained by the indicator. In practice there is likely to be a mix of fixed and variable rate borrowing in the Council's debt portfolio.

Upper limits on interest rate exposures - borrowing		
	Fixed Interest Rate Exposures	Variable Interest Rate Exposures
2014-15	100%	100%
2015-16	100%	100%
2016-17	100%	100%
2017-18	100%	100%
2018-19	100%	100%

Upper limits on interest rate exposures - investments		
	Fixed Interest Rate Exposures	Variable Interest Rate Exposures
2014-15	100%	100%
2015-16	100%	100%
2016-17	100%	100%
2017-18	100%	100%
2018-19	100%	100%

The interest rate exposures for net borrowing are distorted when debt and investment are combined. However, this combined indicator is included here for completeness, and as required by the Treasury Management Code of Practice.

The percentages in the table below allow for both borrowing and investments to independently reach limits of 100% for both fixed and variable rates. Actual percentages on net borrowing may sometimes be in excess of 100% or below zero (ie negative percentages).

Upper limits on interest rate exposures – net borrowing		
	Fixed Interest Rate Exposures	Variable Interest Rate Exposures
2014-15	150%	150%
2015-16	150%	150%
2016-17	150%	150%
2017-18	150%	150%
2018-19	150%	150%

m) Total principal sums invested for periods longer than 364 days

Under the Local Government Act 2003 and the CLG Guidance on Local Authority Investments 2004 (revised 2010), all Councils are permitted to invest for periods exceeding 1 year (or 364 days). The Council is required to set a limit to the level of such investments it might wish to make.

This limit can be expressed as a percentage or as an absolute amount (i.e. a monetary figure). The Council has chosen to work to a limit represented as an absolute amount as officers consider this to be the most transparent method and the more straightforward to monitor.

The limit has been set at a level that would allow for monies not anticipated to be spent in year to be invested for longer periods if interest rates are favourable.

The proposed limits for the forthcoming, and following four financial years are as follows.

Upper limit on investments for periods longer than 364 days					
	2014-15	2015-16	2016-17	2017-18	2018-19
	Upper Limit £m	Upper Limit £m	Upper Limit £m	Upper Limit £m	Upper Limit £m
Investments < 364 days	7	7	8	8	8

This upper limit has been calculated at a prudent level with regard to cashflow liquidity, based on a maximum of 15% of forecast average general (HRA & GF) cash balances in year, and an additional allowance for HRA earmarked reserves that may be generated for investment under the new HRA self financing regime.

Minimum Revenue Provision Policy Statement

- 1.1 The Local Authorities (Capital Finance & Accounting) (Amendments) (England) Regulations 2008, which came into force in February 2008, require local authorities to make 'prudent provision' for the repayment of its General Fund debt. This debt repayment is known as the Minimum Revenue Provision (MRP).
- 1.2 A number of options for prudent provision are set out in the regulations. The underlying principle is that the repayment of debt should be aligned to the useful life of the asset or assets for which the borrowing has been carried out.
- 1.3 Since 2007-08 the Council has used the transitional measures available to calculate MRP for all capital expenditure prior to 1 April 2008 as if the previous regulations were still in force.
- 1.4 The authority is required, under the 2008 regulations, to prepare an annual statement of their policy on making MRP for submission to Council.
- 1.5 The Council's policy statement on MRP for 2014-15 is set out below. The policy is considered by the Section 151 Officer to provide for the prudent repayment of debt.
 - 1.5.1 The Council has implemented the 2008 CLG Minimum Revenue Provision (MRP) guidance from 2008-09 onwards, and assessed their MRP from 2008-09 onwards in accordance with the main recommendations contained within the guidance issued by the Secretary of State under section 21(1A) of the Local Government Act 2003.
 - 1.5.2 MRP relating to the historic debt liability incurred for years up to and including 2007-08 will continue to be charged at the rate of 4% on the reducing balance, in accordance with option 1 of the guidance, the "regulatory method".
 - 1.5.3 The debt liability relating to capital expenditure incurred from 2008--09 onwards will be subject to MRP under option 3, the "asset life method", and will be charged over a period that is reasonably commensurate with the estimated useful life applicable to the nature of expenditure, using the equal annual instalment method. For example, capital expenditure on a new building, or on the refurbishment or enhancement of a building, will be related to the estimated life of that building.
 - 1.5.4 Estimated life periods will be determined in line with accounting guidance and regulations. To the extent that expenditure is not on the creation of an asset and is of a type that is subject to estimated life periods that are referred to in the guidance, the Council will generally adopt these periods. However, the Council reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.

- 1.5.5 As some types of capital expenditure incurred by the Council are not capable of being related to an individual asset, asset lives will be assessed on a basis that most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner that reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.
- 1.5.6 The Council will seek to spread MRP charges prudently in relation to asset lives, and with regard to the revenue impact of MRP charges. Where prudent to do so, capital receipts will be used to repay borrowing previously taken out in relation to assets with a short life. MRP on residual debt will be based on the lives of the remaining asset for which borrowing was undertaken.
- 1.5.7 MRP will be charged from the financial year after the asset comes into use.
- 1.5.8 In cases where the Council has approved the use of capital receipts to fund the asset, this funding will be assumed when the receipt is contractually certain, even if not actually received. In such cases no MRP charge will be made.
- 1.5.9 No MRP will be charged in respect of capital expenditure funded by borrowing where the expectation is that a future capital receipt will be applied to the CFR as a voluntary debt repayment for the borrowing. Examples are:
- Capital expenditure on preparing assets for sale.
 - Loans advanced to housebuyers under the Local Authority Mortgage Scheme (LAMS), should the Council decide to participate in this initiative
- 1.5.10 Where finance leases are held on the balance sheet, the MRP will be set at a charge equivalent to the element of the annual lease charge that goes to write down the balance sheet liability, thereby applying Option 3 in a modified form.
- 1.5.11 The Council will take advantage of any transitional arrangements introduced to minimise or negate the impact of retrospective accounting adjustments as a result of the transfer to the balance sheet of finance leases previously treated as operating leases under the introduction of IFRS.
- 1.5.12 In respect of loans to third parties supported by borrowing, where these are treated as capital expenditure, and contractual terms are in place to secure repayment over a period not exceeding the life of the asset, the Council will not charge MRP on the related expenditure.

Annual Investment Strategy

1 Investment policy

- 1.1 The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code").
- 1.2 The Council's appetite for risk must be clearly identified in its strategy report. The Council affirms that its investment policies are underpinned by a strategy of prudent investment of funds held on behalf of the local community. The objectives of the investment policy are firstly the security of funds (protecting the capital sum from loss) and then liquidity (keeping money readily available for expenditure when needed). Once approved levels of security and liquidity are met, the Council will seek to maximise yield from its investments, consistent with the applying of the agreed parameters. These principles are carried out by strict adherence to the risk management and control strategies set out in the TMP Schedules and the Treasury Management Strategy.

Responsibility for risk management and control lies within the Council and cannot be delegated to an outside organisation.

2 Creditworthiness policy

- 2.1 The Council's counterparty and credit risk management policies and its approved instruments for investments are set out in the TMP Schedules (TMP 1 Risk Management: Credit and counterparty risk management and TMP 4 Approved Instruments, Methods and Techniques). These, taken together, form the fundamental parameters of the Council's Investment Strategy
- 2.2 The Council defines high credit quality in terms of investment counterparties as those organisations that:
- Meet the requirements of the creditworthiness service provided by the Council's external treasury advisers (ie have a colour rating) and,
 - Have sovereign ratings of AAA, or are
 - UK nationalised or part nationalised banking institutions, or are
 - UK banks or building societies supported by the UK banking system support package or are
 - UK national or local government bodies or are
 - Triple A rated Money Market funds

3 Sovereign limits

- 3.1 The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AAA from Fitch Ratings (or equivalent).
- 3.2 The exception will be the UK which is currently AA+ rated.
- 3.3 The list of countries that qualify using these credit criteria as at the date of this report are shown below. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

Australia	Finland	Norway	Switzerland
Canada	Germany	Singapore	UK
Denmark	Luxembourg	Sweden	

4 Investment position and use of Council's resources

- 4.1 The application of resources, such as capital receipts, reserves etc., to either finance capital expenditure or for other budget decisions to support the revenue budget will have an ongoing impact on investments balances and returns unless resources are supplemented each year from new sources such as asset sales. Detailed below are estimates of the Council's year end balances.

Year End Resources £m	2013-14 Projected	2014-15 Estimate	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate	2018-19 Estimate
Fund balances/reserves						
Capital receipts						
Provisions						
Other						
Total core funds						
Working capital surplus						
Under/(over) borrowing						
Expected investments	57	52	53	55	57	57

- 4.2 The breakdown of figures making up the detail of the table will be incorporated into the final report to Council in February 2014.
- 4.3 Investment decisions will be made with reference to the core balance and cash flow requirements and the outlook for interest rates.

5 Specified investments

- 5.1 Under the Local Government Act 2003 the Council is required to have regard to the CLG Guidance on Local Government Investments. This requires that investments are split into two categories:
- (i) Specified investments – broadly, sterling investments, not exceeding 364 days and with a body or investment scheme of high credit quality.
 - (ii) Non-specified investments – do not satisfy the conditions for specified investments. This may include investment products that would normally be considered as specified investments, but are judged to have a higher level of risk than normal attached to them.
- 5.2 The detailed conditions attached to each of these categories are set out in the TMP Schedules (TMP4 Approved Instruments, Methods and Techniques).
- 5.3 The majority of the Council’s investments in 2014-15 will fall into the category of specified investments.

6 Non-specified investments

- 6.1 Prior to the start of each financial year officers review which categories of non-specified investments they consider could be prudently used in the coming year.
- 6.2 The officer recommendation for 2014-15 is that the following non specified investments may be entered into:

- 6.2.1 Long-term investments (those for periods exceeding 364 days), which could prudently be used where interest rates are favourable and funds are not required for short-term cashflow management.

Amounts deposited for over 364 days will be determined by liquidity considerations and by whether longer term interest rates are favourable, and all deposits will be in accordance with counterparty limits.

Only counterparties in the Council’s current approved counterparty list that have limits of over 364 days will be used for such investments.

Any overall stricter limits in force in the Council’s investment counterparty policies at any time will take precedence.

The maximum amount that the Council will hold at any time during the year as long-term investments is £8m.

- 6.2.2 The following items, being non-specified only by virtue of unfamiliarity on the part of the Council’s treasury management staff:
- Certificates of Deposit traded in the secondary market
 - Gilts

- Treasury Bills

Before proceeding with any of the above treasury management staff will ensure that they fully understand the product and put in place procedures and limits for controlling exposure.

All non-specified investments are subject to an evaluation of counterparty and other risk. Advice will be taken from the Council's external treasury advisors as appropriate

7 Counterparties

7.1 Over-arching policies for the management of counterparty and credit risk are set out in the TMP Schedules (TMP 1 Risk Management). The Council's approach to counterparties for 2014-15 is set out below:

7.2 The Chief Finance Officer (CFO) will use the recommendations of the creditworthiness service provided by the Council's external treasury advisors to determine suitable counterparties and the maximum period of investment, using the ratings assigned.

7.3 The CFO will determine, in the context of the above, and taking into account appropriate risk management factors:

- Any further criteria to be put in place to determine suitable counterparties
- The maximum investment amount to be held with each type of counterparty assigned a rating
- The maximum investment period with each type of counterparty assigned a rating

7.4 The following table sets out the Council's counterparty criteria for 2014-15.

Investments may be placed with counterparties recommended by the Council's external treasury advisors, and which meet the following criteria		
Counterparty Type	NBC Additional Limits - Value	NBC Additional Limits - Duration
(1) UK counterparties	£15m per individual counterparty or banking group	2 years (729 days)
(2) UK nationalised or part nationalised banking institutions	£20m per individual counterparty or banking group	2 years (729 days)
(3) Non UK counterparties having a sovereign rating of AAA	£15m per individual counterparty or banking group	2 years (729 days)
(4) Money Market Funds (CNAV) having a credit rating of AAA	£15m per individual counterparty or banking group	N/A Liquid deposits
(5) Other Local Authorities	£20m in total	2 years (729 days)
(6) UK Government (including UK Debt Management Office, Treasury Bills and Gilts)	£20m in total	2 years (729 days)

- 7.5 Maximum counterparty limits may be temporarily exceeded by small amounts and for very short periods where interest is added by the counterparty to the principal investment amount, for example in the case of some call and deposit accounts. In such instances the interest amounts will be withdrawn back to the Council's main bank account as soon as reasonably practicable.
- 7.6 The maximum percentage of the portfolio that may be placed with overseas counterparties at any one time is 50%.
- 7.7 Any types of investments that fall within the category of specified investments as set out in the TMP Schedules (TMP 4 Approved instruments, methods and techniques), and any types of non-specified investments approved as part of this document may be made, within the bounds of the counterparty policies.

- 7.8 The total value of investments over 364 days at any one time is restricted by the treasury indicator for the upper limit on investments for periods longer than 364 days.
- 7.9 The Council may enter into forward agreements up to 3 months in advance of the investment commencing. If forward deposits are to be made, the forward period plus the deal period should not exceed the limits above.
- 7.10 The Chief Finance Officer has discretion during the financial year to lift or increase the restrictions on the counterparty list and/or to adjust the associated lending limits on values and periods should it become necessary to enable the effective management of risk in relation to investments. At all times the Council's minimum level of credit risk, as set out in the TMP Schedules (TMP 1 Risk Management), will be met.

8 Liquidity of Investments

- 8.1 Most short-term investments are held for cashflow management purposes and officers will ensure that sufficient levels of short-term investments and cash are available for the discharge of the Council's liabilities.
- 8.2 Investment periods range from overnight to 364 days as specified investments, or 2 years as a non-specified investment. When deciding the length of each investment, regard is had to both cashflow needs and prevailing interest rates. Amounts deposited for over 364 days will be determined by liquidity considerations and by whether longer term interest rates are favourable, and all deposits will be in accordance with counterparty limits and the treasury indicator for investments over 364 days.
- 8.3 For short term and overnight investment the Council makes full use of triple A rated Money Market Funds and appropriate bank call and deposit accounts offering competitive rates and, in most instances, instant access to funds.
- 8.4 The Council may occasionally undertake short-term temporary borrowing if this is needed to cover its cash flow position. The maximum amount of temporary borrowing that the Council will borrow from any one counterparty will be £5m.

9 Investments defined as capital expenditure

- 9.1 The acquisition of share capital or loan capital in any corporate body is defined as capital expenditure under Regulation 25(1) (d) of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003. Such investments will have to be funded from capital or revenue resources and will be classified as 'non-specified investments'.
- 9.2 Investments in "money market funds" which are collective investment schemes and bonds issued by "multilateral development banks" – both defined in SI 2004 No 534 – will not be treated as capital expenditure.

9.3 A loan or grant or financial assistance by this Council to another body for capital expenditure by that body will be treated as capital expenditure.

10 Lending to third parties

10.1 Officers will ensure that any loans to or investments in third parties comply with legislative requirements. This would normally, but not necessarily, be under one of the following Acts of Parliament:

- The Localism Act 2011 gives local authorities a general power of competence to act in the same manner as any other legal person, except where those powers are specifically limited by statute.
- The Local Government Act 2000 contains wellbeing powers for local government that allow local authorities to do anything, including to give financial assistance to any person, which they believe is likely to promote or improve the economic, social or environmental well being of their area. Certain conditions, including consultation requirements, must be complied with in order to meet the requirements allowing the local authority to use the wellbeing powers.

10.2 Loans of this nature will be under exceptional circumstances and must be approved by Cabinet.

10.3 The primary aims of the Investment Strategy, in order of priority, are the security of its capital, liquidity of its capital and to obtain a return on its capital commensurate with levels of security and liquidity. These aims are crucial in determining whether to proceed with a potential loan to a third party.

10.4 Recipients of this type of investment are unlikely to be a financial institution and therefore unlikely to be subject to a credit rating. In order to ensure security of the Authority's capital, extensive financial due diligence must be completed prior to any loan or investment being agreed. The Council will use specialist advisors to complete financial checks to ascertain the creditworthiness of the third party. Where deemed necessary, additional guarantees will be sought. This will be via security against assets and/or through guarantees from a parent company.

11 Provisions for credit related losses

11.1 If any of the Council's investments appears at risk of loss due to default (i.e. this is a credit related loss and not one resulting from a fall in price due to movements in interest rates) the Council will make revenue provision of an appropriate amount.

12 Local Authority Mortgage Scheme

12.1 In the event that the Council makes a decision to participate in the (cash backed) Local Authority Mortgage Scheme (LAMS), which requires the Council to place a matching five year deposit to the life of the mortgage indemnity, this investment is

an integral part of the policy initiative and is outside the Council's stated investment strategy and counterparty criteria.

13 Local Impact Funds

13.1 In the event that the Council decides to invest in a Local Impact Fund, any such investment being an integral part of the LIF policy initiative, driven by service considerations, will fall outside of the Council's stated investment strategy and counterparty criteria.

14 Banking services

14.1 HSBC currently provide banking services for the Council. The contract expires during 2014-15 and will be re-tendered during the year. It is the Council's intention that even if the credit rating of the provider of its banking services falls below the minimum criteria the bank will continue to be used for short term liquidity requirements.

15 End of year investment report

15.1 At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

Appendices:
9



AUDIT COMMITTEE REPORT

Report Title	Risk Review of 2014 15 Budget Report
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AGENDA STATUS: PUBLIC

Audit Committee Meeting Date:	13 January 2014
Policy Document:	No
Directorate:	Resources
Accountable Cabinet Member:	Alan Bottwood

1. Purpose

1.1 To present the risk assessment of the budget proposals to Audit Committee for consideration.

2. Recommendations

2.1 That the Audit Committee considers issues in relation to risk within the budget proposals for 2014/15 and comments appropriately.

3. Issues and Choices

3.1 Report Background

3.1.1 The Chief Finance Officer is required to make a statement on the Robustness of Estimates when the proposed budget is brought to Council for approval.

3.1.2 In support of this statement the relevant Heads of Service have completed a risk assessment as part of the MTP Options budget proforma

3.2 Issues

3.2.1 Each Head of Service has carried out a risk assessment of their budget proposals as part of their MTP Option submissions

- 3.2.2 Management Board have also scrutinised the risk implications in detail to ensure that the options are deliverable
- 3.2.3 A list of General Fund revenue budget options is attached at Appendix 1 and 2 to this report, with a schedule for each Directorate giving more detailed information on the options put forward for consultation along with comments on risk at Appendix 3. The General Fund capital programme and capital scheme descriptions information is attached at Appendix 4 and 5 respectively. The HRA revenue budget options are attached at Appendix 6 and 7 with the HRA capital programme and capital scheme descriptions following at Appendix 8 and 9 respectively.
- 3.2.4 Outside this, other risk work has been and is being undertaken in relation to the budget proposals. For each proposal equalities have been considered and, where appropriate a Communities Impact Assessment has been carried out to identify risks and issues that need to be addressed and considered in relation to people with protected characteristics, in deciding whether or how to take a proposal forward.
- 3.2.5 As part of this process there is a full review being undertaken on the Council's reserves which will reflect the risks incorporated into the budget proposals being considered.

3.3 Choices (Options)

- 3.3.1 The Audit Committee is asked to consider the risk issues in relation to some or all of the budget options for 2014/15 and make comments or recommendations to the Chief Finance Officer.
- 3.3.2 The Audit Committee may consider that the risk issues in relation to some or all of the budget options require comment and therefore make their comments to Cabinet for consideration alongside the final budget proposals

4. Implications (including financial implications)

4.1 Policy

- 4.1.1 There are no specific policy issues arising from this report.

4.2 Resources and Risk

- 4.2.1 This report outlines measures taken to identify and mitigate risks in relation to the General Fund and Housing Revenue Account budget proposals

4.3 Legal

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

4.4 Equality

4.4.1 Equality and Diversity are being considered as a part of the budget build process, and an equalities assessment will be completed for the relevant budget proposals before they are brought to Council for final decision later in February 2014.

4.5 Consultees (Internal and External)

4.5.1 Internally Heads of Service and Management Board have been consulted, and involved in the budget risk assessment process.

4.5.2 Externally, the public are being consulted as part of the budget consultation exercise and specific consultation exercises, aimed at affected groups, will have been and will be undertaken in respect of specific budget proposals.

4.6 Other Implications

4.6.1 There are no other specific issues arising from this report.

5. Background Papers

5.1 Appendices

Appendix 1 –	General Fund Savings List
Appendix 2 –	General Fund Growth List
Appendix 3a –	MTP Options Description – Borough Secretary
Appendix 3b –	MTP Options Description – Customers and Communities
Appendix 3c –	MTP Options Description –Housing General Fund
Appendix 3d –	MTP Options Description –Regeneration Enterprise and Planning
Appendix 3e –	MTP Options Description - Corporate
Appendix 4 –	General Fund Capital Programme
Appendix 5 –	General Fund Capital Scheme Descriptions
Appendix 6 -	Housing Revenue Account Medium Term Planning Options Growth List
Appendix 7 –	Housing Revenue Account Growth Options Description
Appendix 8 –	Housing Revenue Account Capital Programme List
Appendix 9 –	Housing Revenue Account Capital Scheme Descriptions

Phil Morrison, Assistant Head of Finance, 01604 363865



General Fund MTP Savings Options

MTP Reference	MTP Option Description	2014/2015 £	2015/2016 £	2016/2017 £	2017/2018 £	2018/2019 £
Borough Secretary						
GF01	Review of Administration support - Borough Secretary	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
GF02	Borough Secretary Review structure	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
	TOTAL Borough Secretary	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)
Customers & Communities						
GF03	Facilities Management - Comprehensive Review	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
GF04	Print Review	(150,000)	(250,000)	(250,000)	(250,000)	(250,000)
GF05	Northampton Leisure Trust reduction of support	0	(200,000)	(400,000)	(515,901)	(515,901)
GF06	Income from Sponsorship	(20,000)	(40,000)	(40,000)	(40,000)	(40,000)
GF07	Customer and Cultural services restructure	(121,000)	(121,000)	(121,000)	(121,000)	(121,000)
GF08	Customer Services - Software savings	(29,000)	(29,000)	(29,000)	(29,000)	(29,000)
GF09	Communities & Environment - Review Staff Structure	(84,000)	(84,000)	(84,000)	(84,000)	(84,000)
GF10	Car Parking - Reduced NNDR costs	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
	TOTAL Customers and Communities	(544,000)	(864,000)	(1,064,000)	(1,179,901)	(1,179,901)
Housing						
GF11	Review Staff Structure	(114,000)	(114,000)	(114,000)	(114,000)	(114,000)
	TOTAL Housing	(114,000)	(114,000)	(114,000)	(114,000)	(114,000)



General Fund MTP Savings Options

MTP Reference	MTP Option Description	2014/2015 £	2015/2016 £	2016/2017 £	2017/2018 £	2018/2019 £
Regeneration, Enterprise & Planning						
GF12	Regen, Enterprise and Planning - review structure	(186,657)	(188,490)	(190,115)	(191,801)	(193,509)
GF13	Asset Management - Increase in NNDR Relief and Appeal Refunds	(85,000)	0	0	0	0
GF14	Reduction in Corporate Repairs and Maintenance Budget	(38,450)	(62,750)	(62,750)	(62,750)	(62,750)
GF15	Joint Planning Unit	(27,660)	(27,660)	(27,660)	(27,660)	(27,660)
GF16	Charging for Street Naming and Numbering	(14,500)	(14,500)	(14,500)	(14,500)	(14,500)
GF17	Fees and Charges review	(32,000)	(32,000)	(32,000)	(32,000)	(32,000)
TOTAL Regeneration Enterprise and Planning		(384,267)	(325,400)	(327,025)	(328,711)	(330,419)
Corporate						
GF18	Volunteers expansion	(20,000)	(33,000)	(33,000)	(33,000)	(33,000)
GF19	Changes in Terms & Conditions/Employment Costs	(365,000)	(365,000)	(365,000)	(365,000)	(365,000)
GF20	Review of GF /HRA Recharge	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
TOTAL Corporate		(585,000)	(598,000)	(598,000)	(598,000)	(598,000)
SAVINGS AND EFFICIENCIES TOTAL		(1,747,267)	(2,021,400)	(2,223,025)	(2,340,612)	(2,342,320)



General Fund MTP Growth Options

MTP Reference	MTP Option Description	2014/2015 £	2015/2016 £	2016/2017 £	2017/2018 £	2018/2019 £
Customers & Communities						
GF50	Antisocial Behaviour Liaison Officer	11,874	12,740	13,501	14,244	14,960
GF51	Provision of Additional Park Ranger Vehicle	5,750	6,150	6,550	7,000	7,450
GF52	Supplies and Services for Britain in Bloom and Green Flag	25,000	15,000	0	0	0
GF53	Additional Neighbourhood Warden and additional Park Ranger hours	96,000	98,600	101,200	103,800	106,400
GF54	Events - additional	50,000	0	0	0	0
GF55	Investment in Northampton Tourism Strategy	45,000	0	0	0	0
GF56	Town Centre Ranger	20,000	20,000	20,000	20,000	20,000
GF57	Small Community Grants fund	50,000	50,000	50,000	50,000	50,000
GF58	Car Parking - Additional Free Saturdays	282,348	282,348	282,348	282,348	282,348
GF59	Car Parking - Additional first 2 hours free MSCP car parks only	382,435	382,435	382,435	382,435	382,435
GF60	Museum Service Extended Opening Hours	41,000	41,000	41,000	41,000	41,000
TOTAL Customers and Communities		1,009,407	908,273	897,034	900,827	904,593
Regeneration, Enterprise & Planning						
GF61	Business Incentive Scheme	250,000	0	0	0	0
TOTAL Regeneration Enterprise and Planning		250,000	0	0	0	0
OVERALL GROWTH TOTAL		1,259,407	908,273	897,034	900,827	904,593

Medium Term Planning and Budget Build proposal

MTP Ref No: GF01 **MTP Title:** Borough Secretary Restructure

Budget Manager/Head of Service: Francis Fernandes

Directorate: Borough Secretary **Service:** Borough Secretary

***Dept:**
*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Saving	£ 60,000.00
2015/16	Saving	£ 60,000.00
2016/17	Saving	£ 60,000.00
2017/18	Saving	£ 60,000.00
2018/19	Saving	£ 60,000.00

Links to Corporate Plan: (please select all that apply)

Your Town

- CP1 - Northampton on Track
- CP2 - Invest in safer, cleaner neighborhoods
- CP3 - Celebrate our Heritage and Culture
- CP4 - Making every £ go further

You

- CP5 - Better Homes for the Future
- CP6 - Creating empowered communities
- CP7 - Promoting health & wellbeing
- CP8 - Responding to your needs

Brief Description of Proposal:

The Council has been through substantial change, with a number of Council services having transferred to LGSS (Local Government Shared Services). Given these changes the council's current needs have been assessed in the context of budgetary constraints. A restructure for Borough Secretary's is therefore proposed.

Key benefits (including measures of success) and impact arising from the proposal:

The total saving arising from this proposal will be approx £160k of which £100k has already been factored into the current budget from the previous year's budget option.

Key consequences/risks of not delivering the proposal:

A reduction in the costs for the department are needed to meet challenging budgetary constraints.

Community Impact

Has a Community/Equality Impact Assessment been carried out?

Yes

No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

The restructure proposals are at a formative stage and whilst brief informal consultations have been carried out with staff; HR policies will be followed in the normal way. The impacts on staff and services will be assessed on an ongoing basis, leading right up to the final restructure proposal.

Who is affected by this proposal? (include public, community groups or staff as relevant):

Many of the services and activities affected by these proposals are "internally facing back office functions" and do not directly impact on the public. The proposals are at a very formative stage and the potential impacts will be considered throughout the process, once the proposals are firmed up through the staff consultation process.

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

None that can be ascertained specifically at this stage.

Medium Term Planning and Budget Build proposal

MTP Ref No: GF02 **MTP Title:** Borough Secretary Restructure

Budget Manager/Head of Service: Francis Fernandes

Directorate: Borough Secretary **Service:** Borough Secretary

***Dept:**
*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Saving	£ 60,000.00
2015/16	Saving	£ 60,000.00
2016/17	Saving	£ 60,000.00
2017/18	Saving	£ 60,000.00
2018/19	Saving	£ 60,000.00

Links to Corporate Plan: (please select all that apply)

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 CP7 - Promoting health & wellbeing
 CP8 - Responding to your needs

Brief Description of Proposal:

Due to the transfer of staff to LGSS the Council is having a re-structure.

Key benefits (including measures of success) and impact arising from the proposal:

The total saving arising from this proposal will be approx £160k of which £100k has already been identified as a saving

Key consequences/risks of not delivering the proposal:

Not reaching budget

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

Impact will not have any impact on the community. The restructure proposals are at a formative stage and whilst brief informal consultations have been carried out with staff; HR policies will be followed in the normal way. The impacts on staff and services will be assessed on an ongoing basis, leading right up to the final restructure proposal.

Who is affected by this proposal? (include public, community groups or staff as relevant):

Staff

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

The restructure will ensure that the service is more stream lined

Medium Term Planning and Budget Build proposal

MTP Ref No: GF03 **MTP Title:** Facilities Management restructure

Budget Manager/Head of Service: Marion Goodman

Directorate: Customers & Communities **Service:** Customer & Cultural Services

***Dept:** Facilities management
*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Saving	£20,000
2015/16	Saving	£20,000
2016/17	Saving	£20,000
2017/18	Saving	£20,000
2018/19	Saving	£20,000

Links to Corporate Plan: (please select all that apply)

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Brief Description of Proposal:

The Council has been through substantial change, with a number of Council services having transferred to LGSS (Local Government Shared Services). Given these changes the council's current needs have been assessed in the context of budgetary constraints. A restructure within the Facilities Management Team is therefore proposed.

Key benefits (including measures of success) and impact arising from the proposal:

The total saving arising from this proposal will be approx £20,500.

Key consequences/risks of not delivering the proposal:

A reduction in the costs for the department are needed to meet challenging budgetary constraints.

Community Impact

Has a Community/Equality Impact Assessment been carried out?

Yes

No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

The restructure proposals are at a formative stage and whilst brief informal consultations have been carried out with staff; HR policies will be followed in the normal way. The impacts on staff and services will be assessed on an ongoing basis, leading right up to the final restructure proposal.

Who is affected by this proposal? (include public, community groups or staff as relevant):

Many of the services and activities affected by these proposals are "internally facing back office functions" and do not directly impact on the public. The proposals are at a very formative stage and the potential impacts will be considered throughout the process, once the proposals are firmed up through the staff consultation process.

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

None that can be ascertained specifically at this stage.

Medium Term Planning and Budget Build proposal

MTP Ref No: GF03 **MTP Title:** Facilities Management - Reduction in Security

Budget Manager/Head of Service: Marion Goodman

Directorate: Customers & Communities **Service:** Customer & Cultural Services

***Dept:** Facilities management
*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Saving	£ 20,000.00
2015/16	Saving	£ 20,000.00
2016/17	Saving	£ 20,000.00
2017/18	Saving	£ 20,000.00
2018/19	Saving	£ 20,000.00

Links to Corporate Plan: (please select all that apply)

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Brief Description of Proposal:

Security staff are currently employed within the One Stop Shop to prevent violent incidents towards staff or other customers and to provide security for the equipment and resources within the building. Utilising existing security personnel to undertake a meet and greet and floorwalking service to assist customers with self-service would mean that we could reduce the customer services staff by the equivalent of one FTE as the security guard service would incorporate this role.

Key benefits (including measures of success) and impact arising from the proposal:

The security staff would be actively engaged all of the time assisting customers and provide assistance to customers accessing online services. Currently the security staff are not trained to provide this support and assistance.

Key consequences/risks of not delivering the proposal:

That best value for money is not achieved from the security guard service

Community Impact

Has a Community/Equality Impact Assessment been carried out?

Yes

No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

The restructure proposals are at a formative stage and whilst brief informal consultations have been carried out with staff; HR policies will be followed in the normal way. The impacts on staff and services will be assessed on an ongoing basis, leading right up to the final restructure proposal.

Who is affected by this proposal? (include public, community groups or staff as relevant):

Many of the services and activities affected by these proposals are "internally facing back office functions" and do not directly impact on the public. The proposals are at a very formative stage and the potential impacts will be considered throughout the process, once the proposals are firmed up through the staff consultation process.

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

None that can be ascertained specifically at this stage.

Medium Term Planning and Budget Build proposal

MTP Ref No: GF04 **MTP Title:** Print Services Unit

Budget Manager/Head of Service: Marion Goodman

Directorate: Customers & Communities **Service:** Customer & Cultural Services

***Dept:** Customer & Cultural Services

*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Saving	£150,000
2015/16	Saving	£250,000
2016/17	Saving	£250,000
2017/18	Saving	£250,000
2018/19	Saving	£250,000

Links to Corporate Plan: (please select all that apply)

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- CP7 - Promoting health & wellbeing
- CP8 - Responding to your needs

Brief Description of Proposal:

The Council has been through substantial change, with a number of Council services having transferred to LGSS (Local Government Shared Services). Given these changes the council's current needs have been assessed in the context of budgetary constraints. A restructure of Print Service Unit is therefore proposed.

Key benefits (including measures of success) and impact arising from the proposal:

The total saving arising from this proposal will be approx £150k

Key consequences/risks of not delivering the proposal:

A reduction in the costs for the department are needed to meet challenging budgetary constraints.

Community Impact

Has a Community/Equality Impact Assessment been carried out?

Yes

No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

The restructure proposals are at a formative stage and whilst brief informal consultations have been carried out with staff; HR policies will be followed in the normal way. The impacts on staff and services will be assessed on an ongoing basis, leading right up to the final restructure proposal.

Who is affected by this proposal? (include public, community groups or staff as relevant):

Many of the services and activities affected by these proposals are "internally facing back office functions" and do not directly impact on the public. The proposals are at a very formative stage and the potential impacts will be considered throughout the process, once the proposals are firmed up through the staff consultation process.

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

None that can be ascertained specifically at this stage.

Medium Term Planning and Budget Build proposal

MTP Ref No: GF05 **MTP Title:** Reduced funding of Northampton Leisure Trust

Budget Manager/Head of Service: Steve Elsey

Directorate: Customers & Communities **Service:** Communities & Environment

***Dept:**
*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Neutral	£ -
2015/16	Saving	£ 200,000.00
2016/17	Saving	£ 400,000.00
2017/18	Saving	£ 515,901.00
2018/19	Saving	£ 515,901.00

Links to Corporate Plan: (please select all that apply)

Your Town

- CP1 - Northampton on Track
- CP2 - Invest in safer, cleaner neighborhoods
- CP3 - Celebrate our Heritage and Culture
- CP4 - Making every £ go further

You

- CP5 - Better Homes for the Future
- CP6 - Creating empowered communities
- CP7 - Promoting health & wellbeing
- CP8 - Responding to your needs

Brief Description of Proposal:

Continue with the reduction in the support funding to NLT by end of 2017

Key benefits (including measures of success) and impact arising from the proposal:

NLT will become self funding

Key consequences/risks of not delivering the proposal:

NLT will need to become self funding by

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

This is a support fund. There will be no impact on services and facilities provided

Who is affected by this proposal? (include public, community groups or staff as relevant):

There will be no impact on services and facilities provided

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

None

Medium Term Planning and Budget Build proposal

MTP Ref No: GF 06 **MTP Title:** Income from sponsorship

Budget Manager/Head of Service: Corporate

Directorate: Customers & Communities **Service:** Customer & Cultural Services

***Dept:** Corporate

*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Saving	£20,000
2015/16	Saving	£40,000
2016/17	Saving	£40,000
2017/18	Saving	£40,000
2018/19	Saving	£40,000

Links to Corporate Plan: (please select all that apply)

Your Town

- CP1 - Northampton on Track
- CP2 - Invest in safer, cleaner neighborhoods
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You

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- CP7 - Promoting health & wellbeing
- CP8 - Responding to your needs

Brief Description of Proposal:

Attracting income from sponsorship for Corporate Events and actively seeking further sponsorship opportunities

Key benefits (including measures of success) and impact arising from the proposal:

Increased income from sponsorship

Key consequences/risks of not delivering the proposal:

n/a

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

The promotions are at a formative stage. Impact will be assessed on an ongoing basis.

Who is affected by this proposal? (include public, community groups or staff as relevant):

The proposals are not yet fully developed so the potential impact will be considered throughout the process.

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

n/a

Medium Term Planning and Budget Build proposal

MTP Ref No: GF 07 **MTP Title:** Bus Stop operations

Budget Manager/Head of Service: Marion Goodman

Directorate: Customers & Communities **Service:** Customer & Cultural Services

***Dept:** Town Centre Operations
*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Saving	£19,000
2015/16	Saving	£19,000
2016/17	Saving	£19,000
2017/18	Saving	£19,000
2018/19	Saving	£19,000

Links to Corporate Plan: (please select all that apply)

Your Town

- CP1 - Northampton on Track
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- CP3 - Celebrate our Heritage and Culture
- CP4 - Making every £ go further

You

- CP5 - Better Homes for the Future
- CP6 - Creating empowered communities
- CP7 - Promoting health & wellbeing
- CP8 - Responding to your needs

Brief Description of Proposal:

The Council has been through substantial change, with a number of Council services having transferred to LGSS (Local Government Shared Services). Given these changes the council's current needs have been assessed in the context of budgetary constraints. A restructure within the bus station operative team is therefore proposed.

Key benefits (including measures of success) and impact arising from the proposal:

The total saving arising from this proposal will be approx £19k.

Key consequences/risks of not delivering the proposal:

A reduction in the costs for the department are needed to meet challenging budgetary constraints.

Community Impact

Has a Community/Equality Impact Assessment been carried out?

Yes

No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

The restructure proposals are at a formative stage and whilst brief informal consultations have been carried out with staff; HR policies will be followed in the normal way. The impacts on staff and services will be assessed on an ongoing basis, leading right up to the final restructure proposal.

Who is affected by this proposal? (include public, community groups or staff as relevant):

Many of the services and activities affected by these proposals are "internally facing back office functions" and do not directly impact on the public. The proposals are at a very formative stage and the potential impacts will be considered throughout the process, once the proposals are firmed up through the staff consultation process.

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

None that can be ascertained specifically at this stage.

Medium Term Planning and Budget Build proposal

MTP Ref No: GF07 **MTP Title:** Customer Services restructure

Budget Manager/Head of Service: Marion Goodman

Directorate: Customers & Communities **Service:** Customer & Cultural Services

***Dept:** Customer Services

*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Saving	£39,500
2015/16	Saving	£39,500
2016/17	Saving	£39,500
2017/18	Saving	£39,500
2018/19	Saving	£39,500

Links to Corporate Plan: (please select all that apply)

Your Town

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- CP4 - Making every £ go further

You

- CP5 - Better Homes for the Future
- CP6 - Creating empowered communities
- CP7 - Promoting health & wellbeing
- CP8 - Responding to your needs

Brief Description of Proposal:

The Council has been through substantial change, with a number of Council services having transferred to LGSS (Local Government Shared Services). Given these changes the council's current needs have been assessed in the context of budgetary constraints. A restructure within the customer service team is therefore proposed.

Key benefits (including measures of success) and impact arising from the proposal:

The total saving arising from this proposal will be approx £39,500.

Key consequences/risks of not delivering the proposal:

A reduction in the costs for the department are needed to meet challenging budgetary constraints.

Community Impact

Has a Community/Equality Impact Assessment been carried out?

Yes

No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

The restructure proposals are at a formative stage and whilst brief informal consultations have been carried out with staff; HR policies will be followed in the normal way. The impacts on staff and services will be assessed on an ongoing basis, leading right up to the final restructure proposal.

Who is affected by this proposal? (include public, community groups or staff as relevant):

Many of the services and activities affected by these proposals are "internally facing back office functions" and do not directly impact on the public. The proposals are at a very formative stage and the potential impacts will be considered throughout the process, once the proposals are firmed up through the staff consultation process.

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

None that can be ascertained specifically at this stage.

Medium Term Planning and Budget Build proposal

MTP Ref No: GF07 **MTP Title:** Facilities Management restructure

Budget Manager/Head of Service: Marion Goodman

Directorate: Customers & Communities **Service:** Customer & Cultural Services

***Dept:** Facilities management
*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Saving	£20,500
2015/16	Saving	£20,500
2016/17	Saving	£20,500
2017/18	Saving	£20,500
2018/19	Saving	£20,500

Links to Corporate Plan: (please select all that apply)

Your Town

- CP1 - Northampton on Track
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- CP4 - Making every £ go further

You

- CP5 - Better Homes for the Future
- CP6 - Creating empowered communities
- CP7 - Promoting health & wellbeing
- CP8 - Responding to your needs

Brief Description of Proposal:

The Council has been through substantial change, with a number of Council services having transferred to LGSS (Local Government Shared Services). Given these changes the council's current needs have been assessed in the context of budgetary constraints. A restructure within the Facilities Management Team is therefore proposed.

Key benefits (including measures of success) and impact arising from the proposal:

The total saving arising from this proposal will be approx £20,500.

Key consequences/risks of not delivering the proposal:

A reduction in the costs for the department are needed to meet challenging budgetary constraints.

Community Impact

Has a Community/Equality Impact Assessment been carried out?

Yes

No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

The restructure proposals are at a formative stage and whilst brief informal consultations have been carried out with staff; HR policies will be followed in the normal way. The impacts on staff and services will be assessed on an ongoing basis, leading right up to the final restructure proposal.

Who is affected by this proposal? (include public, community groups or staff as relevant):

Many of the services and activities affected by these proposals are "internally facing back office functions" and do not directly impact on the public. The proposals are at a very formative stage and the potential impacts will be considered throughout the process, once the proposals are firmed up through the staff consultation process.

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

None that can be ascertained specifically at this stage.

Medium Term Planning and Budget Build proposal

MTP Ref No: GF07 **MTP Title:** Market Restructure

Budget Manager/Head of Service: Marion Goodman

Directorate: Customers & Communities **Service:** Customer & Cultural Services

***Dept:** Town Centre Operations

*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Saving	£22,000
2015/16	Saving	£22,000
2016/17	Saving	£22,000
2017/18	Saving	£22,000
2018/19	Saving	£22,000

Links to Corporate Plan: (please select all that apply)

Your Town

- CP1 - Northampton on Track
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You

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- CP6 - Creating empowered communities
- CP7 - Promoting health & wellbeing
- CP8 - Responding to your needs

Brief Description of Proposal:

The Council has been through substantial change, with a number of Council services having transferred to LGSS (Local Government Shared Services). Given these changes the council's current needs have been assessed in the context of budgetary constraints. A restructure within the Market Operations Team is therefore proposed.

Key benefits (including measures of success) and impact arising from the proposal:

The total saving arising from this proposal will be approx £22k

Key consequences/risks of not delivering the proposal:

A reduction in the costs for the department are needed to meet challenging budgetary constraints.

Community Impact

Has a Community/Equality Impact Assessment been carried out?

Yes

No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

The restructure proposals are at a formative stage and whilst brief informal consultations have been carried out with staff; HR policies will be followed in the normal way. The impacts on staff and services will be assessed on an ongoing basis, leading right up to the final restructure proposal.

Who is affected by this proposal? (include public, community groups or staff as relevant):

Many of the services and activities affected by these proposals are "internally facing back office functions" and do not directly impact on the public. The proposals are at a very formative stage and the potential impacts will be considered throughout the process, once the proposals are firmed up through the staff consultation process.

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

None that can be ascertained specifically at this stage.

Medium Term Planning and Budget Build proposal

MTP Ref No: GF07 **MTP Title:** Museum

Budget Manager/Head of Service: Marion Goodman

Directorate: Customers & Communities **Service:** Customer & Cultural Services

***Dept:** Customer & Cultural Services

*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Saving	£20,000
2015/16	Saving	£20,000
2016/17	Saving	£20,000
2017/18	Saving	£20,000
2018/19	Saving	£20,000

Links to Corporate Plan: (please select all that apply)

Your Town

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You

- CP5 - Better Homes for the Future
- CP6 - Creating empowered communities
- CP7 - Promoting health & wellbeing
- CP8 - Responding to your needs

Brief Description of Proposal:

The Council has been through substantial change, with a number of Council services having transferred to LGSS (Local Government Shared Services). Given these changes the council's current needs have been assessed in the context of budgetary constraints. A restructure of the museum service is therefore proposed.

Key benefits (including measures of success) and impact arising from the proposal:

The total saving arising from this proposal will be approx £20k

Key consequences/risks of not delivering the proposal:

A reduction in the costs for the department are needed to meet challenging budgetary constraints.

Community Impact

Has a Community/Equality Impact Assessment been carried out?

Yes

No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

The restructure proposals are at a formative stage and whilst brief informal consultations have been carried out with staff; HR policies will be followed in the normal way. The impacts on staff and services will be assessed on an ongoing basis, leading right up to the final restructure proposal.

Who is affected by this proposal? (include public, community groups or staff as relevant):

Many of the services and activities affected by these proposals are "internally facing back office functions" and do not directly impact on the public. The proposals are at a very formative stage and the potential impacts will be considered throughout the process, once the proposals are firmed up through the staff consultation process.

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

None that can be ascertained specifically at this stage.

Medium Term Planning and Budget Build proposal

MTP Ref No: GF08 **MTP Title:** Software savings

Budget Manager/Head of Service: Marion Goodman

Directorate: Customers & Communities **Service:** Customer & Cultural Services

***Dept:** Customer & Cultural Services

*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Saving	£29,000
2015/16	Saving	£29,000
2016/17	Saving	£29,000
2017/18	Saving	£29,000
2018/19	Saving	£29,000

Links to Corporate Plan: (please select all that apply)

Your Town

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You

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- CP7 - Promoting health & wellbeing
- CP8 - Responding to your needs

Brief Description of Proposal:

Non renewal of contracts for software and support - including SOCITM, Call Care (Tunstall) plus others.

Key benefits (including measures of success) and impact arising from the proposal:

n/a

Key consequences/risks of not delivering the proposal:

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

[Redacted area]

Who is affected by this proposal? (include public, community groups or staff as relevant):

[Redacted area]

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

[Redacted area]

Medium Term Planning and Budget Build proposal

MTP Ref No:

GF09

MTP Title:

Communities and Environment-Review Staff Structure

Budget Manager/Head of Service:

Tim Hughes and Ruth Austen / Steve Elsey

Directorate:

Customers & Communities

Service:

Communities & Environment

*Dept:

Regulatory Services

*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Saving	£ 84,000.00
2015/16	Saving	£ 84,000.00
2016/17	Saving	£ 84,000.00
2017/18	Saving	£ 84,000.00
2018/19	Saving	£ 84,000.00

Links to Corporate Plan: (please select all that apply)

Your Town

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You

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- CP7 - Promoting health & wellbeing
- CP8 - Responding to your needs

Brief Description of Proposal:

It is proposed draft a business plan to restructure part of the Communities and Environment Division to reduce the existing structure by one Senior Environmental Health Officer post, merge the duties of proposed Senior Warden post with an existing post and delete 1 Administrative Support post. The business case will identify the need for a review on an annual basis, based on the key consequence below, and there for it is proposed that the EHO post is not deleted but will be held vacant but any future changes, if needed, will still achieve the proposed savings

Key benefits (including measures of success) and impact arising from the proposal:

Achievement of savings of £67,000

Key consequences/risks of not delivering the proposal:

The proposal will increase the workload of the remaining technical staff within the service; this increase in workload may affect the Council's statutory responsibility for enforcement and inspection in regards to food hygiene, health and safety and environmental permitting. This may result in negative publicity and reputational risks from poor performance returns to the Food Standards Agency, Health and Safety Executive and Defra due to the the Council not fulfilling it's responsibility with regards to frequency of visitors and investigation of Food safety and or H&S incidents. Response time targets to requests for service may be adversely affected.

Community Impact

Has a Community/Equality Impact Assessment been carried out?

Yes

No

Please attach the completed CIA, and give further details as necessary:

[Redacted area for CIA details]

Who is affected by this proposal? (include public, community groups or staff as relevant):

The public including residents, businesses, employees, visitors to Northampton and NBC staff.

[Redacted area for affected parties]

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

The staff will require additional internal and external training to enable them to adequately cover the additional workloads and technical issues they are required to deal with. The deletion of the proposed Senior Warden role removes the career progression potential for the warden team.

[Redacted area for internal service considerations]

Medium Term Planning and Budget Build proposal

MTP Ref No: GF10 **MTP Title:** NNDR Reduction

Budget Manager/Head of Service: Marion Goodman

Directorate: Customers & Communities **Service:** Customer & Cultural Services

***Dept:** Town Centre Operations

*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Saving	£100,000
2015/16	Saving	£100,000
2016/17	Saving	£100,000
2017/18	Saving	£100,000
2018/19	Saving	£100,000

Links to Corporate Plan: (please select all that apply)

Your Town

- CP1 - Northampton on Track
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You

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- CP6 - Creating empowered communities
- CP7 - Promoting health & wellbeing
- CP8 - Responding to your needs

Brief Description of Proposal:

NNDR reduction for car parks (actual figure/details still being calculated). Figure is therefore estimated at £100,000

Key benefits (including measures of success) and impact arising from the proposal:

A reduction in business rates for the car parks has been achieved of approx £100,000

Key consequences/risks of not delivering the proposal:

The cost of business rates is reduced.

Community Impact

Has a Community/Equality Impact Assessment been carried out?

Yes

No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

The impact is a reduction in a current charge.

Who is affected by this proposal? (include public, community groups or staff as relevant):

n/a

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

n/a

Medium Term Planning and Budget Build proposal

MTP Ref No: GF50 **MTP Title:** ASB Victim Liaison Officer

Budget Manager/Head of Service: Steve Elsey

Directorate: Customers & Communities **Service:** Communities & Environment

***Dept:** Community Safety

*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Neutral	£ 11,874.00
2015/16	Neutral	£ 12,740.00
2016/17	Neutral	£ 13,501.00
2017/18	Neutral	£ 14,244.00
2018/19	Neutral	£ 14,960.00

Links to Corporate Plan: (please select all that apply)

Your Town

- CP1 - Northampton on Track
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- CP4 - Making every £ go further

You

- CP5 - Better Homes for the Future
- CP6 - Creating empowered communities
- CP7 - Promoting health & wellbeing
- CP8 - Responding to your needs

Brief Description of Proposal:

Mainstreaming of Anti-Social behaviour Victim Liaison officers post. This is currently a funded post - funding ends March 2014. Proposal is for a 26 hour pw post jointly funded between Community Safety and Housing, that sits within the Anti Social Behaviour Unit. Housing will contribute £10k pa towards post. (amounts detailed above have deducted £10k Housing contribution)

Key benefits (including measures of success) and impact arising from the proposal:

This post plays a key role in supporting and liaising with our partners in order to address issues of lower, medium and high level anti-social behaviour by providing a specific support service to victims and witnesses of anti-social behaviour within Northampton. This role plays a key part in the support and delivery of the Anti-Social Behaviour Units work and will provide an increase in positive perception on how the the council deal with anti-social behaviour.

Key consequences/risks of not delivering the proposal:

1. Vulnerable victims and witnesses of anti-social behaviour may be at risk by not receiving appropriate and focussed support and advice
2. Increase in negative public perception of ASB
3. The unit's caseload is increasing year on year. This post enables the Case Managers to focus on case building and ensure appropriate support and advice is being provided to victims and witnesses.

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please attach the completed CIA, and give further details as necessary:

See CIA

Who is affected by this proposal? (include public, community groups or staff as relevant):

Proposal is of a benefit to all victims of anti-social behaviour

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

N/A

Community Impact Assessment

(Incorporating equality analysis and health considerations)

Matter Assessed:

MTP Option: Anti-Social Behaviour Victim Liaison Officer (CS 02)

A Community Impact Assessment (CIA) is a document that summarises how the council has had due regard to the public sector equality duty (Equality Act 2010) in decision-making. This document can also be used to consider health and narrowing health inequalities (Health and Care Act 2012)

When to assess

A CIA should be carried out when you are changing, removing or introducing a new service, policy or function. The assessment should be proportionate; a major financial decision will need to be assessed more closely than a minor policy change.

Due regard

To 'have due regard' means that in making decisions and in its other day-to-day activities the council must consciously consider the need to do the things set out in the general equality duty: eliminate discrimination, advance equality of opportunity and foster good relations.

In relation to health, we need to consider the potential short term and long term implication of for decisions that we take to support the Health and Wellbeing agendas.

How much regard is 'due' will depend on the circumstances and in particular on the relevance of the aims in the general equality duty to the decision or function in question. The greater the relevance and potential impact, the higher the regard required by the duty. We need to make sure that we understand the potential impact of decisions on people with different protected characteristics and also need to consider this information before and as decisions are being made. This will help us to reduce or remove unhelpful impacts and inequalities.

- Who will make decision (e.g. Cabinet/Board/Delegated/etc): Cabinet
- Who has been involved and how: Consulted and agreed with Housing
- Date: 28 October 2013

0. Matter Assessed:

1. Aims/objectives and purpose of the policy/service

a. Aims and objectives

Mainstreaming of Anti-Social Behaviour Victim Liaison officers post. This is currently a funded post - funding ends March 2014. Proposal is for a 26 hour pw post jointly funded between Community Safety and Housing, that sits within the Anti-Social Behaviour Unit. Housing will contribute towards post.

b. Key actions

As above

c. Expected outcomes

As above

d. Who will be affected and how?

Service provided will benefit all.

e. Approximately how many people will be affected?

All residents, businesses in the town

2. Date of decision

February 2014

3. Scope/focus of the Community Impact Assessment

Provision of victim liaison support service to victims and witnesses of anti-social behaviour.

4. Community Screening Outcome

Is the decision relevant to the aims of the equality duty/public health?

Guidance can be found at:

Equality Duty

[PSED Technical Guidance.](#)

EHRC PSED essential guide

http://www.equalityhumanrights.com/uploaded_files/EqualityAct/PSED/essential_guide_update_nov.pdf

EHRC PSED to make fair financial decisions

<http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equality-duty/using-the-equality-duty-to-make-fair-financial-decisions/>

Public Health

Public Health Role of Local Authorities

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/213009/Public-health-role-of-local-authorities-factsheet.pdf

District Action on Public Health

<http://districtcouncils.info/files/2013/02/District-Action-on-Public-Health.pdf>

Aim	Yes/No
Eliminate discrimination, harassment and victimisation	Yes
Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it	Yes
Foster good relations between persons who share a relevant protected characteristic and persons who do not share it	Yes
Contribute to health improvements or inequalities	Yes

5. Relevant data and/or undertake research

- Outline the information and research that has informed the decision.
- Include sources and key findings.
- Include information on how the decision will affect people with different protected characteristics.

Other key datasets and relevant information may include:

[2011 Census: Quick Statistics for Northampton](#)

During the financial year 2012/2013 there were a total of 71 referrals to the ASBU and from these, there were 89 victims/witnesses identified. A further 54 victims/witnesses were identified by the Witness Liaison Officer and Case Managers, giving an overall total of 144 victims/witnesses for 2012/2013.

Of the 89 victims/witnesses identified on referrals, 80 (89.9%) were contacted within 5 working days, 6 (6.7%) were contacted within 14 working days and 3 (3.4%) were not contacted due to insufficient contact details.

During 2012/2013, the Witness Liaison Officer received a total of 103 referrals for victims and witnesses who required support. 102 (99%) of these related to referrals

open to the ASBU. Tenancy Enforcement Officers from Landlord Services referred the remaining 1 (1%) Of the referrals 37 (36%) of the victims/witnesses supported by the Witness Liaison Officer resided in NBC properties.

Between 2012/2013, 65 cases were closed by the ASBU. As a result, 71 victims and witnesses were contacted for their feedback with 59 (83%) providing a response. All 59 reported that they were satisfied with the way in which the ASBU had contacted them and were happy with the information the ASBU had provided them with.

6. Current Service Provision –What are you doing now?

Anti-Social Behaviour Victim Liaison service has been provided since June 2011, funded through a Government grant funding, which ends on 31.03.2014

7. Rationale for change-What will the service be like if/when change(s) is agreed/ introduced?

The mainstreaming of this post will enable us to continue to provide a much needed service. This post plays a key role in supporting and liaising with our partners in order to address issues of lower, medium and high level anti-social behaviour by providing a specific support service to victims and witnesses of anti-social behaviour within Northampton. This role plays a key part in the support and delivery of the Anti-Social Behaviour Units work and will provide an increase in positive perception on how the council deal with anti-social behaviour.

8. Identification of Affected groups (Have you undertaken a stakeholder analysis?)

This proposal benefits all.

9. Assess and/or undertake consultation

- a. Has there been specific consultation on this decision?

Consultation with Housing

- b. What were the results of the consultation?

Agreed to part fund the post to enable the service to be kept and continued

- c. Did the consultation analysis reveal any difference in views across the protected characteristics?

N/A

- d. Can any conclusions be drawn from the analysis on how the decision will affect people with different protected characteristics?

Proposal will benefit all

10. Assessment of impact on staff including staffing profile if/as appropriate

The unit's has a high caseload. This post enables the ASB Case Managers to focus on case building and ensure appropriate support and advice is being provided to victims and witnesses.

11. Assessment of impact on wider community

Proposal will benefit all

12. Analysis of impact by protected characteristics

(When assessing relevance and impact, please state who the assessment applies to; for example, a decision may have high relevance for young people but low relevance for older people; it may have a positive impact on women but a neutral impact on men.)

All members of the community will benefit from this proposal. Failure to deliver could:

1. Place vulnerable victims and witnesses of anti-social behaviour at risk by not receiving appropriate and focussed support and advice
2. Increase in negative public perception of ASB

13. Assess the relevance of the decision to people with different protected characteristics and assess the impact of the decision on people with different protected characteristics.

Characteristic	Relevance to decision High/Medium/Low/None	Impact of decision Positive/Negative/Neutral
Age	None	Neutral
Disability	None	Neutral
Gender reassignment	None	Neutral
Marriage and civil partnership	None	Neutral
Pregnancy and maternity	None	Neutral
Race	None	Neutral
Religion or belief	None	Neutral
Sex	None	Neutral
Sexual orientation	None	Neutral
Other socially excluded groups (include health inequalities)	None	Neutral

14. Mitigation of Adverse Impact on staff/service/people

(Where any negative impact has been identified, outline the measures taken to mitigate against it) N/A

15. Publication of results This impact assessment will be posted on Council’s website

16. Monitoring and review

Through the Community Safety Partnership monthly data, crime and anti-social behaviour levels will continue to be monitored. Anti-Social Behaviour Unit will continue to set targets and monitor the outcomes delivered by the post and will be detailed in the ASBU’s annual report.

17. CONCLUSION

- a. Consider and state how due regard has been had to the equality duty and public health considerations, as relevant, from start to finish. There should be no unlawful discrimination arising from the decision

Post benefits all groups, and there is no unlawful discrimination

- b. Advise on the overall equality implications that should be taken into account in the final decision, considering relevance and impact, including any relevant actions.

N/A, no equality implications identified

Signed:

Date:

Medium Term Planning and Budget Build proposal

MTP Ref No: GF51 **MTP Title:** Provision of an additional park ranger vehicle

Budget Manager/Head of Service: Ruth Austen / Steve Elsey

Directorate: Customers & Communities **Service:** Communities & Environment

***Dept:** Regulatory Services

*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Neutral	£ 5,750.00
2015/16	Neutral	£ 6,150.00
2016/17	Neutral	£ 6,550.00
2017/18	Neutral	£ 7,000.00
2018/19	Neutral	£ 7,450.00

Links to Corporate Plan: (please select all that apply)

Your Town

- CP1 - Northampton on Track
- CP2 - Invest in safer, cleaner neighborhoods
- CP3 - Celebrate our Heritage and Culture
- CP4 - Making every £ go further

You

- CP5 - Better Homes for the Future
- CP6 - Creating empowered communities
- CP7 - Promoting health & wellbeing
- CP8 - Responding to your needs

Brief Description of Proposal:

Provision of an additional four wheel drive vehicle to allow Park Rangers to patrol a wider range of the parks around the Borough. The vehicle will allow access to all parts of parks and permit the transport of tools and equipment to remote location. It will also facilitate a high visibility presence and allow a speedy response to be made to an incidents in parks.

Key benefits (including measures of success) and impact arising from the proposal:

The rangers will be able to travel between and within parks. To transport equipment with them. Having a badged vehicle enhances the high visibility patrols undertaken by the rangers and enhances their ability to undertake enforcement and education within the parks and open spaces.

Key consequences/risks of not delivering the proposal:

The level of patrols will be restricted to current levels.

Community Impact

Has a Community/Equality Impact Assessment been carried out?

Yes

No

Please attach the completed CIA, and give further details as necessary:

EIA carried out in respect to similar proposal in 2013/14 copy attached

Who is affected by this proposal? (include public, community groups or staff as relevant):

Staff are directly affected, Councillors, members of the public, businesses and visitors are indirectly affected.

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

No significant considerations.

Equality Impact Assessment and MTP Form

Part 1: Screening



When reviewing, planning or providing services Northampton Borough Council needs to assess the impacts on people. Both residents and staff, of how it works - or is planning to – work (in relation to things like disability). It has to take steps to remove/minimise any harm it identifies. It has to help people to participate in its services and public life. “**Equality Impact Assessments**” (EIAs) prompt people to think things through, considering people’s different needs in relation to the law on equalities. The first stage of the process is known as ‘screening’ and is used to come to a decision about whether and why further analysis is – or is not – required. EIAs are published in line with transparency requirements.

A helpful guide to equalities law is available at: www.northampton.gov.uk/equality. A few notes about the laws that need to be considered are included at the end of this document. Helpful questions are provided as prompts throughout the form.

1 Name of Budget Option (MTP Title): Recruitment of additional Park Ranger	MTP Ref: Directorate: C & C Department:Regulatory services
Budget Year:	Growth:
2013/14	£ 5600
2014/15	£ 5750
2015/16	£ 6150

2. People involved in developing this assessment (please complete as appropriate)	
Director or Head of Service	Julie Seddon /Steve Eisey
Lead Officer	Ruth Austen
Other(s) – if appropriate	

3. Brief description of Budget Option: including its main purpose, aims, objectives and projected outcomes/consequences and risks of (a) delivering the Budget Option and (b) not delivering the Budget Option.

Purpose of option is to deliver a more comprehensive Park Ranger Service across the full range of parks within the borough. By providing a vehicle the Rangers will be able to travel between and within the parks more readily and so carry out their role more effectively. It is in accordance with Corporate Plan priorities 2 – Invest in cleaner safer neighbourhoods, with the stated aspiration of achieving Green Flag status for our parks. It also contributes to priority 3 celebrating our culture and heritage, and priority 7, promoting health and well-being by encouraging the use of parks and open spaces

4 Relevance to Equality and Diversity Duties

The provision of a vehicle will ensure that the park rangers will more able to provide a comprehensive range of services within our parks that are accessible to all and responsive to individual needs and provide equality of opportunity for all residents and visitors to use the parks in a safe way. The current park rangers work with a wide range of groups and individuals within the parks for example organising and promoting health walks that take place at a range of times to allow the participation of all. They address issues of anti-social behaviour that have the potential to be discriminatory and can discourage full use of the parks. The provision of a vehicle will give the Ranger enhanced ability to pursue perpetrators of anti-social behaviour.

The vehicle will allow the rangers to patrol those parks that do not currently have a regular park ranger presence and so extend this support to all areas.

Yes
No X

Please explain: the service will work to provide fair access for all

If you have indicated there is a negative impact on any group, is that impact:

Legal? Yes/No
Please explain:

Intended? Yes/No
Please explain:

5 Evidence Base for Screening

Some data from customer surveys and observations of park rangers currently working in Borough.

Are there any significant gaps in the known evidence base? If so what are your recommendations for how and by when those gaps will be filled?

It is recommended that further surveys are undertaken to more clearly establish the profile of park usage and enable any gaps to be filled.

6 Requirements of the equality duties:

Will there be/has there been consultation with all interested parties?

No

Please explain: This proposal represents a small extension to an existing service. Consultation was undertaken when the original Park ranger posts were established

Are proposed actions necessary and proportionate to the desired outcomes?

Yes

Please explain: small extension to an existing service to allow comprehensive coverage across the Borough and therefore potentially increase the equality of provision

Where appropriate, will there be scope for prompt, independent reviews and appeals against decisions arising from the proposed policy/practice/activity?

Yes

Please explain: Surveys will be undertaken during the next year to assess the profile of users of the parks and to determine whether any specifically targeted activities are required to address the needs of specific groups.

Does the proposed policy/practice/activity have the ability to be tailored to fit different individual circumstances?

Yes

Please explain: The provision of a vehicle will facilitate the further development of services within the parks to address the needs of all user groups.

From the evidence you have and strategic thinking, what are the **key risks** (the harm or 'adverse impacts') **and opportunities** (benefits and opportunities to promote equality) this policy/practice/activity might present? (please complete in the table below)

	Risks (Negative)	Opportunities (Positive)
Race		Potential to engage with a broader range of ethnicities within the setting of the parks and to promote use of the parks to all sections of population of Northampton and surrounding area
Disability		Increased opportunity to make parks more accessible for users with disabilities by organising specific events and by liaison with wider range of users to determine and address their needs
Gender or Gender Identity/Gender Assignment		See above
Pregnancy and Maternity (including breastfeeding)		Working with park users and representative groups such as "friends of " groups to explore mechanisms for provision of suitable facilities and events, e.g. health walks for pregnant women and new parents and enhanced facilities for breastfeeding.
Sexual Orientation		See 1 above
Age (including children, youth, midlife and older people)		Increased opportunities to provide events and activities in parks for all ages.
Religion, Faith and Belief		Work with various faith groups to facilitate their use of park facilities.
Human Rights		See 1, above

7 Proportionality

Proposed provision of a vehicle provides a wide range of positive opportunities

8 Decision

Set out the rationale for deciding whether or not to proceed to full impact assessment

Date of Decision: 1/11./2012 Date EIA reviewed further to consultation:01./11/2013

EITHER: We judge that a full impact assessment is not necessary since: the proposed change gives rise to significant positive opportunities

OR: We judge that a full impact assessment is necessary since:

Equality Duties to be taken into account in this screening include:

Prohibited Conduct under The Equality Act 2010 including:

Direct discrimination (including by association and perception e.g. carers); Indirect discrimination; Pregnancy and maternity discrimination; Harassment; discrimination arising from disability.

Public Sector Duties (Section 149) of the Equality Act 2010 for NBC and services provided on its behalf:

NBC and services providing public functions must in providing services have due regard to the need to: **eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity and foster good relations between different groups.** 'Positive action' permits proportionate action to overcome disadvantage, meet needs and tackle under-representation.

Rights apply to people in terms of their "Protected Characteristics":

Age; Gender; Gender Assignment; Sexual Orientation; Disability; Race; Religion and Belief; Pregnancy; Maternity.

Duty to "advance equality of opportunity":

The need, when reviewing, planning or providing services/policies/practices to analyse and assess the impacts of services on people in relation to their 'protected characteristics', take steps to remove/minimise any negative impacts identified and help everyone to participate in our services and public life. **Equality Impact Assessments** remain how NBC does this. Sometimes **people have particular needs** e.g. due to gender, race, faith or disability that need to be addressed, not ignored. NBC must have due regard to the **duty to make reasonable adjustments** for people with disabilities. NBC must **encourage people who share a protected characteristic to participate in public life** or any other activity in which their participation is too low.

Duty to 'foster good relations between people'

This means having due regard to the need to **tackle prejudice** (e.g. where people are picked on or stereotyped by customers or colleagues because of their ethnicity, disability, sexual orientation, etc) and **promote understanding**.

Lawful Exceptions to general rules: can happen where action is proportionate to achieve a legitimate aim and not otherwise prohibited by anything under the Equality Act 2010. There are some special situations (see Ch 12 and 13 of the Equality Act 2010 Statutory Code of Practice – Services, Public Functions and Associations).

National Adult Autism Strategy (Autism Act 2009; statutory guidelines) including:

to improve how services identify and meet needs of adults with autism and their families.

Human Rights include:

Rights under the European Convention include not to be subjected to degrading **treatment**; **right to a fair trial** (civil and criminal issues); **right to privacy** (subject to certain exceptions e.g. national security/public safety, or certain other specific situations); **freedom of conscience** (including religion and belief and rights to manifest these limited only by law and as necessary for public safety, public order, protection of rights of others and other specified situations); **freedom of expression** (subject to certain exceptions); **freedom of peaceful assembly and to join trade unions** (subject to certain exceptions); **right not to be subject to unlawful discrimination** (e.g. sex, race, colour, language, religion, political opinion, national or social origin); **right to peaceful enjoyment of own possessions** (subject to certain exceptions e.g. to secure payment of taxes or other contributions or penalties); **right to an education**; **right to hold free elections by secret ballot**. The European Convention is given effect in UK law by the Human Rights Act 1998.

Medium Term Planning and Budget Build proposal

MTP Ref No:

GF52

MTP Title:

Additional supplies and services budget for Bloom/Green Flag /Town centre Warden Ranger Team

Budget Manager/Head of Service:

Ruth Austen / Steve Elsey

Directorate:

Customers & Communities

Service:

Communities & Environment

*Dept:

Regulatory Services

*if applicable

Financial Impact:

Year	Impact	£	£'s
2014/15	Growth	£	25,000.00
2015/16	Growth	£	15,000.00
2016/17	Neutral	£	-
2017/18	Neutral	£	-
2018/19	Neutral	£	-

Links to Corporate Plan: (please select all that apply)

Your Town

- CP1 - Northampton on Track
- CP2 - Invest in safer, cleaner neighborhoods
- CP3 - Celebrate our Heritage and Culture
- CP4 - Making every £ go further

You

- CP5 - Better Homes for the Future
- CP6 - Creating empowered communities
- CP7 - Promoting health & wellbeing
- CP8 - Responding to your needs

Brief Description of Proposal:

To provide additional budget to the Environmental services, Neighbourhood Warden and Park Ranger Team to facilitate purchase of equipment and promotional material necessary to participate effectively in activities such as East Midlands and Britain in Bloom and Green Flag. To ensure that minor maintenance of street furniture and equipment is dealt with promptly and effectively

Key benefits (including measures of success) and impact arising from the proposal:

The investment in safer cleaner neighbourhoods has a positive impact on the promotion of Northampton as an attractive place to live, work and visit. Successful participation in regional and national competitions and award schemes bring recognition to the town and provide an enhanced sense of wellbeing. Promotion of community involvement in schemes such as Northampton in Bloom has a beneficial impact in fostering cohesion and a sense of pride in local environments. Encouraging active involvement of residents in projects such as development of community gardens also increases levels of exercise. All of these impacts can be measured by assessing the level of participation in the schemes.

Key consequences/risks of not delivering the proposal:

Failure to participate effectively in community focused projects of this nature with a resultant negative impact on wellbeing and the environment.

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please attach the completed CIA, and give further details as necessary:

See comments above

Who is affected by this proposal? (include public, community groups or staff as relevant):

Staff are directly affected, Councillors, members of the public, businesses and visitors are indirectly affected.

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

No significant considerations.

Medium Term Planning and Budget Build proposal

MTP Ref No:

GF53

MTP Title:

Increase in number of Neighbourhood Wardens / Park Rangers

Budget Manager/Head of Service:

Ruth Austen / Steve Elsey

Directorate:

Customers & Communities

Service:

Communities & Environment

*Dept:

Regulatory Services

*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Growth	£ 96,000.00
2015/16	Growth	£ 98,600.00
2016/17	Growth	£ 101,200.00
2017/18	Growth	£ 103,800.00
2018/19	Growth	£ 106,400.00

Links to Corporate Plan: (please select all that apply)

Your Town

- CP1 - Northampton on Track
- CP2 - Invest in safer, cleaner neighborhoods
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You

- CP5 - Better Homes for the Future
- CP6 - Creating empowered communities
- CP7 - Promoting health & wellbeing
- CP8 - Responding to your needs

Brief Description of Proposal:

The appointment of an one additional full time Park Ranger and making the additional post of Neighbourhood Warden, which provides the Town Centre Ranger Service, permanent. This post has been created in 2013/14 and is currently funded from in-year savings elsewhere in the budget. The proposal also includes the provision of additional salary to enable the creating of senior warden posts to provide supervision to colleagues.

Key benefits (including measures of success) and impact arising from the proposal:

The provision of a dedicated Town Centre Ranger has played a key part in making Northampton Town Centre a safer, cleaner neighbourhood and as result enhancing the vitality of the town centre. The Ranger is able to deal immediately with small scale maintenance and cleansing tasks. As an accredited Neighbourhood Warden, the postholder is able to take enforcement action to deal with littering, street drinking and other anti-social behaviour. The Ranger provides a highly visible presence in the town centre working closely with businesses and the residential occupiers in the area to create empowered communities and to address the immediate and longer term concerns of all town centre users. This is already having demonstrable results with improvements in the standards of cleanliness and repair of street furniture and overall enhancement of the town centre environment making it a more attractive place to visit. The recruitment of an additional full time Park Ranger will also contribute to the priority of investing in cleaner, safer neighbourhoods. The role will also contribute to the promotion of the culture and heritage within the Parks across the Borough and will assist in promoting health and wellbeing by developing and facilitating a wide range of activities in Parks across the Borough.

Key consequences/risks of not delivering the proposal:

If this proposal is not taking forward the improvements in cleanliness and standards of maintenance within the town centre risk being lost. The presence of a dedicated Ranger has allowed development of an excellent working relationship with Enterprise with clear understanding of responsibilities for maintaining and enhancing the town centre environment. The facility

Appendix B

for the officer to take enforcement action has a positive impact on anti-social behaviour in the town centre by addressing issues including street drinking and littering. If an additional Park Ranger were not recruited it would not be possible to fully implement the Parks and Open Spaces Strategy, or to develop the planned Park Management Committees which will be charged with developing action plans for the principal parks aimed to deliver Green Flag status to a number of our parks. The potential for further developing use and enjoyment of our open spaces would not be realised.

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please attach the completed CIA, and give further details as necessary:

EIA carried out last year in respect to similar proposal in 2013/14 see attached.

Who is affected by this proposal? (include public, community groups or staff as relevant):

Public, residents, businesses, visitors to Northampton, staff and a wide range of community groups who visit the town centre and use our parks.

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

The new staff will require training, this will be organised within the service area. There will be small additional commitments required in respect to the provision of appropriate IT and communications support. An increase in the supplies and services budget to facilitate the services provided by these posts is subject to a separate MTP proposal. The Park Ranger will use the additional vehicle which is subject of a separate MTP proposal.

Community Impact Assessment

(Incorporating equality analysis and health considerations)

v1.0

Name of Matter Assessed:

Extension of hours of Park Ranger by 20 hours per week

Who will make decision:

(e.g. Cabinet/Board/Delegated/etc)

Who has been involved in developing this matter:

Cabinet Member for Environment, Director of Customers and Communities, Head of Communities and Environment, Environmental Health Manager
Environmental Protection

Date:

18 October 2013

What is it:

A Community Impact Assessment (CIA) is a document that summarises how the council has had due regard to the public sector equality duty (Equality Act 2010) in decision-making. This document can also be used to consider health and narrowing health inequalities (Health and Care Act 2012)

When to assess:

A CIA should be carried out when you are changing, removing or introducing a new service, policy or function. The assessment should be proportionate; a major financial decision will need to be assessed more closely than a minor policy change.

Due Regard:

To 'have due regard' means that in making decisions and in its other day-to-day activities the council must consciously consider the need to do the things set out in the general equality duty: eliminate discrimination, advance equality of opportunity and foster good relations.

In relation to health, we need to consider the potential short term and long term implication of for decisions that we take to support the Health and Wellbeing agendas.

How much regard is 'due' will depend on the circumstances and in particular on the relevance of the aims in the general equality duty to the decision or function in question. The greater the relevance and potential impact, the higher the regard required by the duty. We need to make sure that we understand the potential impact of decisions on people with different protected characteristics and also need to consider this information before and as decisions are being made. This will help us to reduce or remove unhelpful impacts and inequalities.

Proposal Name (inc. MTP title if applicable)

Extension of Park ranger Hours by 20 hours per week

1. Aims/objectives and purpose of the policy/service/function

Aims and Objectives:

The Park Ranger Team act as ambassadors for the Parks in Northampton. They undertake patrols, carrying out enforcement duties. They carry out practical tasks working together with Friends' Groups, other volunteers and Contractors to develop and enhance the facilities available in the parks. They work to promote and market the parks, running events and supporting other organisations in their activities to encourage widespread community use of parks and open spaces.

Key actions:

Team members carry out a range of roles including enforcement, education, practical tasks, organising and supervising events and provide an identifiable presence in the main parks across the Borough.

Expected outcomes:

The team currently consists of one full time ranger and four part timers who each work 20 hours per week.

Who will be affected and how:

residents and visitors to Northampton

Approximately how many people will be affected:

potentially the whole population of Northampton plus a wide range of visitors to the town - therefore po

2. Expected date of decision:

3. Scope/focus of the Assessment:

Please outline the scope and focus of the assessment:

The assessment focuses on the work of the park rangers and the impact that additional ranger time could

4. Community Screening Outcome:

Will the proposal:	Yes	No
Eliminate discrimination, harassment and victimisation	<input checked="" type="radio"/>	<input type="radio"/>
Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it	<input checked="" type="radio"/>	<input type="radio"/>
Foster good relations between persons who share a relevant protected characteristic and persons who do not share it	<input checked="" type="radio"/>	<input type="radio"/>
Contribute to health improvements or inequalities	<input checked="" type="radio"/>	<input type="radio"/>

5. Relevant data and/or research

Outline the information and research that has informed the decision:

Scrutiny panel one are currently undertaking an investigation of Parks and Open Spaces and the research

Sources and key findings:

The discussions with the forums and the survey undertaken as part of the Scrutiny process has been very

How will the decision affect people with different protected characteristics:

The decision has a potentially positive impact on all sectors of the community including those with protec

6. Current Service Provision

What are you doing now:

see response to question 1a above.

7. Rationale for change

What will you do if/when changes are agreed/introduced:

Additional park ranger time will allow for additional patrol time and facilitate the development of a wider

8. Identification of affected groups/individuals

List the groups/individuals that may be affected by the proposal:

residents and visitors to Northampton, operators of businesses in the town.

9. Assess and/or undertake Consultation

Has there been specific consultation on this decision (if not, state why not and/or when this may happen):

Although the consultation undertaken as part of the scrutiny process was more wide ranging it covered t

What were the results of the consultation:

support for the current service and recommendations for an increase in service.

Across the protected characteristics, what difference in views did analysis of the consultation reveal:

the proposal is applicable to all

What conclusions have been drawn from the analysis on how the decision will affect people with different protected characteristics:

the proposal is supported.

10. Assessment of impact on staff

Please give details of impact on staff, including staffing profile if/as appropriate:

the proposal will allow existing staff to increase the hours that they work. The current employees work p

11. Assessment of impact on wider community

Please give details of any impacts to the community as a whole:

proposal will benefit whole community.

12. Analysis of impact by protected characteristics

Please summarise the results of the analysis:

potential positive impact on all groups.

13. Assess the relevance and impact of the decision to people with different protected characteristics

	Please select from the drop-down box	
	Relevance	Impact
Age	Low	Positive
Disability	Low	Positive
Gender reassignment	Low	Positive
Marriage and civil partnership	Low	Positive
Pregnancy and maternity	Low	Positive
Race	Low	Positive
Religion or belief	Low	Positive
Sex	Low	Positive
Sexual orientation	Low	Positive
Other socially excluded groups (include health inequalities)	Low	Positive

*When assessing relevance and impact, make it clear who the assessment applies to within the protected characteristic category. For example, a decision may have high relevance for young people but low relevance for older people; it may have a positive impact on women but a neutral impact on men.

14. Mitigation of Adverse Impact on staff/service/people

Where any negative impact has been identified, please outline the measures taken to mitigate against it:

N/A

15. Publication of results

This CIA will be posted on Council's website

16. Monitoring and review

Please give details of how the changes will be monitored, and when the next review is due:

the effectiveness will be monitored by the level of useage of parks and the range of activities undertaken

17. CONCLUSION

There should be no unlawful discrimination arising from the decision

Please state how due regard has been taken to the equality duty, and public health considerations:

The impact of the proposal is positive in respect of equality duty. The scope to increase the range of community participation and associated physical activity has a beneficial impact on public health and wellbeing.

Please advise on the overall equality implications that should be taken into account in the final decision, considering relevance and impact:

The impact of the proposal is positive.

Signed:

Date:

Equality Impact Assessment and MTP Form

Part 1: Screening

When reviewing, planning or providing services Northampton Borough Council needs to assess the impacts on people. Both residents and staff, of how it works - or is planning to – work (in relation to things like disability). It has to take steps to remove/minimise any harm it identifies. It has to help people to participate in its services and public life. “**Equality Impact Assessments**” (EIAs) prompt people to think things through, considering people’s different needs in relation to the law on equalities. The first stage of the process is known as ‘screening’ and is used to come to a decision about whether and why further analysis is – or is not – required. EIAs are published in line with transparency requirements.

A helpful guide to equalities law is available at: www.northampton.gov.uk/equality. A few notes about the laws that need to be considered are included at the end of this document. Helpful questions are provided as prompts throughout the form.

1 Name of Budget Option (MTP Title): Recruitment of additional Park Ranger	MTP Ref: Directorate: C & C Department:Regulatory services
Budget Year:	Growth:
2013/14	£ 30 600
2014/15	£ 31 900
2015/16	£ 33 000

2. People involved in developing this assessment (please complete as appropriate)	
Director or Head of Service	Julie Seddon /Steve Eley
Lead Officer	Ruth Austen
Other(s) – if appropriate	

3. Brief description of Budget Option: including its main purpose, aims, objectives and projected outcomes/consequences and risks of (a) delivering the Budget Option and (b) not delivering the Budget Option.

Purpose of option is to deliver a more comprehensive Park Ranger Service across the full range of parks within the borough. It is in accordance with Corporate Plan priorities 2 – Invest in cleaner safer neighbourhoods, with the stated aspiration of achieving Green Flag status for our parks. It also contributes to priority 3 celebrating our culture and heritage, and priority 7, promoting health and well-being by encouraging the use of parks and open spaces

4 Relevance to Equality and Diversity Duties

The provision of an additional park ranger will facilitate further provision of services within our parks that are accessible to all and responsive to individual needs and provide equality of opportunity for all residents and visitors to use the parks in a safe way. The current park rangers work with a wide range of groups and individuals within the parks for example organising and promoting health walks that take place at a range of times to allow the participation of all. They address issues of anti-social behaviour that have the potential to be discriminatory and can discourage full use of the parks.

The additional ranger will patrol those parks that do not currently have a regular park ranger presence and so extend this support to all areas.

Yes
No X

Please explain: the service will work to provide fair access for all

If you have indicated there is a negative impact on any group, is that impact:

Legal? Yes/No
Please explain:

Intended? Yes/No
Please explain:

5 Evidence Base for Screening

Some data from customer surveys and observations of park rangers currently working in Borough.

Are there any significant gaps in the known evidence base? If so what are your recommendations for how and by when those gaps will be filled?

It is recommended that further surveys are undertaken to more clearly establish the profile of park usage and enable any gaps to be filled.

6 Requirements of the equality duties:

Will there be/has there been consultation with all interested parties?

No

Please explain: This proposal represents a small extension to an existing service. Consultation was undertaken when the original Park ranger posts were established

Are proposed actions necessary and proportionate to the desired outcomes?

Yes

Please explain: small extension to an existing service to allow comprehensive coverage across the Borough and therefore potentially increase the equality of provision

Where appropriate, will there be scope for prompt, independent reviews and appeals against decisions arising from the proposed policy/practice/activity?

Yes

Please explain: Surveys will be undertaken during the next year to assess the profile of users of the parks and to determine whether any specifically targeted activities are required to address the needs of specific groups.

Does the proposed policy/practice/activity have the ability to be tailored to fit different individual circumstances?

Yes

Please explain: The recruitment of a full time park ranger will facilitate the further development of services within the parks to address the needs of all user groups.

From the evidence you have and strategic thinking, what are the key risks (the harm or 'adverse impacts') and opportunities (benefits and opportunities to promote equality) this policy/practice/activity might present? (please complete in the table below)

	Risks (Negative)	Opportunities (Positive)
Race		Potential to engage with a broader range of ethnicities within the setting of the parks and to promote use of the parks to all sections of population of Northampton and surrounding area
Disability		Increased opportunity to make parks more accessible for users with disabilities by organising specific events and by liaison with wider

		range of users to determine and address their needs
Gender or Gender Identity/Gender Assignment		See above
Pregnancy and Maternity (including breastfeeding)		Working with park users and representative groups such as “friends of “ groups to explore mechanisms for provision of suitable facilities and events, e.g. health walks for pregnant women and new parents and enhanced facilities for breastfeeding.
Sexual Orientation		See 1 above
Age (including children, youth, midlife and older people)		Increased opportunities to provide events and activities in parks for all ages.
Religion, Faith and Belief		Work with various faith groups to facilitate their use of park facilities.
Human Rights		See 1, above

7 Proportionality

Proposed recruitment provides a wide range of positive opportunities

8 Decision

Set out the rationale for deciding whether or not to proceed to full impact assessment

Date of Decision: 1/11./2012 Date EIA reviewed further to consultation:01./11/2013

EITHER: We judge that a full impact assessment is not necessary since: the proposed change gives rise to significant positive opportunities

OR: We judge that a full impact assessment is necessary since:

Equality Duties to be taken into account in this screening include:

Prohibited Conduct under The Equality Act 2010 including:

Direct discrimination (including by association and perception e.g. carers); Indirect discrimination; Pregnancy and maternity discrimination; Harassment; discrimination arising from disability.

Public Sector Duties (Section 149) of the Equality Act 2010 for NBC and services provided on its behalf:

NBC and services providing public functions must in providing services have due regard to the need to: **eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity and foster good relations between different groups.** 'Positive action' permits proportionate action to overcome disadvantage, meet needs and tackle under-representation.

Rights apply to people in terms of their "Protected Characteristics":

Age; Gender; Gender Assignment; Sexual Orientation; Disability; Race; Religion and Belief; Pregnancy; Maternity.

Duty to "advance equality of opportunity":

The need, when reviewing, planning or providing services/policies/practices to analyse and assess the impacts of services on people in relation to their 'protected characteristics', take steps to remove/minimise any negative impacts identified and help everyone to participate in our services and public life. **Equality Impact Assessments** remain how NBC does this. Sometimes **people have particular needs** e.g. due to gender, race, faith or disability that need to be addressed, not ignored. NBC must have due regard to the **duty to make reasonable adjustments** for people with disabilities. NBC must **encourage people who share a protected characteristic to participate in public life** or any other activity in which their participation is too low.

Duty to 'foster good relations between people'

This means having due regard to the need to **tackle prejudice** (e.g. where people are picked on or stereotyped by customers or colleagues because of their ethnicity, disability, sexual orientation, etc) and **promote understanding**.

Lawful Exceptions to general rules: can happen where action is proportionate to achieve a legitimate aim and not otherwise prohibited by anything under the Equality Act 2010. There are some special situations (see Ch 12 and 13 of the Equality Act 2010 Statutory Code of Practice – Services, Public Functions and Associations).

National Adult Autism Strategy (Autism Act 2009; statutory guidelines) including:

to improve how services identify and meet needs of adults with autism and their families.

Human Rights include:

Rights under the European Convention include not to be subjected to degrading **treatment**; **right to a fair trial** (civil and criminal issues); **right to privacy** (subject to certain exceptions e.g. national security/public safety, or certain other specific situations); **freedom of conscience** (including religion and belief and rights to manifest these limited only by law and as necessary for public safety, public order, protection of rights of others and other specified situations); **freedom of expression** (subject to certain exceptions); **freedom of peaceful assembly and to join trade unions** (subject to certain exceptions); **right not to be subject to unlawful discrimination** (e.g. sex, race, colour, language, religion, political opinion, national or social origin); **right to peaceful enjoyment of own possessions** (subject to certain exceptions e.g. to secure payment of taxes or other contributions or penalties); **right to an education**; **right to hold free elections by secret ballot**. The European Convention is given effect in UK law by the Human Rights Act 1998.

Medium Term Planning and Budget Build proposal

MTP Ref No: GF54 **MTP Title:** Events

Budget Manager/Head of Service: Marion Goodman

Directorate: Customers & Communities **Service:** Customer & Cultural Services

***Dept:** Town Centre Operations

*if applicable

Financial Impact:

Year	Impact	£	£'s
2014/15	Growth	£	50,000.00
2015/16	Neutral	£	-
2016/17	Neutral	£	-
2017/18	Neutral	£	-
2018/19	Neutral	£	-

Links to Corporate Plan: (please select all that apply)

Your Town

- CP1 - Northampton on Track
- CP2 - Invest in safer, cleaner neighborhoods
- CP3 - Celebrate our Heritage and Culture
- CP4 - Making every £ go further

You

- CP5 - Better Homes for the Future
- CP6 - Creating empowered communities
- CP7 - Promoting health & wellbeing
- CP8 - Responding to your needs

Brief Description of Proposal:

Costs of providing additional events during 2014 celebrating the key events during this year to showcase Northampton's history and culture. Four day festival during November (Anniversary of granting of Charter), Waterfront festival and Silverstone weekend.

Key benefits (including measures of success) and impact arising from the proposal:

Enhanced reputation, increased tourism, educational support and increased links to schools and university, increased customer/resident satisfaction and participation and increased Tourism.

Key consequences/risks of not delivering the proposal:

That the Events Programme for 2014 does not reflect the importance of 2014 for Northampton and the opportunity is missed to showcase Northampton and its heritage and celebrate the key anniversaries this year including the 750th anniversary of the Battle of Northampton, commemoration of the outbreak of WW1, 850th anniversary of the trial of Thomas-a-Beckett and the 825th anniversary of the signing of Northampton's Charter.

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

n/a

Who is affected by this proposal? (include public, community groups or staff as relevant):

n/a

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

n/a

Medium Term Planning and Budget Build proposal

MTP Ref No: GF55 **MTP Title:** Investment in Northampton Tourism strategy

Budget Manager/Head of Service: Marion Goodman

Directorate: Customers & Communities **Service:** Customer & Cultural Services

***Dept:** Communications
*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Growth	£45,000
2015/16	Neutral	£0
2016/17	Neutral	£0
2017/18	Neutral	£0
2018/19	Neutral	£0

Links to Corporate Plan: (please select all that apply)

Your Town

- CP1 - Northampton on Track
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You

- CP5 - Better Homes for the Future
- CP6 - Creating empowered communities
- CP7 - Promoting health & wellbeing
- CP8 - Responding to your needs

Brief Description of Proposal:

That a new role of created of Digital Tourism Officer is created reporting to the Communication Manager. This role will have responsibility for delivering the Tourism Strategy, promoting Northampton with a key emphasis on digital channels ie a Northampton based Application development and promotion. They will source information and offers and keep these up to date, relevant and attractive. They will also have a key responsibility for the Love Northampton website and branding/information.

Key benefits (including measures of success) and impact arising from the proposal:

Increased Tourism, footfall increased in the town centre, businesses ability to promote their services leading to a reduction in empty shops and enhanced reputation of Northampton.

Key consequences/risks of not delivering the proposal:

That opportunities to develop digital channels for promoting tourism and increasing footfall are missed.

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

n/a

Who is affected by this proposal? (include public, community groups or staff as relevant):

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

Medium Term Planning and Budget Build proposal

MTP Ref No: GF56 **MTP Title:** Town Centre Ranger

Budget Manager/Head of Service: Marion Goodman

Directorate: Customers & Communities **Service:** Customer & Cultural Services

***Dept:** Town Centre Operations

*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Growth	£ 20,000.00
2015/16	Growth	£ 20,000.00
2016/17	Growth	£ 20,000.00
2017/18	Growth	£ 20,000.00
2018/19	Growth	£ 20,000.00

Links to Corporate Plan: (please select all that apply)

Your Town

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- CP2 - Invest in safer, cleaner neighborhoods
- CP3 - Celebrate our Heritage and Culture
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You

- CP5 - Better Homes for the Future
- CP6 - Creating empowered communities
- CP7 - Promoting health & wellbeing
- CP8 - Responding to your needs

Brief Description of Proposal:

To introduce a Town Centre Ranger position to undertake essential cleaning and maintenance tasks in the Town Centre on a daily basis.

Key benefits (including measures of success) and impact arising from the proposal:

Cleaner town centre. Flexible resource, improved street scene and maintenance of street furniture. Improved reputation of NBC.

Key consequences/risks of not delivering the proposal:

That reputation is poor, the town centre is dirty and that easily repaired/maintained jobs can develop in to bigger issues.

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

N/a

Who is affected by this proposal? (include public, community groups or staff as relevant):

N/a

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

Increase of 1 FTE

Medium Term Planning and Budget Build proposal

MTP Ref No: GF57 **MTP Title:** Small Community Grants Fund

Budget Manager/Head of Service: Steve Elsey

Directorate: Customers & Communities

Service: Communities & Environment

***Dept:** Partnerships and Communities

*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Neutral	£ 50,000.00
2015/16	Neutral	£ 50,000.00
2016/17	Neutral	£ 50,000.00
2017/18	Neutral	£ 50,000.00
2018/19	Neutral	£ 50,000.00

Links to Corporate Plan: (please select all that apply)

Your Town

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- CP8 - Responding to your needs

Brief Description of Proposal:

The budget is being requested to fund the Small Community Grants Fund, which is currently administered by Northampton Community Foundation. The fund is used to provide grants up to £2k to community groups and registered charities. The budget was in place for 2012/13 and 2013/14, so the request is for a reinstatement.

Key benefits (including measures of success) and impact arising from the proposal:

The grants are used for a wide range of local community projects, including; training, building works, environmental improvements, positive activities etc. The projects must demonstrate a benefit to the local community.

Key consequences/risks of not delivering the proposal:

Grassroots, community based projects would not get delivered and there may be an increase in demand on the other NBC grants finding pots.



Community Impact

Yes No

Has a Community/Equality Impact Assessment been carried out?

Please attach the completed CIA, and give further details as necessary:

Community Impact Assessment attached.

Who is affected by this proposal? (include public, community groups or staff as relevant):

Funding support is made available to voluntary and community sector organisations that are based in or around Northampton and delivering activities or services to the people of Northampton.

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

N/A

Community Impact Assessment

(Incorporating equality analysis and health considerations)

v1.0

Name of Matter Assessed:

Small Grants Process

Who will make decision:

(e.g. Cabinet/Board/Delegated/etc)

Cabinet

Who has been involved in developing this matter:

Partnership and Communities

Date:

01 December 2013

What is it:

A Community Impact Assessment (CIA) is a document that summarises how the council has had due regard to the public sector equality duty (Equality Act 2010) in decision-making. This document can also be used to consider health and narrowing health inequalities (Health and Care Act 2012)

When to assess:

A CIA should be carried out when you are changing, removing or introducing a new service, policy or function. The assessment should be proportionate; a major financial decision will need to be assessed more closely than a minor policy change.

Due Regard:

To 'have due regard' means that in making decisions and in its other day-to-day activities the council must consciously consider the need to do the things set out in the general equality duty: eliminate discrimination, advance equality of opportunity and foster good relations.

In relation to health, we need to consider the potential short term and long term implication of for decisions that we take to support the Health and Wellbeing agendas.

How much regard is 'due' will depend on the circumstances and in particular on the relevance of the aims in the general equality duty to the decision or function in question. The greater the relevance and potential impact, the higher the regard required by the duty. We need to make sure that we understand the potential impact of decisions on people with different protected characteristics and also need to consider this information before and as decisions are being made. This will help us to reduce or remove unhelpful impacts and inequalities.

Proposal Name (inc. MTP title if applicable)

Small Grants Funding

1. Aims/objectives and purpose of the policy/service/function

Aims and Objectives:

Northampton Borough Council officers financial support, through a small grants process administered by Northampton Community Foundation, to local community and voluntary groups and organisations to help them in providing a range of community services to the residents of the Borough.

Key actions:

To agree the re-instatement of the small grants funding, administered by Northampton Community Foundation, which has been offered by NBC for two years.

Expected outcomes:

To ensure that grant aid to the Community and Voluntary Sector in Northampton:

- Is used to the maximum benefit of Northampton people
- Supports the agreed priorities of the Council, underpins the Northampton Corporate Plan and reflects the diversity of the local community

Who will be affected and how:

Funding support is made available to voluntary and community sector organisations that are based in or around Northampton and delivering activities or services to the people of Northampton.

Approximately how many people will be affected:

Partner organisations, community and voluntary sector and the residents of Northampton Borough.

2. Expected date of decision:

01 January 2014

3. Scope/focus of the Assessment:

Please outline the scope and focus of the assessment:

To reinstate the 50k contribution for small grants

4. Community Screening Outcome:

Will the proposal:	Yes	No
Eliminate discrimination, harassment and victimisation	<input type="radio"/>	<input checked="" type="radio"/>
Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it	<input checked="" type="radio"/>	<input type="radio"/>
Foster good relations between persons who share a relevant protected characteristic and persons who do not share it	<input checked="" type="radio"/>	<input type="radio"/>
Contribute to health improvements or inequalities	<input checked="" type="radio"/>	<input type="radio"/>

5. Relevant data and/or research

Outline the information and research that has informed the decision:

Sources and key findings:

How will the decision affect people with different protected characteristics:

Benefits all groups by providing consistent funding, particularly smaller, under-developed groups,
Benefits all groups by providing greater security of funding and assisting funded organisations to plan to meet community needs. Particularly disadvantaged groups, which have not previously accessed funding.

6. Current Service Provision

What are you doing now:

The grant was offered in 2011/12 and in 2013/14, 50k both years to support small grants

7. Rationale for change

What will you do if/when changes are agreed/introduced:

There is no change other than a request to reinstate the fund that has been in situ for the past 2 years.

8. Identification of affected groups/individuals

List the groups/individuals that may be affected by the proposal:

Benefits all groups by providing consistent funding, particularly smaller, under-developed groups. Northampton Community Foundation has a wealth of knowledge and expertise. Guidance and support to complete the application process is offered to all.

9. Assess and/or undertake Consultation

Has there been specific consultation on this decision (if not, state why not and/or when this may happen):

No, this is a reinstatement of 50k grant funding to the community and voluntary sector. Will enhance

What were the results of the consultation:

Across the protected characteristics, what difference in views did analysis of the consultation reveal:

What conclusions have been drawn from the analysis on how the decision will affect people with different protected characteristics:

10. Assessment of impact on staff

Please give details of impact on staff, including staffing profile if/as appropriate:

Not applicable - the grant will be administered through Northampton Community Foundation

11. Assessment of impact on wider community

Please give details of any impacts to the community as a whole:

The grant application process is an annual, open process.

The assessment of applications is neutral as to whether or not applicants have received grants in former years' annual grants rounds or receive funding from any other source.

Some organisations rely on funding from a range of bodies. In the current economic environment some of this funding is being reduced or withdrawn which could have a cumulative impact on some organisations and the delivery of services for clients.

12. Analysis of impact by protected characteristics

Please summarise the results of the analysis:

Benefits all groups by providing consistent funding, particularly smaller, under-developed groups.

13. Assess the relevance and impact of the decision to people with different protected characteristics

	Please select from the drop-down box	
	Relevance	Impact
Age	Low	Positive
Disability	Medium	Positive
Gender reassignment	Low	Positive
Marriage and civil partnership	Low	Neutral
Pregnancy and maternity	Low	Neutral
Race	Medium	Positive
Religion or belief	Medium	Positive
Sex	Medium	Positive
Sexual orientation	Medium	Positive
Other socially excluded groups (include health inequalities)	Medium	Positive

*When assessing relevance and impact, make it clear who the assessment applies to within the protected characteristic category. For example, a decision may have high relevance for young people but low relevance for older people; it may have a positive impact on women but a neutral impact on men.

14. Mitigation of Adverse Impact on staff/service/people

Where any negative impact has been identified, please outline the measures taken to mitigate against it:

Not applicable

15. Publication of results

This CIA will be posted on Council's website

16. Monitoring and review

Please give details of how the changes will be monitored, and when the next review is due:

Northampton Community Foundation will administer the grant and the Grants Panel made of of 4 elected

17. CONCLUSION

There should be no unlawful discrimination arising from the decision

Please state how due regard has been taken to the equality duty, and public health considerations:

Equalities will be considered during the assessment of grant applications, in grant agreements and in the ongoing monitoring of grant aided services. This will be supported by using the grant forms and guidance currently in situ.

Please advise on the overall equality implications that should be taken into account in the final decision, considering relevance and impact:

Equalities will be considered during the assessment of grant applications, in grant agreements and in the ongoing monitoring of grant aided services. This will be supported by using the grant forms and guidance currently in situ.

Signed: _____

Date: _____

Medium Term Planning and Budget Build proposal

MTP Ref No: GF58 **MTP Title:** Free parking on Saturdays

Budget Manager/Head of Service: Marion Goodman

Directorate: Customers & Communities **Service:** Customer & Cultural Services

***Dept:** Town Centre Operations

*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Growth	£282,348
2015/16	Growth	£282,348
2016/17	Growth	£282,348
2017/18	Growth	£282,348
2018/19	Growth	£282,348

Links to Corporate Plan: (please select all that apply)

Your Town

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You

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- CP8 - Responding to your needs

Brief Description of Proposal:

Free Parking on Saturdays * Figure is estimated and does not include any transitional changes in car parking habits to take advantage of the free parking offer. This figure has been adjusted to reflect the 2 hour free parking offer included in the additional MTP. Offering free parking in town centre car parks on Saturdays.

Key benefits (including measures of success) and impact arising from the proposal:

Increased usage of car parks on Saturdays leading to increase town centre footfall and economic growth.

Key consequences/risks of not delivering the proposal:

That visitors to the town centre reduce and town centre trade is adversely affected.

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

The proposals are currently in development.

Who is affected by this proposal? (include public, community groups or staff as relevant):

Potential impacte will be considered throughout the process.

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

n/a

Medium Term Planning and Budget Build proposal

MTP Ref No: GF59 **MTP Title:** Car parking - free for 2 hours

Budget Manager/Head of Service: Marion Goodman

Directorate: Customers & Communities **Service:** Customer & Cultural Services

***Dept:** Town Centre Operations

*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Growth	£382,435
2015/16	Growth	£382,435
2016/17	Growth	£382,435
2017/18	Growth	£382,435
2018/19	Growth	£382,435

Links to Corporate Plan: (please select all that apply)

Your Town

- CP1 - Northampton on Track
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You

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- CP6 - Creating empowered communities
- CP7 - Promoting health & wellbeing
- CP8 - Responding to your needs

Brief Description of Proposal:

To introduce free parking for the first two hours

Key benefits (including measures of success) and impact arising from the proposal:

Increased usage of car parks leading to increased town centre footfall and economic growth.

Key consequences/risks of not delivering the proposal:

That visitors to the town centre reduce and town centre trade is adversely affected.

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

The proposals are currently in development.

Who is affected by this proposal? (include public, community groups or staff as relevant):

Potential impact will be considered throughout the process.

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

n/a

Medium Term Planning and Budget Build proposal

MTP Ref No: GF60 **MTP Title:** Museum Service Extended Opening Hours

Budget Manager/Head of Service: Marion Goodman

Directorate: Customers & Communities **Service:** Customer & Cultural Services

***Dept:** Museum
*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Growth	£41,000
2015/16	Growth	£41,000
2016/17	Growth	£41,000
2017/18	Growth	£41,000
2018/19	Growth	£41,000

Links to Corporate Plan: (please select all that apply)

Your Town

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Brief Description of Proposal:

To extend the current opening hours for the Northampton Museum and Art Gallery by an additional two hours on a Thursday, to open on Mondays and also to open Abington Museum during for winter for 4 hours on weekends.

Key benefits (including measures of success) and impact arising from the proposal:

n/a

Key consequences/risks of not delivering the proposal:

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

n/a

Who is affected by this proposal? (include public, community groups or staff as relevant):

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

Medium Term Planning and Budget Build proposal

MTP Ref No: GF11

MTP Title: Review Staff Strcuture in Housing GF

Budget Manager/Head of Service:

Directorate:

Service:

*Dept:

*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Saving	£ 114,000.00
2015/16	Saving	£ 114,000.00
2016/17	Saving	£ 114,000.00
2017/18	Saving	£ 114,000.00
2018/19	Saving	£ 114,000.00

Links to Corporate Plan: (please select all that apply)

Your Town

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- CP8 - Responding to your needs

Brief Description of Proposal:

Restructure of service deleting 9 posts.

Key benefits (including measures of success) and impact arising from the proposal:

No Service Impact

Key consequences/risks of not delivering the proposal:

None

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

HR policies will be followed in the normal way. The impacts on staff and services will be assessed on an ongoing basis.

Who is affected by this proposal? (include public, community groups or staff as relevant):

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

Medium Term Planning and Budget Build proposal

MTP Ref No: GF12 **MTP Title:** Asset Management - Reduction of posts

Budget Manager/Head of Service: Simon Dougall

Directorate: Regen, Enterprise & Planning **Service:** Assets Management

***Dept:**
*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Saving	£ 47,886.00
2015/16	Saving	£ 49,719.00
2016/17	Saving	£ 51,344.00
2017/18	Saving	£ 53,030.00
2018/19	Saving	£ 54,738.00

Links to Corporate Plan: (please select all that apply)

Your Town

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- CP8 - Responding to your needs

Brief Description of Proposal:

Deletion of one FTE post Estates Officer (Vacant) [post nos. SPYC768002] and balance of budget for Senior Maintenance Officer post (post holder is less than FTE) [post nos. SPYC628001]. Cost Centre D5000

Key benefits (including measures of success) and impact arising from the proposal:

- * Savings achieved without severance costs.
- * Deletion of Estates Officer post will reduce responsiveness of service and resilience of service.

Key consequences/risks of not delivering the proposal:

None - posts are vacant or part filled.

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

There is no specific impact upon any part of the community from the proposed option.

Who is affected by this proposal? (include public, community groups or staff as relevant):

* One staff member who presently works less than full time basis would not be able to increase hours in future.

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

There are none identified.

Medium Term Planning and Budget Build proposal

MTP Ref No: GF12 **MTP Title:** Review Structure- Regeneration, Enterprise and Planning

Budget Manager/Head of Service: Susan Bridge

Directorate: Regen, Enterprise & Planning **Service:** Planning

***Dept:**
*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Saving	£ 138,771.00
2015/16	Saving	£ 138,771.00
2016/17	Saving	£ 138,771.00
2017/18	Saving	£ 138,771.00
2018/19	Saving	£ 138,771.00

Links to Corporate Plan: (please select all that apply)

Your Town

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 CP8 - Responding to your needs

Brief Description of Proposal:

Re-structure of Directorate establishment

Key benefits (including measures of success) and impact arising from the proposal:

To achieve budget savings as set out above from 1st April 2014.

Key consequences/risks of not delivering the proposal:

That re-structure delayed and full in-year savings not achieved (Green risk). Key tasks such as the preparation of the Northampton Local Plan may not be prepared in accordance with the approved LDS and/or planning applications may take longer to determine. Management actions will be required to ensure that this does not impact adversely on performance. (Amber Risk)

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

The detailed proposals will be screened as part of the re-structure.

Who is affected by this proposal? (include public, community groups or staff as relevant):

The public will not be directly affected by this proposal. Any re-structure will be undertaken in accordance with the approved Council policies and impact on staff minimised where practicable

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

None identified

Medium Term Planning and Budget Build proposal

MTP Ref No: GF13 **MTP Title:** Increase in NNDR relief and appeal refunds

Budget Manager/Head of Service: Simon Dougall

Directorate: Regen, Enterprise & Planning **Service:** Assets Management

***Dept:**
*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Saving	£ 85,000.00
2015/16	Neutral	£ -
2016/17	Neutral	£ -
2017/18	Neutral	£ -
2018/19	Neutral	£ -

Links to Corporate Plan: (please select all that apply)

Your Town

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You

- CP5 - Better Homes for the Future
- CP6 - Creating empowered communities
- CP7 - Promoting health & wellbeing
- CP8 - Responding to your needs

Brief Description of Proposal:

Increase in the (net of fees) recovery of past NNDR paid, following appeals and claims already made, from £15k (in 2014/15 continuation budget) to £100k. Arise from outstanding appeals - various car parks, Market Square and Greyfriars Bus Station all likely to be crystallised in 2014/15. Cost Centre D5200/ 9050.

Key benefits (including measures of success) and impact arising from the proposal:

Recovery of monies paid in years prior to 2014/15 (not presently budgeted for).

Key consequences/risks of not delivering the proposal:

Risks:

- a) that refunds may be less than estimated.
- b) that some refunds may be received in 2013/14 - rather than 14/15.

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

Recovery of monies paid in previous years - no community impact.

Who is affected by this proposal? (include public, community groups or staff as relevant):

None

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

None

Medium Term Planning and Budget Build proposal

MTP Ref No:

GF14

MTP Title:

Reduction of Corporate Repairs & Maintenance budget

Budget Manager/Head of Service:

Simon Dougall

Directorate:

Regen, Enterprise & Planning

Service:

Assets Management

*Dept:

*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Saving	£ 38,450.00
2015/16	Saving	£ 62,750.00
2016/17	Saving	£ 62,750.00
2017/18	Saving	£ 62,750.00
2018/19	Saving	£ 62,750.00

Links to Corporate Plan: (please select all that apply)

Your Town

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You

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- CP7 - Promoting health & wellbeing
- CP8 - Responding to your needs

Brief Description of Proposal:

Reduction in expenditure on planned and responsive repairs and maintenance as a result of building closures and sales. (Greyfriars Bus Station, 13 Guildhall Road, Maple Buildings, Billing Arbours House, 14 Fish Street). Cost Centre 42700.

Key benefits (including measures of success) and impact arising from the proposal:

Reduced spend on vacant buildings.

Key consequences/risks of not delivering the proposal:

Sales not able to be completed or transfer of responsibilities not achieved within anticipated timescale.

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

This option concerns reducing spending on buildings from which the Council has already decided to no longer provide any services.

Who is affected by this proposal? (include public, community groups or staff as relevant):

None

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

None.

Medium Term Planning and Budget Build proposal

MTP Ref No: GF15 **MTP Title:** Reduction in Joint Planning Unit Budget

Budget Manager/Head of Service: Susan Bridge

Directorate: Regen, Enterprise & Planning **Service:** Planning

***Dept:**
*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Saving	£ 27,660.00
2015/16	Saving	£ 27,660.00
2016/17	Saving	£ 27,660.00
2017/18	Saving	£ 27,660.00
2018/19	Saving	£ 27,660.00

Links to Corporate Plan: (please select all that apply)

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Brief Description of Proposal:

Saving to WNJPU budget as agreed by the West Northamptonshire Joint Strategic Planning Committee at its meeting on 2nd October 2013.

Key benefits (including measures of success) and impact arising from the proposal:

Savings to partnership, of which NBC's share is £27,660.

Key consequences/risks of not delivering the proposal:

That budget for 2014/15 will be overspent. It is considered that this is a low risk as there is contingency to ensure that the budget is adequate to take the JCS through to adoption in 2014.

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

This is a minor saving with no identified impact on the community

Who is affected by this proposal? (include public, community groups or staff as relevant):

None

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

None identified

Medium Term Planning and Budget Build proposal

MTP Ref No: GF16 **MTP Title:** Charging for Street Naming and Numbering

Budget Manager/Head of Service: Lee Hunter/Susan Bridge

Directorate: Regen, Enterprise & Planning **Service:** Planning

***Dept:**
*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Saving	£ 14,500.00
2015/16	Saving	£ 14,500.00
2016/17	Saving	£ 14,500.00
2017/18	Saving	£ 14,500.00
2018/19	Saving	£ 14,500.00

Links to Corporate Plan: (please select all that apply)

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 CP8 - Responding to your needs

Brief Description of Proposal:

To introduce charges for Street Naming and Numbering.

Key benefits (including measures of success) and impact arising from the proposal:

Building Control currently provides a Street Naming and Numbering (SNN) service where it fulfils its statutory responsibility to process applications. An additional SNN service is carried out by the staff that is researching and proposing new street names and working out and proposing property numbering sequences for new dwellings/properties and developments. By introducing charges for this work an additional income will be generated.

Key consequences/risks of not delivering the proposal:

The key stakeholders who submit applications for SNN usually expect the local authority to provide these additional services. As a local authority knows its own policy, conventions and guidance for SNN the stakeholders prefer to let the local authority name and number their developments. Many local authorities now charge for this service and having discussed this with some of these stakeholders they are generally happy to pay for it. By not providing this additional service an opportunity to receive an additional income would be missed. Also, by not providing the additional service it could result in the stakeholders failing to follow our policy, convention and guidance resulting in poorly addressed properties and inappropriate street names being adopted.

Community Impact

Has a Community/Equality Impact Assessment been carried out?

Yes

No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

Building Control has discussed the option to charge for this service with stakeholders and a number of them, mainly house builders were surprised we were not charging. They also seemed happy for the local authority to take on the role in deciding SNN as it gave them a degree assurance that their application would be processed in a timely manner. There are occasions where general members of the public will have to deal with the SNN process. Little feedback has been received in these cases. As part of the CIA the issue of charging for this additional service will be monitored through the course of the year and reviewed at the end of the first year the scheme is in place. Other Local Authorities who charge for SNN have been contacted and generally little feedback is received from stakeholders about paying for the additional services so long as the level of service offered by the local authority is met.

Who is affected by this proposal? (include public, community groups or staff as relevant):

Mainly, developers and their agents will be affected by this service as street naming and numbering is part of the statutory process they have to go through when building and converting properties. Members of the public can also be affected if they need to alter or change a street name or have to change the buildings number. Staff who deal with SNN will need to advise and inform the public of these charges and undertake work when requested to carry out this part of the service. The service being offered will be displayed on Building Controls website, with the policy, convention and guidance and the fees to be charged. The policy, convention and guidance will be available in hard copy. As noted above the charges will be subject to review at the end of the financial year and feedback will be monitored to see if any changes need to be made to the charges and to the policy.

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

The staff affected will need to be trained on the SNN policy, convention and guidance. They will also have to be familiar with the services charges. The future database system will need to be able to support the registration of SNN applications. Therefore IT will be involved to help put this into place. The policy for SNN will need to be amended to allow for charging and to form a clear and robust convention (with associated guidance) against which Building Control can be monitored and performance managed. LGSS Legal and Finance services will need to be consulted on the charges and the amendments to the SNN policy.

Medium Term Planning and Budget Build proposal

MTP Ref No: GF17 **MTP Title:** Fees and Charges Review

Budget Manager/Head of Service: Susan Bridge

Directorate: Regen, Enterprise & Planning **Service:** Planning

***Dept:**
*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Saving	£ 32,000.00
2015/16	Saving	£ 32,000.00
2016/17	Saving	£ 32,000.00
2017/18	Saving	£ 32,000.00
2018/19	Saving	£ 32,000.00

Links to Corporate Plan: (please select all that apply)

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Brief Description of Proposal:

A full review of all non-statutory fees and charges in the department.

Key benefits (including measures of success) and impact arising from the proposal:

Part of the continuing improvement of the service the Planning Department offers to its customers.

Key consequences/risks of not delivering the proposal:

Financial targets not met and service levels are not maintained.

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

The CIA will be fully assessed once the review is completed and specific fees and charges identified.

Who is affected by this proposal? (include public, community groups or staff as relevant):

This depends on the specific fees and charges identified in the review. Statutory fees, including nil charging for registered disabled individuals will not be affected by the review.

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

None identified.

Medium Term Planning and Budget Build proposal

MTP Ref No: GF61 **MTP Title:** Business Incentive Scheme

Budget Manager/Head of Service: Jon Hinde / Carol Cooper Smith

Directorate: Regen, Enterprise & Planning **Service:** Major Projects & Enterprise

***Dept:**
*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Growth	£ 250,000.00
2015/16	Neutral	£ -
2016/17	Neutral	£ -
2017/18	Neutral	£ -
2018/19	Neutral	£ -

Links to Corporate Plan: (please select all that apply)

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Brief Description of Proposal:

To address identified business and commercial property vacancy levels in the town centre and wider Borough (14%) a number of business support funding initiatives have been designed. In delivering the programme specific activities will be delivered through a suite of 6 separate but intrinsically linked projects that provide - Rate subsidies to new and existing Northampton businesses both in the town centre and wider borough; Improvements to the frontages of vacant town centre retail premises to enhance appearance and letability; Direct funding support to businesses to provide upto 50% of building infrastructure costs associated with a new or growing business in both the town centre and wider borough.

Key benefits (including measures of success) and impact arising from the proposal:

Each element of the programme is linked to delivering an improvement in the quality, affordability and take up of support for business throughout the Borough and once delivered there will be a demonstrable improvement in the commercial and retail offer available to new and existing businesses. Success of the overall programme will be measured through: An increase in business starts; Increase in local employment opportunities; Increased levels of private sector investment; Increase in town centre footfall and a reduction in vacant commercial property throughout the Borough.

Key consequences/risks of not delivering the proposal:

The risks of not delivering the identified programme of activity are: A continued decline in the quality of the retail and commercial offer in the town centre and wider area; That vacant premises are viewed as a recognised norm of the town centre landscape; That existing businesses will find alternative locations outside of the Borough that are prepared to support improvements to the retail offer; We miss the opportunity to build on the positive reputation the Borough Council is forging for itself as a proactive business friendly Authority.

Community Impact

Has a Community/Equality Impact Assessment been carried out?

Yes

No

Please attach the completed CIA, and give further details as necessary:

The primary aim of the 'NBC Vacant Commercial Property Package' is to kick start a programme of investment aimed at improving the retail and commercial property offer to new and existing Northampton businesses. In doing so it is recognised that a CIA will need to be carried out to measure the potential positive economic and social impact upon communities accessing the improved town centre offer.

Who is affected by this proposal? (include public, community groups or staff as relevant):

The primary direct affect this proposal has is upon the business community of Northampton. As referenced there will also be a positive longer term affect on the residents of the Borough accessing the improved retail offer.

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

Clearly robust financial governance will need to be implemented to manage the flow of funding and to ensure recovery where identified necessary.
There is existing experience of managing similar schemes within the Major Projects and Enterprise Team and Town Centre Team and the delivery of these proposals should therefore complement the existing resources available and enhance the functionality of each team.



Proposed Capital Programme 2014-15 to 2018-19 - General Fund

Project Title	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Total
	£	£	£	£	£	£	£
<u>Housing - General Fund</u>							
Disabled Facilities Grant		2,075,000	1,475,000	1,475,000	1,475,000	1,475,000	7,975,000
Empty Homes Programme		632,090					632,090
<u>Self-funding</u>							
IT Infrastructure		119,000					119,000
<u>Town Centre Improvements</u>							
Greyfriars Demolition	500,000	3,500,000					4,000,000
Abington Street - Re Introduction of Traffic - Public Realm	150,000	2,850,000					3,000,000
Guildhall Road Public Realm Enhancement		2,000,000					2,000,000
Public Realm Enhancements			750,000				750,000
Swan Street Public Realm Enhancement (Funded from Development)			150,000				150,000
<u>Heritage & Culture</u>							
Delapre Abbey Restoration	179,715	997,477	3,877,450	595,031			5,649,673
Delapre Abbey Roof	348,972	200,000					548,972
Heritage Gateway		100,000	500,000				600,000
<u>Block Programmes - specific schemes to be agreed</u>							
Capital Improvements - Regeneration Areas		250,000	250,000	100,000	100,000	100,000	800,000
Parks/Allotments/Cemeteries Enhancements		270,000	270,000	250,000	250,000	250,000	1,290,000
Operational Buildings - Enhancements		400,000	400,000	400,000	400,000	400,000	2,000,000
Commercial Landlord Responsibilities		270,000	270,000	50,000	50,000	50,000	690,000
Total General Fund Capital Programme	1,178,687	13,663,567	7,942,450	2,870,031	2,275,000	2,275,000	30,204,735


Proposed Capital Programme 2014-15 to 2018-19 - General Fund

Proposed General Fund Capital Funding	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Total
	£	£	£	£	£	£	£
Grants & Contributions:							
Empty Homes Grant		632,090					632,090
Disabled Facilities Grant - External Funding		475,000	475,000	475,000	475,000	475,000	2,375,000
Heritage Lottery Funding - Delapre Abbey	102,438	568,562	2,210,147	339,168			3,220,315
Delapre Abbey Contributions - Secured	2,000	95,000	70,000	70,000			237,000
Delapre Abbey Fundraising Target (unsecured)		200,000	420,000	180,000			800,000
English Heritage - Delapre Abbey Roof	149,250	50,000					199,250
Contribution to Swan Street Public Realm		150,000					150,000
Sub-total Grants & Contributions	253,688	2,170,652	3,175,147	1,064,168	475,000	475,000	7,613,655
NBC Earmarked Reserves - Delapre Abbey	75,277	133,915	630,808				840,000
New Homes Bonus	150,000	1,635,800					1,785,800
Capital Receipts	199,722	767,250	4,258,995	2,866,863			8,092,830
Borrowing Taken Out/(Repaid)	500,000	8,955,950	(122,500)	(1,061,000)	1,800,000	1,800,000	11,872,450
Total Funding	1,178,687	13,663,567	7,942,450	2,870,031	2,275,000	2,275,000	30,204,735

Capital Programme Build 2014/15 - Proposed Programme - General Fund

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
	£	£	£	£	£	£	£
Total - Proposed Programme							
Capital Costs	1,178,687	13,663,567	7,942,450	2,870,031	2,275,000	2,275,000	30,204,735
Funding:							
Grants & Contributions	253,688	2,170,652	3,175,147	1,064,168	475,000	475,000	7,613,655
Earmarked Reserve - Delapre Abbey	75,277	133,915	630,808				840,000
New Homes Bonus	150,000	1,635,800					1,785,800
Self-funded borrowing	0						0
Capital Receipts	199,722	767,250	4,258,995	2,866,863			8,092,830
Borrowing	500,000	8,955,950	(122,500)	(1,061,000)	1,800,000	1,800,000	11,872,450
Total Funding	1,178,687	13,663,567	7,942,450	2,870,031	2,275,000	2,275,000	30,204,735
Grants & Contributions - Breakdown							
Empty Homes Grant		632,090					632,090
Disabled Facilities Grant - External Funding		475,000	475,000	475,000	475,000	475,000	2,375,000
Heritage Lottery Funding - Delapre Abbey	102,438	568,562	2,210,147	339,168			3,220,315
Delapre Abbey Contributions - Secured	2,000	95,000	70,000	70,000			237,000
Delapre Abbey Fundraising Target (unsecured)		200,000	420,000	180,000			800,000
English Heritage - Delapre Abbey Roof	149,250	50,000					199,250
Contribution to Swan Street Public Realm		150,000					150,000
	253,688	2,170,652	3,175,147	1,064,168	475,000	475,000	7,613,655

Capital Programme Build 2014/15 - Proposed Programme - General Fund

Reference	BK015	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£	£
Title	Disabled Facilities Grant		2,075,000	1,475,000	1,475,000	1,475,000	1,475,000	7,975,000

Description

Mandatory Requirement to fund DFGs. The historical and ongoing demand in 2013/14 has significantly increased current commitments and further pressures have been identified for 2014/15. Management actions are now being introduced to mitigate the current year outturn but additional budget is required to provide for critical/statutory cases already committed within the system as well as for the projected level of demand over the next three years. The level of expenditure for future years has been tapered to take account the anticipated affects from improved management controls which include better financial planning, forecasting, information reporting and supervision now being introduced.

Reference	BK013	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£	£
Title	Empty Homes Programme		632,090					632,090

Description

The Council was successful in obtaining £1,896,276 worth of grant funding from the Homes and Community Agency to fund the refurbishment of 105 private empty properties in Northampton in order to bring them back into use for affordable housing for a minimum period of 5 years. This sum represents the third year of the programme. The allocation of grant from the HCA will be on the basis of payment on completion.

Reference	BA207	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£	£
Title	IT Infrastructure - Servers and Network Storage		119,000					119,000

Description

IT infrastructure that includes servers, network storage and fibre switches to the value of £100,000 is due to be replaced in the financial year 2014-2015. The items comprise of 12 servers, a Storage Area Network (SAN), storage for disaster replication and a tape library. This is an ongoing project to reduce our physical server estate and replace them with virtual servers that reduces support and power usage. The cost of borrowing will be met from the IT leasing budget, which will be vired across to debt financing budget to fund the borrowing costs.

Reference	BA666	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£	£
Title	Greyfriars Demolition	500,000	3,500,000					4,000,000

Description

The demolition of Greyfriars Bus Station which is a redundant building after the 3rd March 2013, will clear the site ready for regeneration. It is anticipated that the soft strip of the building will commence in February 2014 and a handover of the site from the demolition contractor back to the Council in Autumn 2014.

Capital Programme Build 2014/15 - Proposed Programme - General Fund

Reference	BA668	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£	£
Title	Abington Street - re-introduction of traffic	150,000	2,850,000					3,000,000

Description
The works will open up Abington Street between St Giles Terrace and Wellington Street to traffic. The scheme will provide parking adjacent to the shops and improve the public realm. It will include the relocation of the Francis Crick statue.

Reference	BA669	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£	£
Title	Guildhall Road Public Realm Enhancements		2,000,000					2,000,000

Description
The works will improve the public realm along Guildhall Road with the narrowing of the carriageway and providing more space for pedestrians and events.

Reference	new for 2015/16	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£	£
Title	Public Realm Enhancements			750,000				750,000

Description
To provide enhancements to the public realm in key parts of the town. Priorities for improvements will be developed in conjunction with NCC and other partners.

Reference	new for 2015/16	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£	£
Title	Swan Street Public Ream Enhancement			150,000				150,000

Description
Works to Swan Street include the improvements to the public realm to enhance this important pedestrian route towards the Cultural Quarter and Town Centre. Funding will be available followingg the land sale agreement with Whitbread.

Capital Programme Build 2014/15 - Proposed Programme - General Fund

Reference	BA653	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£	£
Title	Delapre Abbey Restoration	179,715	997,477	3,877,450	595,031			5,649,673

Description

The restoration will seek to halt the decline in the Abbey and bring substantial parts back into public use as a nationally significant visitor attraction whilst maximising income generation to ensure the long term sustainability of the Abbey. Following the successful completion of the Heritage Lottery Fund bid the council has been awarded £3.22m. The Council is providing match funding of £840k from earmarked reserves plus £550k from capital receipts. Other contributions of £237k have been secured and the Delapre Abbey Preservation Trust have a target to secure a further £800k, with any shortfall being a further call on Council funding.

Reference	BA197	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£	£
Title	Delapre Abbey Roof	348,972	200,000					548,972

Description

Completion of roof replacment works, part funded by grant of £199,250 from English Heritage.

Reference	BA671	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£	£
Title	Heritage Gateway		100,000	500,000				600,000

Description

To provide match-funding to the delivery of shared goals for the improvements of the key gateways to the town.

Reference	BA672	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£	£
Title	Capital Improvements - Regeneration Areas		250,000	250,000	100,000	100,000	100,000	800,000

Description

Works in the town centre and other areas on Northampton to provide new and improved facilities to shopping and employment areas. The enhancements are intended to uplift the area to increase visitors and support the regeneration of the borough.

Capital Programme Build 2014/15 - Proposed Programme - General Fund

Reference	BA673	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£	£
Title	Parks/Allotments/Cemeteries Enhancements		270,000	270,000	250,000	250,000	250,000	1,290,000

Description

Provision for renewal and upgrades of essential infrastructure to the Open Spaces, predominantly to meet existing health and safety liabilities to the public for various elements - e.g. footpaths and fencing. Failure to meet these obligations may expose this Council to claims due to accidents from falls, trips etc and the loss of access to certain community members with disabilities.

Reference	BA674	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£	£
Title	Operational Buildings - Enhancements		400,000	400,000	400,000	400,000	400,000	2,000,000

Description

Provision for renewal of building elements and services e.g. lifts, air conditioning, boiler plant or other major building elements. This includes the Guildhall and other office buildings, as well as car parks and museums. Individual schemes will be approved by the Capital Programme Board.

Reference	BA675	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£	£
Title	Commercial Landlord Responsibilities		270,000	270,000	50,000	50,000	50,000	690,000

Description

Capital works relating to Landlord obligations and commitments, including investment properties, leisure centre and community centres. Individual schemes will be approved by the Capital Programme Board.

Housing Revenue Account MTP Growth Options

MTP Reference	MTP Option Description	2014/2015 £	2015/2016 £	2016/2017 £	2017/2018 £	2018/2019 £
HRA01	Housing Choice Recharge (transfer to HRA)	200,000	200,000	200,000	200,000	200,000
HRA02	Tenant Communication (MyHome & Annual Tenant Report)	150,000	150,000	150,000	150,000	150,000
HRA03	Estate Service - Deep Cleaning team/Removal of Standby	22,000	22,000	22,000	22,000	22,000
HRA04	Increase to service charges due to increase costs in Estate Services MTP above	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)
HRA05	Decanting tenants out of Little Cross Street	32,000	0	0	0	0
HRA06	Service enhancements	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
		1,382,000	1,350,000	1,350,000	1,350,000	1,350,000

Medium Term Planning and Budget Build proposal

MTP Ref No: HRA 01 **MTP Title:** Housing Choice Recharge (transfer to HRA)

Budget Manager/Head of Service: Richard Birchett

Directorate: Housing

Service: Landlord Services

***Dept:**

*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Growth	£ 200,000.00
2015/16	Growth	£ 200,000.00
2016/17	Growth	£ 200,000.00
2017/18	Growth	£ 200,000.00
2018/19	Growth	£ 200,000.00

Links to Corporate Plan: (please select all that apply)

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- CP8 - Responding to your needs

Brief Description of Proposal:

A review of the General Fund / HRA ring fencing rules is being carried out to ensure that both are aligned to the function that they operate.

Key benefits (including measures of success) and impact arising from the proposal:

Better aligned services and identification of costs of that service.

Key consequences/risks of not delivering the proposal:

None

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

There is no impact on the community this is a proposed accounting adjustment.

Who is affected by this proposal? (include public, community groups or staff as relevant):

None

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

None

Medium Term Planning and Budget Build proposal

MTP Ref No: HRA 02 **MTP Title:** Tenant Communication

Budget Manager/Head of Service: Richard Birchett

Directorate: Housing **Service:** Landlord Services

***Dept:** Customer Engagement

*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Neutral	£ 150,000.00
2015/16	Neutral	£ 150,000.00
2016/17	Neutral	£ 150,000.00
2017/18	Neutral	£ 150,000.00
2018/19	Neutral	£ 150,000.00

Links to Corporate Plan: (please select all that apply)

Your Town

- CP1 - Northampton on Track
- CP2 - Invest in safer, cleaner neighborhoods
- CP3 - Celebrate our Heritage and Culture
- CP4 - Making every £ go further

You

- CP5 - Better Homes for the Future
- CP6 - Creating empowered communities
- CP7 - Promoting health & wellbeing
- CP8 - Responding to your needs

Brief Description of Proposal:

To enable Housing to produce Myhome Magazine three times per year and also publish and distribute an Annual Report. Adhock communications to tenants and leaseholders regarding consultation and housing updates

Key benefits (including measures of success) and impact arising from the proposal:

To ensure tenants and leaseholders are fully informed and offered the opportunity to be involved regarding the development of Housing.

Key consequences/risks of not delivering the proposal:

Tenants & Leaseholders will not have the opportunity to participate in the development of housing, they will also not be informed on any relevant housing issues

Community Impact

Has a Community/Equality Impact Assessment been carried out?

Yes

No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

Improved communication will have a positive impact on all tenants across the board.

Who is affected by this proposal? (include public, community groups or staff as relevant):

Tenants and leaseholders

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

Medium Term Planning and Budget Build proposal

MTP Ref No: HRA 03 **MTP Title:** Estate Services - Deep Cleaning Team, Removal of Standby Allowance and upgrade to charge hand posts

Budget Manager/Head of Service: Richard Birchett

Directorate: Housing

Service: Landlord Services

***Dept:** Estate Services
*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Growth	£ 22,000.00
2015/16	Growth	£ 22,000.00
2016/17	Growth	£ 22,000.00
2017/18	Growth	£ 22,000.00
2018/19	Growth	£ 22,000.00

Links to Corporate Plan: (please select all that apply)

Your Town

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Brief Description of Proposal:

Remove standby payments to Estate Services team saving £30K PA (this has been agreed and finished end of Jan 14), upgrade 6 ESO posts to charge hand role so each mobile team has a charge hand to direct staff and ensure standards are maintained estimate this upgrade to be no more than £22k per year (role still has to be evaluated) employ one more Estate Services officer and fill current vacancy whose role will be primarily to focus on deep cleaning communal areas in blocks cost £20,000 PA add other operating costs including a vehicle estimate £10K. Total saving 30,000 total additional spend 20,000 + 22,000+ 10,000 = £36,280 which means a possible increase in the service charge of £22,000

Key benefits (including measures of success) and impact arising from the proposal:

Programme of deep cleaning of communal areas will be developed with the aim of improving (in particular) the flooring in communal areas that is in good condition but in desperate need of a deep clean and preventing new flooring deteriorating. Deep cleaning will enhance the appearance and the life of existing and new flooring.

Key consequences/risks of not delivering the proposal:

Flooring that has been neglected for some years will continue to deteriorate, become brittle and lift causing significant trip hazards to residents, staff and visitors to the blocks. The outcome being a full replacement floor programme and possible insurance claims for accidents.

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

Not applicable as flooring and décor are an integral part of the communal area and unless unsafe or neglected have no relevant community or equality impact issues.

Who is affected by this proposal? (include public, community groups or staff as relevant):

Residents, staff and visitors to the communal areas will all benefit from a better standard of cleaning.

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

None

Medium Term Planning and Budget Build proposal

MTP Ref No: HRA 04 **MTP Title:** Estate Services Increase to service charges

Budget Manager/Head of Service: Richard Burchett

Directorate: Housing **Service:** Landlord Services

***Dept:** Estate Services
*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Saving	£ 22,000.00
2015/16	Saving	£ 22,000.00
2016/17	Saving	£ 22,000.00
2017/18	Saving	£ 22,000.00
2018/19	Saving	£ 22,000.00

Links to Corporate Plan: (please select all that apply)

Your Town

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Brief Description of Proposal:

Removing the standby payments has freed up a budget of £25,000. As per detail on MTP HRA 03 it is desirable to reinvest this budget to introduce a deep cleaning team and charge hand roles. To do this will mean an overall increase in budget of £22,000 which will be recharged via the service charge.

Key benefits (including measures of success) and impact arising from the proposal:

Making every £ go further by freeing up budget in order to improve the service. See MTP HRA 03 for more details.

Key consequences/risks of not delivering the proposal:

None

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

no applicable as the service is still being delivered but in a more cost effective and consistent manner.

Who is affected by this proposal? (include public, community groups or staff as relevant):

Staff - full consultation with unions and staff has been undertaken in regard to removal of payments. Notice has been given to all staff concerned and payments will cease the end of January 2014.

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

none

Medium Term Planning and Budget Build proposal

MTP Ref No: HRA 05 **MTP Title:** DECANT BUDGET

Budget Manager/Head of Service: RICHARD BIRCHETT

Directorate: Housing

Service: Landlord Services

***Dept:** Housing Management

*if applicable

Financial Impact:

Year	Impact	£	£'s
2014/15	Neutral	£	32,000.00
2015/16	Neutral	£	-
2016/17	Neutral	£	-
2017/18	Neutral	£	-
2018/19	Neutral	£	-

Links to Corporate Plan: (please select all that apply)

Your Town

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- CP2 - Invest in safer, cleaner neighborhoods
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Brief Description of Proposal:

There are 12 tenants that have been decant from Little Cross Street due to the need to replace a defective walkway. This work will take about 16 weeks to complete. During the period of temporary absence we will be responsible for the Council Tax at the decant property and also the removal and associated other expenses when the tenants return to Little Cross Street.

Key benefits (including measures of success) and impact arising from the proposal:

The walkway will be replaced and also during the period of decant the tenants homes will have Decent Home Works completed.

Key consequences/risks of not delivering the proposal:

The decant is not optional due to the walkway having to be replaced for health and safety reasons.

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

The works are essential, however all tenants, leaseholders and the local shop that are affected have been consulted with.

Who is affected by this proposal? (include public, community groups or staff as relevant):

Tenants, leaseholders and local shopkeeper

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

There will be ongoing staff liaison with those displaced residents

Medium Term Planning and Budget Build proposal

MTP Ref No: HRA 06 **MTP Title:** Service Enhancements

Budget Manager/Head of Service: Richard Birchett

Directorate: Housing

Service: Landlord Services

***Dept:**

*if applicable

Financial Impact:

Year	Impact	£'s
2014/15	Growth	£ 1,000,000.00
2015/16	Growth	£ 1,000,000.00
2016/17	Growth	£ 1,000,000.00
2017/18	Growth	£ 1,000,000.00
2018/19	Growth	£ 1,000,000.00

Links to Corporate Plan: (please select all that apply)

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Brief Description of Proposal:

Provide improvements to service provision, in consultation with tenants, including those based on improvement requirements identified through Service Improvement Panels.

Key benefits (including measures of success) and impact arising from the proposal:

Resources are available to fund, where necessary, additional costs of service enhancement.

Key consequences/risks of not delivering the proposal:

Resources are not available to provide service enhancements to tenants.

Community Impact

Has a Community/Equality Impact Assessment been carried out? Yes No

Please explain why a Community Impact Assessment is not relevant, or has not been completed:

Individual proposals have not yet been identified. The proposals will need to be assessed as they emerge and, where appropriate, the individual proposals will need a Community Impact Assessment carried out on them.

Who is affected by this proposal? (include public, community groups or staff as relevant):

Predominantly tenants, although there may be effects on the surrounding community.

Please detail any internal service considerations arising from this proposal e.g. staffing, training, succession, procurement, IT, and inc LGSS:

None known at present - this will become clearer as proposals are identified.

Proposed Capital Programme 2014-15 to 2018-19 - HRA



Reference Number	Project Title	2014-15 £	2015-16 £	2016-17 £	2017-18 £	2018-19 £	Total £
BH317	Decent Homes	39,305,000	24,326,345	21,025,821	21,025,821	21,025,821	126,708,808
BH305	Structural Improvements	200,000					200,000
new	Heating Replacements	900,000					900,000
BH329	Asbestos removal remedial action	100,000	100,000	100,000	100,000	100,000	500,000
BH351	Door entry replacement	150,000					150,000
new	Property Improvements outside Decent Homes	230,000					230,000
BH020	Electrical periodic works	125,000					125,000
BH003	Garage roofs, doors and forecourts	100,000					100,000
BH013	Digital Aerials	10,000					10,000
new	SCATE	640,000	250,000	250,000	250,000	250,000	1,640,000
BH009	Fire safety in communal areas	150,000					150,000
new	Disabled adaptations	1,140,000	1,132,000	1,132,000	1,132,000	1,132,000	5,668,000
BH366	Sheltered housing improvements	1,000,000					1,000,000
BH367	IT capital	200,000					200,000
BH365	Walkways	100,000					100,000
BH372	Green deal contribution & energy efficiency	50,000					50,000
BH370	Major Regeneration, Repurchase and New Build, including provision for 'Northampton Standard'	10,000,000					10,000,000
BH373	Change of Use	250,000					250,000
BH374	CCTV	50,000					50,000
new	Garages and Related assets		200,000	200,000	200,000	200,000	800,000
new	Fire Risk Work		600,000	600,000	600,000	600,000	2,400,000
	Total	54,700,000	26,608,345	23,307,821	23,307,821	23,307,821	151,231,808



Proposed Capital Programme 2014-15 to 2018-19 - HRA

Reference Number	Project Title	2014-15 £	2015-16 £	2016-17 £	2017-18 £	2018-19 £	Total £
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Proposed Funding - HRA Capital

202	Decent Homes Backlog Grant	15,355,000					15,355,000
	Major Repairs Reserve/Depreciation	15,857,199	12,609,994	13,019,838	13,442,833	13,879,149	68,809,013
	Capital Receipts - Right to Buy	1,392,330	472,000	481,000	491,000	501,000	3,337,330
	Revenue/Earmarked Reserve	18,960,686	6,042,190	7,789,457	8,914,313	8,927,672	50,634,318
	Borrowing	3,134,785	7,484,161	2,017,526	459,675	0	13,096,147
	Total Financing - HRA	54,700,000	26,608,345	23,307,821	23,307,821	23,307,821	23,307,821

Capital Programme Build 2014/15 - Proposed Programme - HRA

	2014/15	2015/16	2016/17	2017/18	2018/19	Total
	£	£	£	£	£	£
Total - Proposed Programme Capital Costs	54,700,000	26,608,345	23,307,821	23,307,821	23,307,821	151,231,808
Funding:						
Decent Homes Backlog Grant	15,355,000					15,355,000
Major Repairs reserve/Depreciation	15,857,199	12,609,994	13,019,838	13,442,833	13,879,149	68,809,013
Capital Receipts - Roght to Buy	1,392,330	472,000	481,000	491,000	501,000	3,337,330
Revenue/Earmarked Reserve	18,960,686	6,042,190	7,789,457	8,914,313	8,927,672	50,634,318
Borrowing	3,134,785	7,484,161	2,017,526	459,675		13,096,147
Total Funding	54,700,000	26,608,345	23,307,821	23,307,821	23,307,821	151,231,808

203 Overall size of programme and financing is in line with HRA Business Plan.
The programme for 2015/16 onwards will be refined in line with emerging plans for the ALMO.

Reference	BH317	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£
Title	Decent Homes	39,305,000	24,326,345	21,025,821	21,025,821	21,025,821	126,708,808
Description	To deliver decent homes work to properties failing the decent homes standard following the stock condition survey. This includes kitchens, bathrooms, heating, rewires, roof renewals etc. The aim is to make decent the Council's housing stock by March 2015, and to maintain this decency level in the years following.						
Reference	BH305	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£
Title	Structural Improvements	200,000					200,000
Description	To deliver an annual rolling programme of structural monitoring and improvement works for properties suffering from subsidence or similar building defects						

Capital Programme Build 2014/15 - Proposed Programme - HRA

Reference	BH377	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£
Title	Heating Replacements	900,000					900,000

Description
 To deliver an annual rolling programme of heating replacements for properties with no gas heating or where heating is inefficient and obsolete. Alao to deliver a responsive programme of heating replacements for properties where the heating system has failed or where the annual service highlights faults that need major improvements.

Reference	BH329	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£
Title	Asbestos removal remedial action	100,000	100,000	100,000	100,000	100,000	500,000

Description
 To remove, treat or carry out other recommendations according to survey findings and ensure the work force and the public are safe from exposure to asbestos fibres in the air in Council properties whether they live in the property or are working on the property.

Reference	BH351	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£
Title	Door entry replacement	150,000					150,000

Description
 A project to replace and upgrade existing doors and door entry mechansims to communal areas where there is currently none and there is an identified need; or where the existing provision is insufficiently secure or functional.

Reference	BH378	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£
Title	Property Improvements outside Decent Homes	230,000					230,000

Description
 A project to replace kitchens, windows, doors and roofing which have already been identified as in poor condition and in need of renewal by maintenance officer inspection (which fall outside the Decent Homes project).

Capital Programme Build 2014/15 - Proposed Programme - HRA

Reference	BH020	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£
Title	Electrical periodic works	125,000					125,000
Description							
An annual rolling programme to check and upgrade the communal electrical systems in the council housing stock.							

Reference	BH003	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£
Title	Garage roofs,doors and forecourts	100,000					100,000
Description							
To deliver renewals to garage roofs, doors and garage areas to council housing stock							

Reference	BH013	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£
Title	Digital Aerials	10,000					10,000
Description							
Provision to ensure that aerials are upgraded as necessary to receive digital tv signals							

Reference	BH379	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£
Title	Safer, Clener and Tidier Estates (SCATE)	640,000	250,000	250,000	250,000	250,000	1,640,000
Description							
Projects highlighted through stock condition surveys. To carry out works to significant components following condition survey to regenerate some Council owned housing estates to ensure that these areas meet the residents needs in respect of the local built environment. It will allow us to work with partners to deal with spaces and amenities owned by HRA and address issues such as anti-social behaviour.							

Capital Programme Build 2014/15 - Proposed Programme - HRA

Reference	BH009	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£
Title	Fire safety in communal areas	150,000					150,000
Description							
A project to inspect and maintain the communal areas of flats with respect to fire safety							

Reference	BH140	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£
Title	Disabled Adaptations	1,140,000	1,132,000	1,132,000	1,132,000	1,132,000	5,668,000
Description							
An annual rolling programme to deliver disabled adaptations to council tenants							

Reference	BH366	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£
Title	Sheltered Housing Improvements	1,000,000					1,000,000
Description							
To carry out improvement works to the sheltered housing stock to maintain the quality and safety of the properties. Also to carry out any alteration required to the property to make it suitable for vulnerable tenants. This budget will support the Sheltered Housing Review							

Reference	BH367	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£
Title	IT Capital	200,000					200,000
Description							
Ongoing development to the Housing IT systems which will help implement new ways of working.							

Capital Programme Build 2014/15 - Proposed Programme - HRA

Reference	BH365	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£
Title	Walkways	100,000					100,000

Description
To deliver a programme of improvements to communal walkways such as Drayton Walk. This includes weather proofing and an hard wearing anti slip covering .

Reference	BH372	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£
Title	Green Deal contribution & energy efficiency	50,000					50,000

Description
This programme will improve the energy efficiency of the councils housing stock through following the Governments roll out of Green Deal in April 2012.

Reference	BH370	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£
Title	Major Regeneration, Repurchase and New Build	10,000,000					10,000,000

Description
Major regeneration and new build works following full tenant consultation on a full estate regeneration strategy and planning approval. Mix of new build and/or extensions to existing buildings following full tenant consultation and planning approval.

Reference	BH373	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£
Title	Change of Use	250,000					250,000

Description
This budget is to be used to identify HRA properties that have in the past been used for other HRA uses other than domestic dwellings and to redesign them for use as domestic dwellings that can then be rented out. The work carried out will include alterations to the internal design of the property and installing adequate facilities such as new kitchen, bathrooms, electrical and heating systems.

Capital Programme Build 2014/15 - Proposed Programme - HRA

Reference	BH374	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£
Title	CCTV	50,000					50,000
Description							
This budget is to be used to identify HRA properties in the main with communal areas that will benefit from the installation of CCTV to reduce incidents of ASB and associated nuisance.							

Reference	BH380	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£
Title	Garages and Related Assets		200,000	200,000	200,000	200,000	800,000
Description							
Details to be developed as part of 2015/16 programme preparation following move to ALMO.							

Reference	BH381	2014/15	2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£	£
Title	Fire Risk Work		600,000	600,000	600,000	600,000	2,400,000
Description							
Details to be developed as part of 2015/16 programme preparation following move to ALMO.							



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Annual Audit Letter 2012/13

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Northampton Borough Council

October 2013



Agenda Item 9



Contents

The contacts at KPMG in connection with this report are:

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Report sections

- Headlines

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Appendices

1. Summary of reports issued

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2. Audit fees

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This report is addressed to the Authority and has been prepared for the sole use of the Authority. We take no responsibility to any member of staff acting in their individual capacities, or to third parties. The Audit Commission has issued a document entitled *Statement of Responsibilities of Auditors and Audited Bodies*. This summarises where the responsibilities of auditors begin and end and what is expected from the audited body. We draw your attention to this document which is available on the Audit Commission's website at www.auditcommission.gov.uk.

External auditors do not act as a substitute for the audited body's own responsibility for putting in place proper arrangements to ensure that public business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.

If you have any concerns or are dissatisfied with any part of KPMG's work, in the first instance you should contact Neil Bellamy, the appointed engagement lead to the Authority, who will try to resolve your complaint. If you are dissatisfied with your response please contact Trevor Rees on 0161 246 4000, or by email to trevor.rees@kpmg.co.uk, who is the national contact partner for all of KPMG's work with the Audit Commission. After this, if you are still dissatisfied with how your complaint has been handled you can access the Audit Commission's complaints procedure. Put your complaint in writing to the Complaints Unit Manager, Audit Commission, 3rd Floor, Fry Building, 2 Marsham Street, London, SW1P 4DF or by email to complaints@audit-commission.gsi.gov.uk. Their telephone number is 03034448330.



Section one Headlines

This report summarises the key findings from our 2012/13 audit of Northampton Borough Council (the Authority).

Although this letter is addressed to the Members of the Authority, it is also intended to communicate these issues to key external stakeholders, including members of the public.

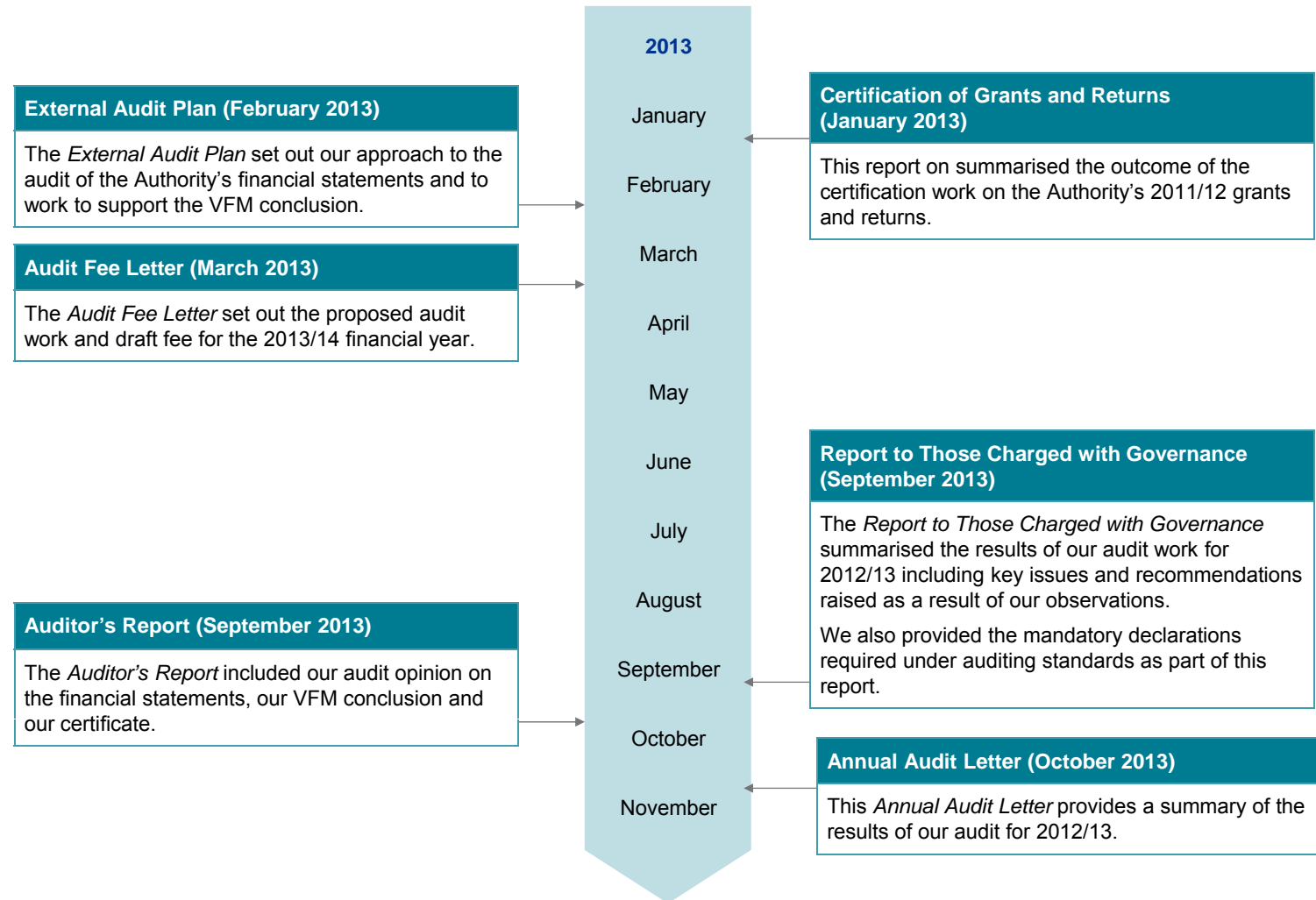
Our audit covers the audit of the Authority's 2012/13 financial statements and the 2012/13 VFM conclusion.

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VFM conclusion	<p>We issued an unqualified Value for Money (VFM) conclusion for 2012/13 on 26 September 2013.</p> <p>This means we are satisfied that you have proper arrangements for securing financial resilience and challenging how you secure economy, efficiency and effectiveness.</p> <p>To arrive at our conclusion we looked at your financial governance, financial planning and financial control processes, as well as how you are prioritising resources and improving efficiency and productivity.</p>
Audit opinion	<p>We issued an unqualified opinion on your financial statements on 26 September 2013. This means that we believe the financial statements give a true and fair view of the financial position of the Authority and of its expenditure and income for the year.</p>
Financial statements audit	<p>We worked closely with Officers throughout the year to discuss specific risk areas and to highlight and address potential audit and accounting issues.</p> <p>There were no material audit adjustments required to be made to the 2012/13 Statement of Accounts. There were a small number of non-trivial adjustments most of which were of a presentational nature. None of these adjustments had an impact to the Council's surplus on provision of services for the year, general fund balance or the net worth of the Authority as at 31 March 2013.</p> <p>We made one recommendation in our <i>Report to Those Charged with Governance</i>, but this was not fundamental or material to your system of internal control.</p>
Annual Governance Statement	<p>We reviewed your <i>Annual Governance Statement</i> and concluded that it was consistent with our understanding.</p>
Whole of Government Accounts	<p>We reviewed the consolidation pack which the Authority prepared to support the production of Whole of Government Accounts by HM Treasury. We reported that the Authority's pack was consistent with the audited financial statements.</p>
High priority recommendations	<p>We raised no high or medium priority recommendations as a result of our 2012/13 audit work.</p>
Certificate	<p>We issued our certificate on 26 September 2013.</p> <p>The certificate confirms that we have concluded the audit for 2012/13 in accordance with the requirements of the <i>Audit Commission Act 1998</i> and the Audit Commission's <i>Code of Audit Practice</i>.</p>
Audit fee	<p>Our fee for 2012/13 was £106,800, excluding VAT. Further detail is contained in Appendix 2.</p>

This appendix summarises the reports that KPMG have issued since the Audit Commission's 2011/12 *Annual Audit Letter*.

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This appendix provides information on our final fees for 2012/13.

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To ensure openness between KPMG and your Audit Committee about the extent of our fee relationship with you, we have summarised the outturn against the 2012/13 planned audit fee.

External audit

Our final fee for the 2012/13 audit of Northampton Borough Council was £106,800, excluding VAT. This is an overall reduction of 40% on the comparative total fee for 2011/12 of £178,000. This reflects the significant reductions made nationally by the Audit Commission to its scale fees.

The final fee is the same as the planned fee that we communicated to you in our Audit Plan.

Certification of grants and returns

Our grants work is still ongoing and the fee will be confirmed through our report on the *Certification of Grants and Returns 2012/13* which we are due to issue in January 2014.

Non audit work

In addition we have been appointed to undertake non-audit work to support the Council in submitting a claim for repayment of VAT. The fee for this work is variable dependent on the outcome but is capped at £35,000. Audit Commission approval has been obtained to carry out the work.



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