



# NORTHAMPTON BOROUGH COUNCIL

Please find enclosed the agenda and supporting papers for **Overview & Scrutiny Committee**

Date: **Thursday, 31 January 2013**

Time: **6:00 pm**

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

If you need any advice or information regarding this agenda please phone Tracy Tiff, Scrutiny Officer, telephone 01604 837408 (direct dial), email [ttiff@northampton.gov.uk](mailto:ttiff@northampton.gov.uk) who will be able to assist with your enquiry. For further information regarding **Overview & Scrutiny Committee** please visit the website [www.northampton.gov.uk/scrutiny](http://www.northampton.gov.uk/scrutiny)

## Members of the Committee

Chair	Councillor Les Marriott
Deputy-Chair	Councillor Matthew Lynch
Committee Members	Councillor Tony Ansell Councillor Michael Ford Councillor Brendan Glynane Councillor Elizabeth Gowen Councillor Jamie Lane Councillor Phil Larratt Councillor Lee Mason Councillor Beverley-Anne Mennell Councillor Nilesh Ramesh Parekh Councillor Suresh Patel Councillor Brian W Sargeant Councillor Danielle Stone

# Northampton Borough Overview & Scrutiny Committee

## Calendar of meetings

Date	Room
25 April 2013 6:00 pm 10 June 2013 6:00pm	All meetings to be held in the Jeffery Room at the Guildhall unless otherwise stated

## AGENDA

Item No and Time	Title	Pages	Action required
1	<b>Apologies</b>		Members to note any apologies and substitution
2	<b>Minutes</b>	1 - 4	Members to approve the minutes of the meeting held on 13 December 2012.
3	<b>Deputations/Public Addresses</b>		<p>The Chair to note public address requests.</p> <p>The public can speak on any agenda item for a maximum of three minutes per speaker per item. You are not required to register your intention to speak in advance but should arrive at the meeting a few minutes early, complete a Public Address Protocol and notify the Scrutiny Officer of your intention to speak.</p>
4	<b>Declarations of Interest (Including Whipping)</b>		Members to state any interests.
5 6:10 pm 60 mins	<b>Draft Budget 2013-2016</b>	5 - 6	<p>Members to consider the Council Wide draft Budget 2013-2016</p> <p>The Reporting and Monitoring Group has considered the draft budget in detail and has made recommendations of a number of budget items it considers merit further review by Overview and Scrutiny.</p>
6 7:10 pm 15 mins	<b>Housing Consultations Feedback- Tenancy Engagement Strategy</b>		The Committee to receive details of the consultations feedback - Tenancy Engagement Strategy- Report to follow.

## Northampton Borough Overview & Scrutiny Committee

<b>7</b> <b>7:25 pm</b> <b>10 mins</b>	<b>Cabinet's response to Overview and Scrutiny Reports</b>		
<b>7 (a)</b>	<b>Customer Services</b>	<b>7 - 9</b>	The Committee to consider Cabinet's response to its report on Customer Services.
<b>7 (b)</b>	<b>Hate Crime</b>	<b>10 - 13</b>	The Committee to consider Cabinet's response to its report on Hate Crime.
<b>8</b> <b>7:35 pm</b> <b>40 mins</b>	<b>Monitoring implementation of the accepted recommendations contained in the following Overview and Scrutiny reports</b>		
<b>8 (a)</b>	<b>Community Centres.</b>	<b>14 - 18</b>	The Committee to monitor the implementation of the accepted recommendations contained in the Community Centres report.  A summary of the history of this Overview and Scrutiny report is attached for information.
<b>8 (b)</b>	<b>Commissioning Framework for the Voluntary and Community Sector.</b>	<b>19 - 25</b>	The Committee to monitor the implementation of the accepted recommendations contained in the Commissioning Framework for the Voluntary and Community Sector report.  A copy of Cabinet's response to this Overview and Scrutiny report is attached for information.
<b>9</b> <b>8:15 pm</b> <b>10 mins</b>	<b>Performance Monitoring Report</b>	<b>26 - 38</b>	Members to review the Performance Monitoring Report
<b>10</b>	<b>Scrutiny Panels</b>		The Overview and Scrutiny Committee to receive a progress report from the three Scrutiny Panels.  In accordance with the Scrutiny Panel Protocol this item is for the Committee's information with no discussion.

## Northampton Borough Overview & Scrutiny Committee

<b>10 (a)</b>	<b>Scrutiny Panel 1 - Serious Acquisitive Crime, Violent Crime and Community Safety</b>	<b>39</b>	
<b>10 (b)</b>	<b>Scrutiny Panel 2- Retail Experience.</b>	<b>40</b>	
<b>10 (c)</b>	<b>Scrutiny Panel 3- Infrastructure requirements and Section 106 Agreements</b>	<b>41 - 42</b>	
<b>11</b>	<b>Local Government Shared Services (LGSS) Scrutiny Inquiry</b>		The Committee to receive a progress report on the LGSS Scrutiny Inquiry.
<b>12</b>	<b>Report back from NBC's representative to NCC's Health and Social Care Scrutiny Committee</b>	<b>43 - 45</b>	Councillor Danielle Stone to provide an update on the work of NCC's Health and Social Care Scrutiny Committee.
<b>13 8:40 pm</b>	<b>Potential future pre decision scrutiny</b>	<b>46 - 49</b>	The Overview and Scrutiny Committee to consider any potential issues for future pre decision scrutiny.
<b>14</b>	<b>Urgent Items</b>		This issue is for business that by reasons of the special circumstances to be specified, the Chair is of the opinion is of sufficient urgency to consider. Members or Officers that wish to raise urgent items are to inform the Chair in advance.

# Agenda Item 2

## NORTHAMPTON BOROUGH COUNCIL

### MINUTES OF OVERVIEW & SCRUTINY COMMITTEE

Thursday, 13 December 2012

**COUNCILLORS PRESENT:** Councillor Les Marriott (Chair), Councillors Tony Ansell, Elizabeth Gowen, Phil Larratt, Lee Mason, Beverley Mennell, Nilesh Parekh, Suresh Patel and Winston Strachan

**Witnesses** Councillor John Caswell- Cabinet Member for the Environment  
John Farrell – EMS Assets Director

**Officers** Steve Elsey Head of Public Protection  
Tracy Tiff Scrutiny Officer  
Joanne Birkin Democratic Services Officer

#### 1. APOLOGIES

Apologies for absence from the meeting were received from Councillors Mick Ford, Danielle Stone and Matt Lynch– Councillor Winston Strachan substituting for Councillor Stone.

#### 2. MINUTES

The minutes of the meeting held on 12 November 2012 were approved and signed by the Chairman.

#### 3. DEPUTATIONS/PUBLIC ADDRESSES

There were none.

#### 4. DECLARATIONS OF INTEREST (INCLUDING WHIPPING)

There were none.

#### 5. ENVIRONMENTAL SERVICES CONTRACT

There was an Independent report commissioned in May 2012 to undertake a detailed review of the contract for environmental services across the authority. The report had identified a number of key issues that needed addressing. It was also noted that the contract had achieved a number of goals. The contract is a joint one with Daventry District Council but the review focussed on Northampton only.

It was established that there was agreement on all sides regarding the report recommendations. All recommendations were accepted. Actions have now been agreed to address the issues and have been assigned to relevant operational groups for action.

The Committee were informed that there had been a change in the management structure at Enterprise- Dave Martin was now the new Regional Director and John Farrell, the EMS Assets Director, had been in post for a month.

The actions required fall broadly under two headings. One regarding operational mechanisms, the other relating to the supporting administrative paperwork.

Those administrative processes would not have any direct effect on the operational procedures.

The Committee were assured that all parties have been involved in the process so far and have committed to supplying the resources required to complete the changes.

The Action Plan shows that issues have been prioritised and are being worked through. The administrative actions regarding supplying documentation have been assigned to EMS and will be supplied by Enterprise working to a timetable to be agreed.

Protocols and communications systems are now in place throughout the management process. It is accepted that Enterprise has not been as robust as it should have been in monitoring the contract issues. Members queried why this did not seem to have happened as Enterprise run similar contracts in other places and should be aware of good practice. It was felt that because of the speed in which the contract was put in place and the need to quickly deliver savings then Enterprise lost sight of the fact that the way to actually deliver a good service is to put the correct structure in place.

Members emphasised that they had had many complaints from members of the public during the initial introduction of the contract. These had been divided into the following main areas of concern:-

Missed Bins  
Grounds Maintenance  
Staffing Profile

### **Missed Bins**

The contract had missed performance targets considerably. This has improved. The biggest improvement being that even if a bin is missed on the initial collection round then virtually all of them are now being collected on the same day.

There has been a change to a six day working week- which now includes Saturdays. There has also been a reduction in the percentage of agency workers with the figure now being around 41% with the aim being around 20%. There is a pool of agency staff of around 10-15 people a day who are used as day labour on an as and when required basis.

Members were assured that when agency staff are used they are used in a team in conjunction with established members of staff. It was emphasised that operatives should be made aware of the need to treat bins and recycling boxes with care and that leaving them in inappropriate places is not acceptable. It was agreed that adequate training was required and an audit programme was being introduced setting out the timeframe within which supervisory staff should be required to visit every operative. £150,000 is also being invested in providing cameras on vehicles to record crew activity; this will be followed up and reviewed.

Members were particularly concerned that residents should not have to pay for replacement bins/boxes if theirs had been damaged by operatives. It was emphasised that

every week 750,000 container movements are made; it was inevitable that there would be some accidental damage but negligent damage would not be tolerated.

The use of black bags for refuse collection is considered inadequate, leading to more rubbish spillage and rubbish being strewn about by wild animals foraging. With regard to reducing the use of black bags some money has been identified to replace them with bins. £192,000 has been obtained from government for a three year programme, this will not be sufficient to introduce bins to all areas, and any allocation of new bins will need to be prioritised.

Recycling facilities for flats were also an area of concern. Members felt that as much recycling as possible should be encouraged. Members should also take every step available to them to encourage recycling.

### **Grounds Maintenance**

There have been a number of problems highlighted with regard to grounds maintenance.

One of the key aspects to resolving these is communication. If people know when work is scheduled, even if they have to wait for it then they will be less likely to make a complaint. EMS and NBC are agreeing operational plans – commencing with the winter maintenance programme which could then be made available to the Contact Centre so that enquiries by the public could be dealt with quickly.

Members felt that it would be very useful to have details of the grounds maintenance programme so that they could advise people who contacted them about grounds maintenance issues when works were likely to be scheduled.

This year has been particularly difficult in terms of scheduling works such as grass cutting - with long spells of wet weather meaning that the grass has grown too long and then when it is cut the results are not good.

A new operational module for grass cutting will be implemented and in some areas frequencies have been adjusted upwards, in other downwards. There are not sufficient resources to deliver everything that the public would like to see but communicating schedules will help to manage expectations.

There have also been complaints about leaf clearance. Members felt that build up was both dangerous because of creating a slip hazard and also contributing to blocked drain gullies causing flooding problems.

Members felt that blocked gullies were a problem and asked whether street maintenance crews were reporting problems such as blocked gullies. Members also asked whether areas around sheltered housing complexes were given a priority regarding leaf clearance, whether there were agreed service levels setting out acceptable levels of leaf accumulation. They also raised questions about responsibility for tree and shrub maintenance.

Some concern was expressed over the frequency of street cleansing in certain areas; Members were urged to provide specific details to EMS of any areas that they felt had not been cleaned to a satisfactory level.

Members also queried levels of cleansing standards of the skate park, whilst it was appreciated that it was a relatively new facility and that usage levels had probably been higher than anticipated it was considered that the current cleansing statements were not acceptable.

It was agreed that it would be helpful if Members could be supplied with a list detailing where responsibilities lie for various aspects of highways maintenance, clarification of this would make it easier for them to advise the public when they raise concerns. In general Members felt that they needed clarification on who was responsible for several aspects of public open space maintenance and asked if there would be a contract manual available so that they could direct queries.

In response to a request for clarification of blocked gully clearance programmes the Committee was advised that there is work on going on the production of an operations manual. When this is complete service operatives should be reminded of how to report matters. Overall, it was felt that there should be more clarity on responsibilities between County and Borough Councils and better partnership working to achieve the best results.

There have been changes to the County Council gully cleansing contract frequency which is not based on a rota of frequency of visits but on an "outcome" based assessment. Members therefore felt that they needed to be made aware of what were acceptable cleansing levels, and considered that it would be more difficult to resource the service needs. There are output specifications which it was agreed needed to be more defined. EMS do want information on areas that members feel do not meet acceptable standards, and would prefer to be able to introduce a programmed approach rather than reacting to problems in a scattergun way.

Members also felt that the role of the Contact Centre was vital and asked if there were any issues regarding training. They were advised that there is a group looking at Contact Centre issues, but that it needed to be made clear what was being expected of the Contact Centre. Agreed operational manuals will improve the information which is available to the Contact Centres. Enterprise operates national call centres and the experience derived from them could be used to develop the process.

Members thanked Councillor John Caswell, John Farrell and Steve Elsey for their attendance at the meeting.

**AGREED-** that the Cabinet Member for Environment, Director of Environment and Culture and Head of Public Protection, NBC, and the Asset Director, EMS, be invited to attend a meeting of the Committee in six months' time so that progress on the Action Plan can be reviewed .

The meeting concluded at 7:45 pm





**NORTHAMPTON**  
BOROUGH COUNCIL

## **NORTHAMPTON BOROUGH COUNCIL**

### **OVERVIEW AND SCRUTINY COMMITTEE**

**31 January 2013**

#### **BRIEFING NOTE: Reporting and Monitoring Working Group – Council Wide Draft Budget 2013-14**

#### **1 INTRODUCTION**

- 1.1 The Overview and Scrutiny Reporting and Monitoring Working Group met on 9 January to review the draft budget details and identify proposals that it considers merit closer scrutiny.

#### **2 UPDATE**

- 2.1 All the items in the revenue and capital budget proposals were discussed by the Overview and Scrutiny Reporting and Monitoring Working Group and the group agreed to put 4 priority items forward for closer scrutiny by the full Committee and identified on further item of interest if time allows.
- 2.2 The four items chosen for closer scrutiny are:
- Savings Arising from Changes to Terms and Conditions (General Fund)
  - Savings from moving services into LGSS Conditions (General Fund)
  - Raising sponsorship to offset cost of NBC events Conditions (General Fund)
  - Dealing with Welfare Reform and the Impact on Rent Income Collection Conditions (General Fund)(HRA)
- 2.3 If time allows, it was suggested that the option 'End support to Groundworks scheme' (General Fund) might also be scrutinised more closely.
- 2.4 Cabinet Members and Officers have been asked to attend this meeting to support the scrutiny of these proposals.
- 2.4 Comments raised by Overview and Scrutiny will form part of the Cabinet considerations for agreeing the final budget proposals to Council and will be provided to Council as an appendix to the Cabinet report so that they can also be taken into account in approving a final budget.

#### **3 RECOMMENDATION**

- 3.1 That the Overview and Scrutiny Committee agree comments to be included as an appendix to the Cabinet report and for consideration by Cabinet in agreeing a final budget proposal.

#### **4. BACKGROUND PAPERS**

- 4.1 Budget Consultation (NBC internet)

**MTP Options for Detailed Scrutiny by the Overview and Scrutiny Committee**

Description	MTP Reference	MTP Option Details	Value		
			2013/14	2014/15	2015/16
Savings arising from internal services	188	Savings arising from changes to Terms and Conditions	(210,000)	(385,000)	(385,000)
	166	Savings arising from moving services into LGSS	(415,000)	(752,000)	(764,000)
	103	Raising sponsorship to offset cost of NBC Events	(5,000)	(70,000)	(100,000)
	8	Dealing with Welfare Reform and the Impact on Rent Income Collection	100,000	100,000	0
	45	End support to Ground Works Scheme	(25,000)	(25,000)	(25,000)



**NORTHAMPTON BOROUGH COUNCIL**  
**OVERVIEW AND SCRUTINY COMMITTEE**

**31<sup>st</sup> January 2013**

**BRIEFING NOTE:**

**Tenant Engagement Strategy – Consultation Feedback**

**1 INTRODUCTION**

- 1.1 The new Tenant Engagement Strategy not only enables NBC to comply with the Homes and Communities Agency regulatory framework but also ensures tenants are involved in the decision making process and the development of service improvement proposals.
- 1.2 NBC has a good track record of engaging successfully with its tenants and the new strategy builds on the previous successes in areas such as Tenant Audit and Mystery Shopping, demonstrated by the fact that a tenant was invited in late 2012 to speak at a national conference on their role as a Tenant Auditor.
- 1.3 Good Quality tenant engagement delivers benefits for both Tenants and NBC as a landlord.
- 1.4 Tenant Benefits will include,
  - Improved services
  - Increased Opportunities for Involvement
  - Stronger Voice
  - More influence
  - Increased knowledge
  - Ability to challenge current and propose future services
- 1.5 NBC Benefits will include,
  - Assurance that delivering a good quality service
  - Challenge from customers
  - New Ideas
  - Value for money
  - Improved Services
- 1.6 The Strategy enables tenants to become involved at a level that they feel comfortable at in terms of both skill set and time commitment they are able to offer.

- 1.7 A new level of engagement is proposed by the strategy, namely a Tenant Scrutiny Board and panels.
- 1.8 The scrutiny model like the other levels of engagement contained within the strategy will be inclusive and accommodate all who wish to be involved.
- 1.9 Each of the scrutiny panels will deal with a specific area of the Housing Service and also elect a chair who will serve on the Scrutiny Board.
- 1.10 The Scrutiny Board would meet the requirements to fulfil the designated tenant panel role as part of the democratic filter highlighted in the Localism Act. This panel will be using their local knowledge if requested by a tenant become involved in the resolution of issues between tenants and NBC as a landlord.

## **2 Consultation**

- 2.1 All tenants have been invited to one of 5 meetings held at various points across the Borough and additionally have received a questionnaire asking if they support the proposed scrutiny model.
- 2.2 As of the 22<sup>nd</sup> January (consultation ends on the 31<sup>st</sup> January) 180 completed questionnaires had been returned with 95%+ in support of the proposal.
- 2.3 Of the 5 meetings held, Meeting 1 at Kings Heath attended by 17, Meeting 2 at Lakeview attended by 16 and Meeting 3 at the Guildhall attended by 65 tenants (a verbal update of numbers attending meetings 4 and 5 will be given.)
- 2.4 The feedback from the meetings held to date has been positive and supportive of the proposal and a large number of attendees have expressed an interest in becoming involved at one of the levels of engagement offered by the strategy.
- 2.5 In addition to consulting tenants, the Consultation Institute (national body) have monitored our consultation method (Final report due end of January), verbal indications are that we have followed best practice and guidelines and they approve the methods employed to ensure effective consultation around the introduction of a new tenant engagement strategy.
- 2.6 The Tenant Participation and Advisory Service (TPAS) along with the Chartered Institute of Housing (CIH) operate a joint accreditation system for tenant scrutiny models. NBC have applied for pre implementation accreditation and an assessment has been undertaken with the final report due at the end of January, verbal indications are that the proposed model of scrutiny meets all of the requirements and would deliver a robust level of Co Regulation with our tenants.

### **3 CONCLUSION**

- 3.1 Implementation of the new Tenant engagement strategy will enable NBC to deliver on its promise to involve tenants in both the decision making process and involving them in service delivery now and in the future.
- 3.2 Consultation undertaken shows high levels of support from tenants and the method of consultation employed has received the approval of national bodies who are leaders in their respective fields.

Author: Tim Ansell – Housing Services manager

23<sup>rd</sup> January 2013

Appendices

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**NORTHAMPTON**  
BOROUGH COUNCIL

## CABINET REPORT

<b>Report Title</b>	<b>Cabinet Response to Customer Service Task and Finish Group</b>
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**AGENDA STATUS: PUBLIC**

<b>Cabinet Meeting Date:</b>	16 January 2013
<b>Key Decision:</b>	No
<b>Within Policy:</b>	Yes
<b>Policy Document:</b>	No
<b>Directorate:</b>	Customers and Communities
<b>Accountable Cabinet Member:</b>	Cllr Brandon Eldred
<b>Ward(s)</b>	All

### 1. Purpose

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1.1 The purpose of this report is to respond to the recommendations set out in the Overview and Scrutiny document constructed between January and May 2012, presented to cabinet 11 July 2012.

### 2. Recommendations

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2.1 That the recommendations included in the Overview and Scrutiny report for Customer Services are accepted.

2.1.2 That the Task and Finish group are formally congratulated for their commitment to continued customer excellence, the high quality and comprehensive report produced and thanked for the time and effort given to produce it.

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

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#### **3.1 Report Background**

- 3.1.1 It was highlighted in the original report that significant and innovative improvements had been made in Customer Services, but it also recognised that there was still some scope for improvements to further enhance and enrich the customer experience when approaching the Council for advice.
- 3.1.2 The Review took place between January and May 2012, and the Panel received evidence both written and spoken, from a variety of expert advisors. The Panel also visited a number of other Council facilities to obtain a fair benchmark upon which to compare standards, and to better equip them to make a fair and qualitative judgement as to the importance of a good quality customer service.

#### **3.2 Eight recommendations were included in the report**

3.2.1 The recommendations are:

- a) That funding for improved signage both outside and inside the Guildhall be made available, particularly in relation to signs for housing and registrars, with particular focus on the improvement of signage around the old building of the Guildhall
- b) That floor walkers, located in the One Stop Shop, be provided with a uniform that makes them and their role clearly identifiable to customers.
- c) That funding for additional uniforms for front line Customer Services Officers be investigated.
- d) That the uniforms provided for front line Customer Services Officers identify the corporate image of the Council.
- e) That the plasma screens in situ in the One Stop Shop be utilised to broadcast news channels which can be done at no extra cost to the Council.
- f) That those departments not currently delivered through Customer Services, such as planning, building control and licensing be brought into Customer Services for “first contact”, to apply customer service skills, to enable the channel shift strategy to be fully applied to calls/visits in relation to these departments.
- g) That Planning Services is incorporated into the One Stop shop and the Planning Reception desk is constantly manned during opening hours by a fully trained Customer Advisor
- h) That the mystery shopping exercise is repeated, including the Centres under the management of the Northampton Leisure Trust, and that in order to achieve consistency the same questions should be used and repeated on a regular basis.

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

- 3.3.1 All recommendations have been accepted by Customer Services, with most now already deployed. Services such as front-end Licensing, Planning and Building Control, will be progressed in the New Year following consultation with the relevant Service Head.

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

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### **4.1 Policy**

- 4.1.1 There are none specifically

### **4.2 Resources and Risk**

- 4.2.1 There are no financial implications at this stage, from the adoption of these recommendations.

### **4.3 Legal**

None specifically.

### **4.4 Equality**

- 4.4.1 There are no specific new equality implications in adopting these recommendations.

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

- 4.5.1 The Panel took evidence from a wide range of Stakeholders, Councillors, representatives from Northamptonshire Federation of Residents' Association; Customer Plus; Gentoo and Ford Retail; Rugby Borough Council; Northamptonshire County Council; Northampton Leisure Trust; Enterprise Management Services; The Leader of the Council, Councillor David Mackintosh; Cabinet Member, Councillor Brandon Eldred and a number of Officers representing service areas from Northampton Borough Council.

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

- 4.6.1 NBC Corporate Plan – creating empowered communities and responding to your needs.

### **4.7 Other Implications**

None

## **5. Background Papers**

O & S Scrutiny Panel H report to Cabinet 11 July 2012

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**Marion Goodman**  
**Head of Customer and Cultural Services**  
**0300 330 7000**



Appendices  
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**NORTHAMPTON**  
BOROUGH COUNCIL

## CABINET REPORT

<b>Report Title</b>	<b>Cabinet Response to Hate Crime Task and Finish Group</b>
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**AGENDA STATUS: PUBLIC**

<b>Cabinet Meeting Date:</b>	16 January 2013
<b>Key Decision:</b>	No
<b>Within Policy:</b>	Yes
<b>Policy Document:</b>	No
<b>Directorate:</b>	Customers & Communities
<b>Accountable Cabinet Member:</b>	Cllr David Mackintosh
<b>Ward(s)</b>	All

### 1. Purpose

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- 1.1 The purpose of this report is to respond to the recommendations in the Overview and Scrutiny report on Hate Crime, presented to Cabinet 9 May 2012

### 2. Recommendations

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- 2.1 That the recommendations included in the Overview and Scrutiny report for Hate Crime are accepted.
- 2.2 That the deadline date for recommendation 9 is extended to November 2013 to fit in with the Countywide Hate Incident Review Group (HIRG) best practice case study as detailed in 3.2.1.
- 2.3 That the task and finish group are formally congratulated on a high quality and comprehensive report and thanked for the time and effort given to produce it.

### 3. Issues and Choices

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#### 3.1 Report Background

- 3.1.1 At the Overview and Scrutiny Work Programming event for 2011/2012 the scrutiny of the Council's reporting mechanisms in respect of hate crime were identified as a key priority. This was therefore included within the Overview and Scrutiny Work Programme 2011/2012.
- 3.1.2 A number of meetings were held to gather evidence from a broad range of stakeholders. During this process a significant amount of evidence was heard.
- 3.1.3 10 recommendations are included in the report. They are broadly focussed on how the Council further incorporates the hate crime process into its day to day working and how it works with partners to provide a joined up approach and response.
- 3.1.4 The recommendations are:
1. That details of intervention be incorporated into the case management of the hate crime process.
  2. That Cabinet instructs Officers to publish an Annual Report of Hate Crime Reporting. The Annual Report should include:
    - Overview of reported hate crime over the 12 month period
    - Information and statistics around the incidents of hate crime.
    - Map of hot spots of incidents of hate crime
  3. That the Council's Awareness Training on the reporting of Hate Crime be an integral part of the Councillor Induction Programme and refresher training be programmed into Councillor Development Programme on an annual basis.
  4. That the Council's Awareness Training on the reporting of Hate Crime be an integral part of the Staff Induction Programme. Cabinet instructs that annual refresher training is held for all relevant front line staff.
  5. That Northampton Borough Council appoints a Councillor as a Hate Crime Reporting Champion.
  6. That the Leader of the Council, together with the Councillor Hate Crime Reporting Champion, approaches Partners regarding the most effective way of ensuring hate crime reporting across Agencies.
  7. That the Councillor Champion contacts the Keep Safe Group regarding potential opportunities where the Key Safe Group could work with the Council and the Overview and Scrutiny Committee.
  8. That to increase awareness in communities of hate crime/incidents and how to report, alternative methods of publicising reporting of hate crime mechanisms be introduced, such as, being included at events held at public locations,

information provided to various community groups and organisations, details in the local media.

9. That in May 2013 a case study be prepared on the process and effectiveness of the changes that have been made to Hate Crime reporting.
10. That the Overview and Scrutiny Committee, as part of its monitoring regime, reviews the progress and impact of this report after six months.

### **3.2 Issues**

- 3.2.1 The multi-agency Countywide Hate Incident Review Group (HIRG) will be undertaking an informed best practice case study during 2013, which will inform recommendation 9 of the report. It will therefore not be possible to meet the deadline of May 2013. Therefore it is proposed that this is extended to November 2013.

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

- 3.3.1 The Hate Crime 'Single Point of Contact' will lead on the implementation of the recommendations. As detailed in 3.2.1 and extension to the deadline of recommendation 9 is required. Should any of the recommendations not be adopted a full explanation of the reasons will be provided.

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

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### **4.1 Policy**

- 4.1.1 None at this stage

### **4.2 Resources and Risk**

- 4.2.1 There are no financial implications at this stage. However recommendations from the task and finish group will need to be reviewed in light of financial constraints and changes in in structure since the review took place

### **4.3 Legal**

- 4.3.1 None specifically

### **4.4 Equality**

- 4.4.1 No issues identified. Anybody can be a victim of hate crime. An Equalities Impact Statement has been carried out on the NBC Hate Crime Policy.

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

- 4.5.1 A wide range of stakeholders including members Overview and Scrutiny, the portfolio holder for Community Safety, Cllr David Mackintosh; Head of Public Protection, Steve Elsey; Northants Police; Stop Hate; Northamptonshire

Rights and Equalities Council; Mencap; Victim Support, Pearls of Peace; NBC Youth Forum; NBC Disabled Peoples Forum; NBC Environmental Services; NBC Housing; Northampton Diverse Communities and Equalities Forum.

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

- 4.6.1 NBC Corporate Plan – Invest in Safer, Cleaner Neighbourhoods; Celebrating our Heritage and Culture; Creating Empowered Communities; Promoting Health & Wellbeing.
- 4.6.2 Northampton Community Safety Plan - Tackle crimes that are motivated by hate and intolerance

#### **4.7 Other Implications**

- 4.7.1 None

### **5. Background Papers**

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- 5.1 Report of the Overview and Scrutiny Committee March 2012

**Debbie Ferguson,  
Community Safety Partnership Manager,  
0300 330 7000**

## EXECUTIVE SUMMARY

The purpose of the Task and Finish Group was to support the development of policy in relation to: -

- the provision of premises for community use, and
- the role of Northampton Borough Council in such provision
- monitoring any budget proposals in relation to community centres

The Council embarked upon a Review of the Management of its Community Centres and it was agreed that Overview and Scrutiny could assist this piece of policy development work by undertaking research and providing assistance and recommendations to support the Review. The Review commenced in August 2009 as an Appreciative Inquiry and converted to a Task and Finish Group in December 2009 with available resources, to conduct this in-depth piece of work.

A Councillor Task and Finish Group was established comprising Councillor Portia Wilson (Chair); Councillors Tony Clarke, Keith Davies, David Palethorpe and Tess Scott.

The Task and Finish Group agreed that the following needed to be investigated and linked to the realisation of the Council's corporate priorities:

- List of all premises currently available (or potentially available) for community use, including Northampton Borough Council's Community Centres, Community Rooms, School Facilities, premises owned and/or run by community organisations and faith groups.
- For the above, location, ownership, patterns of use, charging regime, accessibility, condition and similar
- Costs and income for Community Centres
- Current Northampton Borough Council's Policy, whether explicit or implicit
- Examples of good practice adopted elsewhere

## CONCLUSIONS AND KEY FINDINGS

A significant amount of evidence was heard, details of which are contained in the report. After gathering evidence the Task and Finish Group established that: -

- 5.1 After all of the evidence was collated the following conclusions were drawn:
  - 5.1.1 The Task and Finish Group realises that there needs to be accessibility to community facilities for all Groups.
  - 5.1.2 Community Centres need to look like a Community Centre first and foremost and hirers should return it to that state when their session concludes.
  - 5.1.3 The Task and Finish Group highlights the need for a stated percentage of the

usage of Community Centres and the number of Groups hiring the Centre to be documented. It would be advantageous for a monitoring system to be introduced. Other performance related monitoring could be tailored on a case-by-case basis.

- 5.1.4 The Task and Finish Group emphasises that 'one size does not fit all' and that each Community Centre needs to be looked at differently. When looking at any proposal for Community Centres, there is a need for clear Equal Opportunity Policies to ensure it is open to all. The Community Centre needs to be clearly signposted and look like a Community Centre. The responsibility and ownership of the building, together with booking details, should be clearly displayed on the outside of the Community Centre.
- 5.1.5 The Task and Finish Group has no objections to a specific Group, for example a Faith Group, taking on the management of a Community Centre but access has to be open to all and it has to be clearly labelled a Community Centre and not the Faith Group's Centre.
- 5.1.6 If there is a dominant use of a Community Centre, it can change the perception to the rest of the Community of what the Centre is. Some Centres are known as 'the nursery' or 'play group'. The same could happen if a specific Group managed a Community Centre.
- 5.1.7 The Task and Finish Group acknowledges the need for a clear Policy detailing specific categories for commercial and subsidised hire charges. Categories should comprise local Third Sector Groups, Third Sector Groups and Commercial Groups.
- 5.1.8 The Task and Finish Group noted that one particular Community Centre is unique in the way that it pays for its own Coordinator.
- 5.1.9 The current fees and charges for Northampton Borough Council managed Community Centres do not appear to be competitive. It is further realised, however, that there are occasions when the Council needs to subsidise some Groups, such as those known to be of low income.
- 5.1.10 The Task and Finish Group felt that all commercial businesses should pay commercial rates for the hire of Community Centres.
- 5.1.11 The Task and Finish Group highlights that there is a huge difference in hire rates between Community Centres.
- 5.1.12 The Task and Finish Group notes that the majority of Pre-School groups are being charged the community group rate for the hire of Community Centres and conveys its concerns about this charging regime. It has particular concerns, as often Pre-School groups appear to use Community Centres for their exclusion.
- 5.1.13 The Task and Finish Group has particular concerns regarding the minimal usage at one Community Centre. Due to the fact that a pre-school uses this Community Centre during school hours it cannot be used after 3pm because the Pre School leaves its kit in the Room. The Task and Finish Group felt that this Community Centre is a vital link with the community and it would be advantageous to ascertain whether the room is available for bookings after 3pm. It is further

acknowledged that Community Centre is set out as a school.

- 5.1.14 On its tour of the Community Centres, the Task and Finish Group was provided with examples that some bookings had been turned away. The Community often sees the Community Centre Coordinator as the contact for bookings but the Task and Finish Group realises that it is not within their' job description to take bookings. The need for the clear display of contact and booking arrangements was noted.
- 5.1.15 The Task and Finish Group recognises the need for Centre Coordinators to have ownership of a Community Centre or a clusters of Community Centres.
- 5.1.16 It is noted that arrangements for providing cover for some Community Centre Co-Ordinators is not consistent. The Task and Finish Group felt that weekends in particular are income-generating and that there is a need for cover to be provided. Community Centres should be available for seven days a week usage.
- 5.1.17 It was queried why some public bodies were using venues such as Sixfields and Franklins Gardens for their meetings but not utilising Community Centres. Community Centres are not marketed and there is a strong need for this. Often the image of Community Centres is 'run down' not the ideal place to hold a meeting. The Task and Finish Group appreciates that there are no available resources to market Community Centres. There may be potential for considering the role of Centre Managers.
- 5.1.18 It is realised that it is not just about acquiring bookings but also about how the Community Centre plays a role in the community, for example how the Community Centre supports the community. The Task and Finish Group concludes that at present, the Council 's role in the management of Community Centres appears to be as a caretaker only.
- 5.1.19 There is a need to explore the arrangements that the Council has with Management Committees to ascertain whether they require amendment and updating. It is apparent that many of the Legal Agreements are often decades old, most of which have expired.
- 5.1.20 On the tour of the Community Centres the Task and Finish Group was pleased to note that in the main the standard was high but it is felt that there is a lack of a maintenance schedule, such as. painting of window frames. A number of the Community Centres were built a number of years ago and the Task and Finish Group felt that if there were more modern buildings, they would be easier to let and cheaper to run.
- 5.1.21 The Task and Finish Group acknowledges the Council has recently approved a Corporate Asset Management Strategy, which recognises the benefits, which can accrue from Community Asset Transfers and is addressing the need for a policy to document its approach to such transfers. It emphasises the need for the Council to give support to organisations and Groups, such as help with business planning. Awaiting confirmation about this Review
- 5.1.22 It emphasises the need for the Council to give support to organisations and Groups, such as help with business planning.

- 5.1.23 From the evidence provided, the Task and Finish Group notes the comments that there is a need for more youth groups and youth activities. It is highlighted that Northampton Borough Council has nine community centres, only three of which host youth provision.
- 5.1.24 The Task and Finish Group agrees that the Equality Impact Assessment for Community Centres is very comprehensive and the majority of areas are covered. There is a need to ensure that all buildings that the Council has direct or indirect input into have a clear Equality Standards Policy.

## RECOMMENDATIONS

The above overall findings have formed the basis for the following recommendations. The Task and Finish Group therefore recommends to Cabinet that: -

- 6.1.1 All leases for self managed Community Centres are reviewed to ensure that they meet consistent standards; based on a common core document. Leases be on a term of at least 25 years.
- 6.1.2 In assessing the business cases, Management Committees must be able to demonstrate they are maintaining a local focus and provide evidence to support it can manage a number of Community Centres fitting the set criteria.
- 6.1.3 Northampton Borough Council provides information, such as building surveys, details of running costs to Self Managed Community Centres to aid business planning.
- 6.1.4 Management Committees are charged with ensuring that Community Centres are kept in a good state of repair. Northampton Borough Council provides an allocated sum of money to the Management Committees for general maintenance and repair of the Community Centres. Northampton Borough Council remains the budget holder for major repairs.
- 6.1.5 Suitable Community Groups are given the opportunity to submit an application for the management of a Community Centre(s). Existing Management Committees are given first opportunity to submit proposals for community centre(s) that they currently manage.
- 6.1.6 Where appropriate, Community Groups taking on the management role of the Community Centres, the Council or other partners provide a grant towards running costs, with the proviso that the Groups work in partnership with the Council to achieve community outcomes.
- 6.1.7 Northampton Borough Council works with Community Groups that take on the management of a Community Centre regarding the employment of a Centre Coordinator and/or Centre Manager.



- 6.1.8 The Council works with Management Committees to ensure that the Community Centres meet the needs of the Community.
- 6.1.9 A Policy, containing particular components such as an Equality Impact Assessment, Health and Safety issues, Terms of Access, booking and contact details to be clearly visible from the outside of the building, details of the condition in which the Community Centre should be left when the hirer has concluded its session, be introduced and issued to all Community Centres. The Policy is renewed on an annual basis.
- 6.1.10 Monitoring of the management of Community Centres is introduced, using management tools.
- 6.1.11 Cabinet considers, within appropriate resources, a method of promoting and marketing Community Centres.
- 6.1.12 The Task and Finish Group supports the development of a Community Asset Transfer Policy.
- 6.1.13 Centre Coordinators are responsible for a particular Community Centre/clusters of Community Centres to encourage ownership.
- 6.1.14 Community Centres are available for hire seven days a week.
- 6.1.15 A review of the fees and charges for Northampton Borough Council managed Community Centres is undertaken.
- 6.1.16 New builds for Community Centres achieve the same standard, or better, of the design of the floor space, accessibility and layout of Parklands and Pastures Community Centres.

Appendices



**NORTHAMPTON**  
BOROUGH COUNCIL

Item No.

8

## CABINET REPORT

<b>Report Title</b>	<b>Commissioning from the Voluntary and Community Sector</b>
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**AGENDA STATUS: PUBLIC**

<b>Cabinet Meeting Date:</b>	27 July 2011
<b>Key Decision:</b>	NO
<b>Listed on Forward Plan:</b>	YES
<b>Within Policy:</b>	YES
<b>Policy Document:</b>	NO
<b>Directorate:</b>	Chief Executive
<b>Accountable Cabinet Member:</b>	Cllr Michael Hill
<b>Ward(s)</b>	all

### 1. Purpose

- 1.1 This report proposes a response to the recommendations made by the Overview and Scrutiny Committee concerning commissioning from the voluntary and community sector.

### 2. Recommendations

Cabinet is recommended to:

- 2.1 Agree recommendation 1 but with the task of developing a draft commissioning framework such that it is refocused on promoting the use of grants as well as commissioning, and with an emphasis on developing a relationship through dialogue with local Voluntary and Community Sector (VCS) providers to shape services such that they meet both the Council's and VCS organisations' objectives;.
- 2.2 Agree recommendation 2 of the Overview and Scrutiny report, to manage the process of change to new or revised arrangements but to involve both grants

and commissioning, acknowledging that this may need to be introduced in stages;

- 2.3 Agree recommendation 7 of the Overview and Scrutiny report, that in order to identify outcomes to be commissioned in a particular service area, the Council and the VCS should work together where appropriate to assess needs;
- 2.4 Agree recommendations 3 to 6, 8 and 9 of the Overview and Scrutiny report.

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

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#### **3.1 Report Background**

- 3.1.1 Cabinet received a report from the Overview and Scrutiny Committee on 25 May 2011, which contained the conclusions of that Committee's 'Panel E' regarding commissioning services or outcomes from organisations in the voluntary and community sector. Cabinet asked for a report back on the implications of Overview and Scrutiny's recommendations.
- 3.1.2 The Overview and Scrutiny work was undertaken following Cabinet's decision on 5 August 2009 to  
"introduce a commissioning system to procure benefits for the community through the Third Sector<sup>1</sup>, as outlined in the report..."

#### **3.2 Issues – Commissioning Framework**

- 3.2.1 The first recommendation of the Overview and Scrutiny report is that  
*"The consultation draft of a Commissioning Framework for the Voluntary and Community Sector be developed by a Partnership Working Group made up of representatives of the Council, CEFAP<sup>2</sup>, and the Voluntary and Community Sector (VCS)"*

The draft Framework is the heart of the report, and is attached to this report for reference. It is presented as a consultation draft, to be discussed widely in the community along with its equality impact assessment. Cabinet is not being asked at this stage to approve the Framework, but rather to agree to the draft being developed through consultation with a view to a further report whether it is happy to use this document as a starting point.

- 3.2.2 A key concern is that a Framework of this type could be, or appear to be, excessively bureaucratic. It may be seen as excessive when the sums of money involved are relatively small. If so, this might lead to smaller or more local organisations losing out on opportunities. It could also involve the Council in expensive and time-consuming processes which are not justified by the sums of money involved.
- 3.2.3 It does appear that the draft Framework could present an intimidating appearance to less 'professionalised' organisations. Although the use of grants rather than contracts is covered in sections 1.3 and 4.1, the balance is

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<sup>1</sup> The term 'Third Sector' is no longer used. This report uses the term 'Voluntary and Community Sector' (VCS) with the same meaning.

<sup>2</sup> CEFAP – The Community Enabling Fund Advisory Panel, a councillor and VCS representative advisory group on grants.

weighted towards formal contracts. Refocusing the framework to promote the use of grants, and with an emphasis on developing a relationship with local VCS providers to shape services such that they meet both the Council's and the VCS organisation's objectives, might create a better balance.

- 3.2.4 In conclusion, it is suggested that the proposed working group be appointed, and directed to develop the framework to place greater emphasis on grants, following dialogue with appropriate VCS organisations.

### **3.3 Issues – Other Recommendations**

- 3.3.1 The second recommendation is that

*“Cabinet manages the process of change from grants to commissioning, acknowledging that transitional arrangements may be required”*

This recommendation is intended to guard against a sudden change which causes unforeseen damage to the Council's interests, the health of the voluntary and community sector, or the public. It recognises that 'traditional' grants will be phased out in most cases, but not necessarily in one single act.

The recommendation assumes that commissioning will replace grants. This is not likely to be the case, both because commissioning includes the award of grants, and because it is suggested that grants will continue to form a significant proportion of the Council's financial relationship with VCS organisations. However, it is appropriate to recognise that any change in these relationships will need to be introduced carefully and with effective engagement.

- 3.3.2 The third recommendation is that

*“it is ensured that technical and professional advice and support is available to Voluntary and Community organisations to enable them to take a full part in the commissioning process. Advice could be provided through the Local Infrastructure Organisation or other organisations supported by Northampton Borough Council”*

Since it is in the Council's interest that the new arrangements work well, it is appropriate that the Council supports organisations as far as it can within the resources available. The Council already provides financial support to the Local Infrastructure Organisation, whose role is to support community and voluntary organisations in their development. In the course of particular commissioning exercises the implication is that the Council's service managers will work with the Sector to help them to understand the Council's requirements. So long as there is recognition that there is unlikely to be additional funding available for this support, this recommendation should be uncontroversial.

- 3.3.3 The fourth recommendation is that

*“the Scrutiny Panel believes that a Small Grants Fund is essential and therefore reminds Cabinet of its decision of 5<sup>th</sup> August 2009 to introduce a Small Grants Fund”*

Recommendation 4 refers to a previous Cabinet decision, not yet implemented because of budgetary pressures, to “introduce a small grants fund, drawn from the existing grants budget, to be administered on this Council’s behalf by the Northamptonshire Community Foundation”. It is proposed that Cabinet accept CEFAP’s recommendation that the additional £50,000 approved during budget setting should be used for this purpose, and the appropriate processes are being developed. The recommendation does not actually ask for any change.

3.3.4 The fifth recommendation is that

*“the Council works with Northamptonshire County Council and other Local Authorities and Health Commissioning bodies to align processes for applications for funding and/or contracts”*

This recommendation repeats an often raised plea that funders work together more closely. ‘Aligning’ processes would need to be defined; timing and priorities may be different but many procedures could be standardised.

3.3.5 The sixth recommendation is that

*“Cabinet agrees the requirement to include within the Corporate Service Planning process an obligation to consider opportunities to commission services from the VCS”*

This recommendation is meant to ensure that opportunities are considered as an integral part of business planning. The Framework therefore needs to be suitable for managers to use as they prepare service plans. These already include a section on alternative delivery models, to which the Framework could be linked. ‘Commissioning’ here needs to be understood in the widest sense, to include the award of grants.

3.3.6 The seventh recommendation is that

*“in order to identify outcomes to be commissioned, where appropriate, the Council, together with the VCS undertakes an Assessment of Needs”*

Recommendation 7 could be ambiguous. An essential element of true commissioning is the process of identifying need. This does not have to mean that an overall assessment of all the Borough’s needs should be undertaken, an almost impossible task. Rather, discussions should take place on a service-by-service basis between appropriate officers and relevant VCS organisations, to establish a shared understanding of what needs to be achieved.

3.3.7 The eighth recommendation is that

*“expertise, knowledge and skills in commissioning be included within the skills base requirement for the Authority”*

This recommendation recognises that new skills will be needed within the Council (and the Voluntary and Community Sector), and that our People Plans should reflect the need to acquire and develop those skills. The same skills will apply to commercial commissioning such as traditional outsourcing. As such, having the appropriate skills will be important to this Council.

3.3.8 The ninth and final recommendation is that

*“Cabinet reaffirms this Council’s commitment to the Northamptonshire Compact”*

Recommendation 9 gives Cabinet the opportunity to reaffirm commitment to the Sector, which is a worthwhile exercise in building and sustaining the relationship – many Councils are accused of ignoring the commitments they have historically made in local Compacts with the Sector.

### **3.4 Choices (Options)**

- 3.4.1 The most significant options are around the first recommendation. They are to
- 3.4.2 Accept the overview and scrutiny recommendation in full. Not recommended. Although the Framework is only a consultation draft, approving it in the current form for consultation would give the appearance of wishing to introduce a more onerous process and replace grants with formal contracts. Although this is not strictly what the Framework says, it risks creating unnecessary concern within the voluntary and community sector.
- 3.4.3 Set up the working group as recommended, with the task of developing the framework as suggested in paragraphs 3.2.3 and 3.2.4 above before consulting on it. Recommended. This would help to ensure that the final result is as effective as it can be, and that more respondents from a wider variety of organisations feel confident in contributing to the consultation.
- 3.4.4 Reject the overview and scrutiny recommendation. Not recommended. The arguments for improving and clarifying the relationship between the Council and those VCS organisations that it funds, as made in the 2009 Cabinet report, is still strong. A good framework will cover both the areas within the existing Partnership Fund and any major procurement exercises where the VCS is likely to be a potential provider.
- 3.4.5 Among the other recommendations the options are to accept, modify or reject what overview and scrutiny have proposed. Most are common sense and uncontroversial, and so the recommended option is to accept them.
- 3.4.6 The second recommendation could usefully be amended to remove the suggestion that grants are to be phased out. A form of words would be *“Cabinet manages the process of change to new or revised arrangements, acknowledging that this may need to be introduced in stages”*.
- 3.4.7 The seventh recommendation could usefully be reworded to make clear that collaborative assessment of need should be done for individual services or outcomes. Suggested wording is *“in order to identify outcomes to be commissioned in a particular service area, the Council and the VCS should work together where appropriate to assess needs”*.

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

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### **4.1 Policy**

- 4.1.1 When adopted, the Commissioning Framework will be a significant policy document. At this stage the draft is due for consultation – the adoption of the final version of the Framework may be done by Cabinet in the Autumn.

## **4.2 Resources and Risk**

- 4.2.1 Adopting a commissioning approach should not of itself require additional net financial resources. What is likely is that knowledge and skills in commissioning will need to grow within service departments. Recommendation 8 of the O&S report recognises this. Embracing the opportunities presented by working with the VCS may result in more budget being spent in that area, but this would not be net growth but a different way of achieving outcomes.
- 4.2.2 The commissioning process is likely to give rise to a number of risks, similar to those involved in any form of partnership or outsourcing operation. The need to ensure best value and to exercise appropriate control over contracts will be highlighted. A risk of the introduction of the Framework itself is the raising of expectations within the VCS that there will be more opportunities available than the Council can in practice deliver. The recent track record of open dialogue between the Council and the VCS should help to mitigate this risk.

## **4.3 Legal**

- 4.3.1 Legal and procurement advice was taken, in the form of written and oral evidence, by the O&S Panel. The Borough Solicitor has been consulted specifically on the draft Framework, and has not identified any issues which require amendment before consultation begins and will be consulted again as the process develops.

## **4.4 Equality**

- 4.4.1 Commissioning and any change in the balance between grants and contracts could have a significant impact on different groups. The Equality Impact Assessment (EIA) for the Framework will therefore be of great importance, and must be taken into account in agreeing both the fundamentals and the final shape of the document. An EIA has been drafted, and discussed and approved by the O&S Panel. The Panel recognised that this EIA itself needed to be consulted on, and this will therefore be a major part of the consultation exercise.

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

- 4.5.1 The O&S report is based on wide-ranging consultation with representatives of the VCS, including large and small organisations and those representing the interests of minority communities. Many of these gave evidence in person to the Panel, which also had three representatives from the Sector as co-optees and a further co-optee from Northamptonshire County Council.
- 4.5.2 Further details are contained in the O&S report.

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

- 4.6.1 The relevant 'headline' from the Corporate Plan is under 'Your Council – Being a responsive Council' where there is a commitment to 'work effectively with communities, partners and the voluntary and community sectors to provide

services'. This is the essence of what the proposed Framework sets out to do. However there is potential for the VCS, through this Framework, to contribute to many of the Council's service outcomes.

## **5. Background Papers**

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5.1 The O&S report can be found on the Internet at –

<http://www.northamptonboroughcouncil.com/councillors/mgConvert2PDF.aspx?ID=16793>

The draft Framework is Appendix D to that document. Minutes of Scrutiny Panel E can also be found on [www.northampton.gov.uk](http://www.northampton.gov.uk).

**Thomas Hall, Head of Policy and Community Engagement, ext 7593**



**Key**

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

## Corporate Performance - All Measures Report

The report details the full list of performance measures monitoring the Council's Corporate Plan by corporate priority and is published quarterly.

The measures contained within this report are monitored on a monthly, quarterly, half yearly or four monthly basis.

Performance is reported against the latest report period and then by overall performance year to date (YTD). Overall YTD performance is monitored against the current profiled target and helps us to keep track of the progress towards meeting the annual target.




Performance comparison against the same time last year is highlighted where comparative data is available.

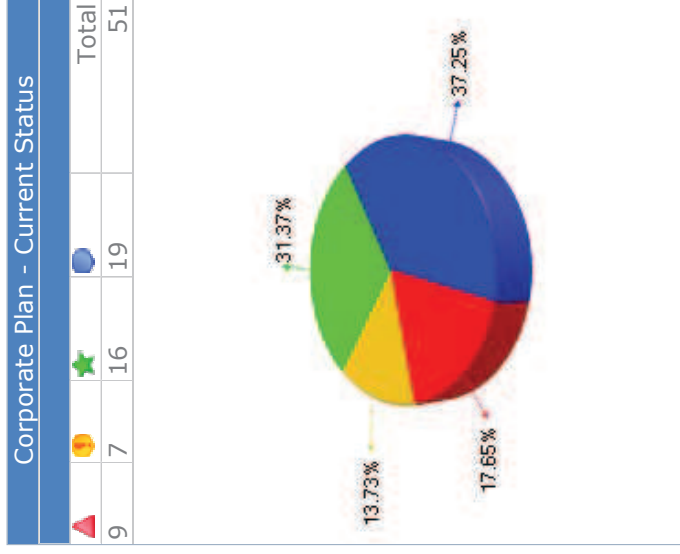


# NBC Corporate Plan

The table below has been included for informational purposes, and shows the current year to date performance of each element of the Corporate Plan. The Alerts are generated from the PIs which each Service Area aligned to the 8 priorities during the service planning process.

The score shown against the Corporate Plan corresponds to the performance tracker definition. (<65% = Red, 65% to 85% Green, >85% Blue)

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





## Your Town

Polarity	Measure ID & Name	Sep 12	Oct 12	Period	Nov 12	Period	Dec 12	Period	Overall perf. to date	YTD	Current Profiled Target	Outturn Target	Perf. vs. same time last year	YTD value same time last year
Bigger is Better	T: AST13 Appropriate disposals agreed at Corporate Asset Board progressed effectively	112.50	112.50	★	112.50	★	112.50	★	112.50	★	100.00	-	↑	112.50
One of the already approved land sales was completed in December. Terms were agreed in month for two significant disposals already approved in principle by Cabinet (Booth Rise and Albion Place). A further disposal report has been scheduled for Cabinet in January 2013.														
Bigger is Better	AST05a External rental income demanded against budgeted income (M)	97.51 %	97.69 %	🟡	97.72 %	🟡	97.73 %	🟡	97.73 %	🟡	100.00 %	100.00 %	↓	113.10 %
We are currently below the rental target due to vacant properties. These properties are currently being marketed for rent and should any completions take place over the coming weeks, the percentage will improve.														
31 Smaller is Better	AST05b % commercial rent demanded within the last 12 months (more than 2 months in arrears) (M)	3.75 %	3.43 %	★	3.84 %	★	4.14 %	★	4.14 %	★	5.00 %	5.00 %	↓	18.55 %
Any invoices older than 28 October 2012 are classed as being in rent arrears.														
The percentage of arrears has grown due to ongoing rental problems with several properties. All issues have been referred to a higher level in an attempt to resolve as sensitive issues surrounding the arrears prevent us from taking the necessary actions.														
Bigger is Better	AST12 % achieved where return on (sub group) investment properties meets agreed target rate (M)	91.25 %	91.25 %	🟡	91.25 %	🟡	91.25 %	🟡	91.25 %	🟡	86.00 %	86.00 %	↓	95.00 %
The percentage of properties meeting the agreed target return for December 2012 is 91.3%.														
The 86% target has been exceeded for the 9th month since April 2012 through active management of the investment portfolio and the completion of sales of assets approved for disposal by cabinet or by the cabinet member responsible for Regeneration, Enterprise and Planning.														
Please note that the difficult economic conditions in 2012/13 affect the occupation of NBC's investment property. This situation is likely to result in a higher turnover of tenants in some locations and a fall in the numbers of property meeting the agreed target return. Under performing assets are reviewed and may be considered for re-investment or disposal, additional disposals are identified and property reviews are on-going through 2012/13.														
Smaller is Better	BV012_12r Ave. no. of days/shifts lost to sickness for rolling 12 month period (M)	11.93	12.07	▲	11.74	▲	11.55	▲	11.55	▲	10.00	10.00	↓	11.64
The BV012 Rolling Performance Indicator for the 12 month period from 1 November 2011 to 31 December 2012 is 11.55 FTE days against a target of 10 FTE days.														
The year to date cumulative BV012 Days Lost per FTE year to date result is within tolerance (amber) at 8.13 FTE days.														

Polarity	Measure ID & Name	Sep 12	Period	Oct 12	Period	Nov 12	Period	Dec 12	Period	Overall perf. to date	YTD	Current Profiled Target	Outturn Target	Perf. vs. same time last year	YTD value same time last year
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This indicates that the final months of 2011/12 are having a negative influence on the rolling BV12 result for 2012/13.

Smaller is Better	ESC01 No. of missed Bins/Boxes as a % of those collected (M)	0.03 %	▲	0.02 %	▲	0.01 %	■	0.01 %	■	0.03 %	▲	0.02 %	0.02 %	■	0.07 %
The definition of a missed bin is now agreed as per that which is within the contract documents. The December figure reflects performance against this definition. The number of reported missed collections rose by 108% with only those above considered as justified.															

Bigger is Better	ESC02 % missed bins corrected within 24hrs of notification (M)	100.00 %	★	100.00 %	★	97.50 %	●	82.96 %	▲	80.76 %	▲	100.00 %	100.00 %	?	?
17% of missed bins were collected outside of the SLA.															

Bigger is Better	ESC04 % household waste recycled and composted (NI192) (M)	41.49 %	▲	44.30 %	▲	38.70 %	▲	31.96 %	▲	45.52 %	▲	47.00 %	47.00 %	■	43.24 %
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Recycling and Composting figures fell 758 tonnes from November to December. December traditionally produced lower residual waste, aligned to the public behaviour leading up to the festive period. For which the impact upon recycling is observed within January. Green waste reduced November to December by 515 tonnes, derived from seasonality and the suspension of the green waste service for two weeks.

Bigger is Better	ESC09 % of Fly Tipping incidents removed within 2 working days of notification (SO2) (M)	100.00 %	★	100.00 %	★	100.00 %	★	100.00 %	★	100.00 %	★	100.00 %	100.00 %	■	98.78 %
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Smaller is Better	HI 01 Average time taken to re-let local authority homes (days) (M)	17.59	■	13.89	■	15.57	■	13.14	■	15.38	■	20.00	20.00	■	22.13
Weekly monitoring of "Work in Progress" voids to maintain target dates, and scrutiny of all new voids to identify potential delays in receiving keys, enables performance levels to be maintained.															

Bigger is Better	HI 12 Rent collected as a proportion of rent owed on HRA dwellings % exc.arrears brought forward (M)	96.75 %	■	100.75 %	■	95.90 %	▲	117.11 %	■	99.66 %	●	100.26 %	100.10 %	▲	99.69 %
During the month of December £2,986,880 was due in rent with £3,497,986 being paid. This represents a collection rate of 117%. This is a very good result for the month even given the two rent free weeks during December and reflects the work undertaken as part of the Christmas payment campaign. Further targeted initiatives will continue through to the year end to maximise rent collection.															

Smaller is Better	HI 13 Rent arrears as a percentage of the annual debit (M)	3.45 %	●	3.40 %	●	3.61 %	▲	2.90 %	●	2.90 %	●	2.70 %	2.65 %	▲	2.96 %
Total current tenants rent arrears at the end of December were £1,392,103. The total projected rent debit for the year is £47,974,496 therefore arrears as a percentage of the debit are 2.90%. This figure represents a significant improvement on last month and is improved when compared to the end December last year where the figure was 2.96%.															

Bigger is Better	NI157: Percentage of all planning applications	100.00 %	■	92.94 %	■	97.92 %	■	88.73 %	■	95.58 %	■	74.00 %	74.00 %	■	Page 4 of 13
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Polarity	Measure ID & Name	Sep 12	Period	Oct 12	Period	Nov 12	Period	Dec 12	Period	Overall perf. to date	YTD	Current Profiled Target	Outturn Target	Perf. vs. same time last year	YTD value same time last year
Better	determined within 13 weeks (M)														
In December 2012 we determined a total of 71 planning applications, 63 of which were within 8 weeks of receipt.															
Bigger is Better	NI157a LM Percentage of 'large scale' major planning apps determined within 13 weeks (M)	100.00 %		100.00 %		?	50.00 %		81.82 %		60.00 %	60.00 %	60.00 %		0.00 %
December - Only two applications in this category were determined during December, one of which was within the required timeframe. The application that was determined outside the 13 week period was for a large scale development (650 houses, local centre, primary school etc) proposed at Pineham that required lengthy negotiation and viability appraisal as well as a complex S106 legal agreement. It should be noted that both 'majors' categories are prone to significant fluctuation given the low volumes of applications.															
Quarter 3 - Only three applications in this category were determined during the quarter, two of which were within the required timeframe. Overall performance for the year to the end of December remains well above target.															
Bigger is Better	NI157a SM Percentage of 'small scale' major planning apps determined within 13 weeks (M)	100.00 %		88.89 %		0.00 %	66.67 %		77.78 %		60.00 %	60.00 %	60.00 %		60.00 %
December - Only three applications were determined during December in this category, two of which were determined within the required timeframe. The one that went over this timeframe (residential development at Millway) took longer to determine due to the complex negotiations, particularly concerning the delivery of affordable housing.															
Quarter 3 - Thirteen applications were determined during the quarter in this category of which ten were determined within the required timeframe. Overall performance for the year to end of November, however, remains well above target at 76% (28/37). It should be noted that both 'majors' categories are prone to significant fluctuation given the comparatively low volumes of applications.															
Bigger is Better	NI157b Percentage of 'minor' planning apps determined within 8 weeks (M)	88.24 %		68.42 %		90.00 %	78.95 %		86.24 %		86.00 %	86.00 %	86.00 %		87.82 %
December - Performance in this category is below target, but remained well above the national target. Of the 19 applications determined, 3 went over the required 8 week timeframe due principally to resolving problems with the development that might otherwise have caused the applications to be refused. The additional time and effort taken allowed all 4 to be approved.															
Quarter 3 - The quarter's performance in this category is below target, but remained well above the national target. Of the 58 applications determined, 46 went over the required 8 week timeframe due principally to resolving problems with the development that might otherwise have caused the applications to be refused. The overall performance for the year to the end of December remains above target at 88.3%.															
Bigger is Better	NI157c Percentage of 'other' planning apps determined within 8 weeks (M)	93.42 %		96.43 %		97.30 %	95.74 %		92.60 %		90.00 %	90.00 %	90.00 %		89.45 %
December - Performance for December was well above target.															
Quarter 3 - Performance for the quarter was also well above target.															
Smaller is Better	PP06 % change in serious acquisitive crime from the baseline (M)	5.85 %		6.85 %		7.45 %	11.24 %		11.24 %		-3.75 %	-5.00 %	-5.00 %		3.00 %
Serious acquisitive crime (SAC) has increased by 11.2% YTD, this is in line with a countywide trend. The increase is still due to increased vehicle crime (+14.9%), albeit domestic burglary is now also increasing (+10.8%). The central and south west sectors of Northampton have had increases, whereas the east sector has actually had a reduction in SAC offences. The partnership are focusing on an area which has been identified as having long term/short term issues with SAC, disrupting known offenders in partnership with housing and police, and conducting victim focussed work, securing homes and raising awareness of risk. A further target hardening scheme is due to commence in January. Furthermore, a partnership action plan is ongoing in a hotspot area to address serious problems relating to drug misuse, prostitution and vulnerable young people, addressing the underlying causes of SAC.															

Polarity	Measure ID & Name	Sep 12	Period	Oct 12	Period	Nov 12	Period	Dec 12	Period	Overall perf. to date	YTD	Current Profiled Target	Outturn Target	Perf. vs. same time last year	YTD value same time last year
Smaller is Better	PP09 Overall crime figure for the period (M) Overall crime has decreased by 1.4% against the baseline so far this year. Overall crime has reduced in all four sectors of Northampton, excluding the Central sector. The reduction is primarily due to strong performance in reducing violent crime, albeit this reduction would be greater yet high levels of SAC in the past two months have marred overall crime reduction. The partnership are progressing activity based upon the 2012/13 action plan addressing key issues around crime and disorder in Northampton. The partnership strategic assessment has been completed and priorities for the coming year have been agreed by the board, action planning will take place in the coming months, having regard for the PCC's police and crime plan.	1,633.00	▲	1,747.00	▲	1,728.00	★	1,732.00	▲	15,300.00	★	15,585.00	20,518.00	?	15,585.00
Smaller is Better	PP14 % change in Violence Offences (M) A 6.9% reduction has been made against the 2011/12 baseline figure. This exceeds the annual target of 3.5%. A number of targeted police operations under Op Challenge have been underway since April 2012 (e.g. disrupting key offenders, pro-actively dispersing drunks from the town centre in the early evening, and engagement with schools). Diversionary sports activities, funded by the CSP and led by Northampton Leisure Trust, have now begun in parks/ open-spaces which have particular risks with violent crime. Festive period operations in the town centre are now underway to tackle alcohol-related violence, and a further 3 projects aimed at reducing harm associated with domestic abuse are underway, including a perpetrator focussed programme led by Northampton Womens Aid and Free to Talk.	-4.57 %	●	-5.59 %	●	-6.01 %	●	-6.94 %	●	-6.94 %	●	-2.63 %	-3.50 %	⚡	
Smaller is Better	RB07 Total % of debt outstanding, not in recovery and overdue (M) Performance continues to exceed target, both for December, and the year to date.	4.68 %	●	3.91 %	●	3.30 %	●	3.47 %	●	3.47 %	●	8.40 %	8.00 %	★	4.60 %

Your Town - (non monthly measures)

Polarity	Measure ID & Name	3 reporting Periods Ago	Period	2 Reporting Periods Ago	Period	Previous Reporting Period	Period	Latest Reporting Period	Period	Overall perf. to Date	YTD	Current Profiled Target	Annual Target	Perf. vs. same time last year	YTD value same time last year
Smaller is Better	ESC05 % of Land and Highways assessed falling below an acceptable level - Litter (NI195a) (4M)	3.67 %		5.33 %		2.83 %		2.17 %		2.50 %		4.00 %	4.00 %		3.83 %
this months performance represents an achievement of 2.17%.															
Smaller is Better	ESC06 % of Land and Highways assessed falling below acceptable level - Detritus (NI195b) (4M)	3.83 %		8.00 %		6.00 %		4.67 %		5.33 %		6.00 %	6.00 %		5.67 %
4.6% achieved. This is not reflecting public perception of the service and at this point it would be expected that a better result is achieved following extensive leaf fall															
Smaller is Better	ESC07 % of Land and Highways assessed falling below acceptable level - Graffiti (NI195c) (4M)	2.00 %		2.33 %		1.33 %		1.17 %		1.25 %		0.33 %	0.33 %		2.25 %
1.17% which is failure of the overall KPI - this KPI is under review															
Smaller is Better	ESC08 % of Land and Highways assessed falling below acceptable level - Flyposting (NI195d) (4M)	1.00 %		0.50 %		0.33 %		0.17 %		0.25 %		0.33 %	0.33 %		0.67 %
No comment provided by Service Area															
Smaller is Better	ESC10 Level of quality against an agreed standard - Open Spaces & Parks - Litter (%) (Q)	2.38 %		0.00 %		1.67 %		0.00 %		0.54 %		4.00 %	4.00 %		0.98 %
No comment provided by service area.															
Smaller is Better	ESC11 Level of quality against an agreed standard - Open Spaces & Parks - Detritus (%) (Q)	5.95 %		3.23 %		5.00 %		3.23 %		3.80 %		6.00 %	6.00 %		3.92 %
Reflects achievement of 3% against target 5%															
Smaller is Better	ESC12 Level of quality against an agreed std - Open Spaces & Parks - Graffiti & Fly Posting (%) (Q)	5.95 %		0.00 %		0.00 %		3.23 %		1.09 %		3.33 %	3.33 %		6.37 %
Measure of 0% reported graffiti is under review and awaits consideration at the partnership board															
ESC15 No. of															



Your Town - (non monthly measures)

Measure ID & Name	3 reporting Periods Ago	2 Reporting Periods Ago	Period	Previous Reporting Period	Period	Latest Reporting Period	Period	Overall perf. to Date	YTD	Current Profiled Target	Annual Target	Perf. vs. same time last year	YTD value same time last year
<p>Bigger is Better</p> <p>Green Flag awards (A)</p> <p>This is a new annual measure introduced in April 2012.</p> <p>We are aiming to achieve 2 awards by March 2013.</p>	»	»	»	»	»	0	»	0	★	0	0	»	2
<p>Smaller is Better</p> <p>NI154 Net additional homes provided (A)</p> <p>The economic recession has resulted in the pace of development across the Borough slowing significantly. The number of houses built has improved on last year's total, but is still one of the worst within Northampton since its designation as a New Town. New starts on Greenfield sites requiring significant infrastructure have been non-existent. Sites that had started development previously have been finished off, with only a couple of significant new ones replacing them. There is the capacity available on sites with planning permission to deliver a lot more housing than has been delivered, however the housing industry has decided to not take up the capacity that exists. Assumptions last year about the ability of the market to pick up from what appeared to be an all time low were misplaced. The housing market has not significantly improved on last year. Nationally Government through the Homes and Communities Agency has allocated a lot of money towards ensuring that some houses are built. However, mortgage finance particularly for first time buyers remains scarce or unattractive terms. In the short term there year and the next two years. There has been some increase in the private new build sales market. However, mortgage finance particularly for first time buyers remains scarce or unattractive terms. In the short term there is nothing that the Council can do to increase the cumulative figure, due to the long lead in times for development. The housing land supply and valid permissions are considered sufficient to meet the target net dwellings. It is unclear how the austerity measures and availability of finance will develop over the next year or so. The estimates for delivery next year are based on assumptions about the market being slightly more positive. Although this is consistent with national predictions, this optimism may well be misplaced as the potential threat of a double dip recession does not appear to have diminished. Estimated targets for delivery of houses for the next few years have been dramatically reduced. LAA targets are substantially below those required to meet Regional Spatial Strategy delivery targets.</p>	»	»	»	323.00	»	423.00	»	423.00	●	867.00	641.00	▲	323.00
<p>Bigger is Better</p> <p>NI159 Supply of ready to develop housing sites (A)</p> <p>It would appear that there has been a small decline in the supply of housing land assessed against CLG advice for demonstrating a 5 year supply of deliverable sites. Deliverability is assessed against three criteria: is it available? is it suitable? and is it achievable? In considering the latter local authorities must demonstrate that there is a reasonable prospect that housing will be delivered on the site within 5 years. Although there are plenty of suitable sites available, the current stagnation in the housing is limiting the number of new homes being built when set against the ambitious housing targets for housing delivery in the Regional Spatial Strategy. This is based on housing delivery, which at 423 net additional dwellings built, against a target of 1775 and recent levels of delivery (up to 1824 dwellings in 07/08) falls far below the regional target. At current build rates the amount of suitable housing land identified is well in excess of demand. At the highest rate of build, there is approximately capacity for ten year's supply. Although Government has taken some action to stimulate the housing market, current built rates fall well below the regional target, despite there the housing land supply being available. The Localism Act will remove the regional plan targets. A new target for West Northamptonshire will have to be set through the development plan process. This will be done through the West Northamptonshire Joint Core Strategy scheduled for adoption in Autumn 2013. The targets for delivery will be reduced significantly, although still challenging to meet given the current low level of activity in the housing market and the need to provide some substantial pieces of infrastructure to open up sites for development.</p>	»	»	»	47.06	▲	46.45	▲	46.45	▲	100.00	100.00	▲	47.06
<p>Smaller is Better</p> <p>NI170 Previously developed land that has been vacant or derelict for more than 5 years (A)</p> <p>Performance is better than the target set - this has largely been down to the development of some older industrial land. It is assumed that due to the recession that the pace of development on previously developed land will slow down for at least the next couple of years. Taking this into account, some sites that have been vacant for less than five years may remain undeveloped in this period and therefore fall into the category of having been vacant or derelict for more than 5 years. In particular this will affect former school sites vacated by NCC which have planning consent for housing and the former Princess Marina hospital. This might be off set by some of those that have been vacant for more than 5 years being developed in part. However, it is expected overall that there will be an increase in the amount of land / buildings vacant for more than 5 years. The Council will be seeking to work with West Northamptonshire Development Corporation and the Homes and Communities Agency to channel more public investment into derelict and vacant land to assist in regenerating areas of decline, particularly near to the town centre in the Enterprise Zone and also ensuring that delivery to meet housing needs occurs.</p>	»	»	»	0.52 %	●	0.49 %	●	0.49 %	●	0.78 %	1.00 %	▲	0.52 %
<p>Bigger is Better</p> <p>PP07 % change in anti social behaviour victimisation (A)</p> <p>This is an annual measure, all results shown relate to March 2012.</p> <p>Police recorded ASB incidents have dropped by 16.6% in 2011/12. This is an improvement on the previous year, which saw a 8.5% reduction.</p> <p>The partnership have retained ASB as a priority for 2012/13 due to the volume of incidents, concerns from the public and the impact of repeat incidents on victims/ witnesses. A number of funding bids have been put forward to deliver further reductions in ASB, including costs for civil ASBO court cases and funding for diversionary activities for young people in hotspot locations. The partnership will also continue focussed work on alcohol related anti-social behaviour, particularly around street drinking and vagrancy issues and town centre night time economy issues in conjunction with tackling violence.</p>	»	»	»	»	»	8.50 %	●	8.50 %	●	5.00 %	10.00 %	»	»





# You



## You

Polarity	Measure ID & Name	Sep 12	Period	Oct 12	Period	Nov 12	Period	Dec 12	Period	Overall perf. to date	YTD	Current Profiled Target	Outturn Target	Perf. vs. same time last year	YTD value same time last year
Bigger is Better	BV008 Percentage of invoices for commercial goods & serv. paid within 30 days (M)	98.93 %	★	99.25 %	★	99.70 %	★	99.66 %	★	99.39 %	★	98.50 %	98.50 %	🔴	97.56 %
30 days - this area is above target no action required															
10 days - this area has deteriorated on last month this is usual in December due to the large number of bank holidays. However the decrease is lower this year than previous years.															
Bigger is Better	CS05 Percentage satisfied with the overall service provided by the Customer Service Officer (M)	95.77 %	🔵	93.02 %	★	88.12 %	🟡	93.81 %	★	94.08 %	★	90.00 %	90.00 %	🟢	91.74 %
Overall 94 % of customers were satisfied with the service received during the month of December. There were only 2 comments left by customers that were dissatisfied. One was that we didnt provide an adequate answer to a wasted recycling email enquiry and the other was due to a claim being suspended after the customer was advised by customer services that it wouldnt be															
Bigger is Better	CS13 Percentage of ALL calls into the Contact Centre answered (M)	92.83 %	★	80.35 %	🔴	84.21 %	🔴	91.47 %	🟡	87.25 %	🟡	89.78 %	89.67 %	🟢	88.18 %
Overall performance increased in December over November by 7.3% to a final figure of 91.5%, 0.5% short of Decembers target of 92%. General Enqs & Env Services as a group increased performance by 10.7% in December over November. By individual service only Tenancy Mgmt (88.2%) and Council Tax (85.6%) failed to hit target, however, both services improved over November by 9.3% and 5.9% respectively. Rent Income was the best performing service recording 96.6% calls answered despite having a slight increase of 5 calls over the daily average. The best improving services were Regulatory Services (up 17.4% to 95.2%) and Streetscene (up 15.5% to 93%). Streetscenes improvement was inspite of a daily average increase of 38 calls. Volumes in December decreased by 7328 calls over November in line with the seasonal slowdown. However, as December had fewer working days the daily average decrease was 58 calls. Most services recorded drops in the daily average call rate with the exception of a slight increase in Benefit (1 call per day), Rent Income (5 calls per day) and Streetscene (39 calls per day). Wait times in December improved over November by 01min and 05 seconds. Streetscene call increases and overall service performance was affected by the Xmas collection leafletting issue that resulted in 590 calls being received on Streetscene alone on 31 December. Novembers daily average for Streetscene was 97 calls per day.															
Bigger is Better	CS14 One-Stop shop: Percentage of all cust. waiting less than 15 mins (excl. licensing) (M)	84.20 %	🟡	87.57 %	🟡	89.76 %	🟡	90.71 %	★	87.76 %	🟡	90.00 %	90.00 %	🟢	82.60 %
Continued success in amalgamating the drop-in service with the appointments service has improved the waiting times. Reduced footfall over the holiday period has enabled us to manage staff alignment more successfully.															
Smaller	HI 07 Number of households living in B&B	43	🔵	41	🔵	19	🔵	19	🔵	19	🔵	50	50	🟢	Page 10 of 13

Polarity	Measure ID & Name	Sep 12	Period	Oct 12	Period	Nov 12	Period	Dec 12	Period	Overall perf. to date	YTD	Current Profiled Target	Outturn Target	Perf. vs. same time last year	YTD value same time last year
is Better	accommodation (M)														
	The number of applicants in bed and breakfast type accommodation remained the same as last month, however we had an increase in the numbers of applicants in Council Stock. This rose from 18 last month to 21 this month.														
	The number of applicants requiring temporary accommodation is likely to increase in the coming months due to the impact of welfare reform														
Bigger is Better	HI 09 Homeless households for whom casework advice resolved their situation (M)	107	▲	141	▲	117	▲	156	●	1,102	▲	1,500	2,000	▲	1,600
	There has been an increase in the number of successful homelessness prevention cases this month. The team have been negotiating with family, friends and landlords in order to keep people in their current homes.														
Bigger is Better	LT01 Total Visits to Leisure Centres (M)	71,424	●	73,687	●	67,596	●	54,569	●	659,190	★	644,342	875,190	▲	644,644
	A good December performance on swimming and gym visits means we are back on target														
Bigger is Better	LT02 Total No. of people enrolled in swimming program (M)	2,349	●	2,349	●	2,349	●	2,452	●	2,452	●	2,130	2,165	●	1,948
	Enrolments on Swimming Lessons continue to grow at all sites - increased marketing of the Junior DD offer.														
Smaller is Better	RB01 Time taken to process Housing Benefit/CTB new claims and change events - days (M)	11.1	●	12.6	▲	12.7	▲	12.1	▲	11.3	★	11.6	10.9	▲	10.2
	We have implemented a plan that has significantly reduced work volumes although the age of the work is yet to come down. The ICT solution to the ATLAS problems [significantly increased workload owing to automatic notifications] has been purchased but with the new Council Tax Reduction Scheme and end of year procedures may delay implementation														

You - (non monthly measures)

Polarity	Measure ID & Name	3 reporting Periods Ago	2 Reporting Periods Ago	Period	Previous Reporting Period	Latest Reporting Period	Period	Overall perf. to Date	YTD Target	Current Profiled Target	Annual Target	Perf. vs. same time last year	YTD value same time last year
Smaller is Better	CEX01 Total number of Local Government Ombudsman First Enquiries (cases completed) (Q)	15	8	11	12	12	12	12	15	20	20		10
This is for information only, performance and commentary are held against CEX02.													
Smaller is Better	CEX02 Av no. of days taken to deal with LG Ombudsman First Enquiries (cases completed) (Q)	20.67	20.25	20.36	21.17	21.17	21.17	21.17	28.00	28.00	28.00		21.10
Performance so far this year is very strong with each case taking on average 21.17 days vs target of 28 days.													
Smaller is Better	HI 10 Total number of people sleeping rough on the streets (A)	»	4	15	5	5	5	5	5	5	5		15
The rough sleepers count was completed on 22nd November and the figure submitted to Homeless Link was 5.													
This is an improved figure on last years count and this is because of the alternative options presented to the clients by the outreach team.													
40 Additionally NBC has entered into a partnership to work together on a No Second Night Out Project. This scheme aims to assist those new to rough sleeping and to re-connect people who have arrived in Northampton from another area. Two previously entrenched rough sleepers are now using the facilities provided by this project.													
Smaller is Better	HI 33 Percentage of non-decent council homes (NI 158)(A)	»	»	50.70 %	48.90 %	48.90 %	48.90 %	48.90 %	46.00 %	41.00 %	41.00 %		50.70 %
Bigger is Better	HI 36 Number of affordable homes delivered (NI 155)(Q)	87	36	46	78	160	160	160	110	150	150		14
The target has been substantially exceeded in this quarter due to a number of units coming through ahead of projected schedule. The years target of affordable housing has now been reached with further delivery anticipated for the final period.													
Smaller is Better	HR32 Stonewall Equality Index rating (A)	»	»	»	210	210	210	210	200	200	200		
This is the first time the authority has taken part in the Stonewall Workplace Equality Index 2012 and has been ranked 210 out of 363.													
A follow-up meeting has taken place between NBC and Stonewall to establish what actions we need to take to improve the experience of our lesbian, gay and bi-sexual staff. These actions are being incorporated into our Equality Action Plan to improve our ranking in coming years.													





**NORTHAMPTON BOROUGH COUNCIL  
OVERVIEW AND SCRUTINY COMMITTEE**

**31<sup>st</sup> January 2013**

**BRIEFING NOTE:**

**SCRUTINY PANEL 1 – SERIOUS ACQUISITIVE CRIME, VIOLENT, CRIME  
AND COMMUNITY SAFETY**

**1 INTRODUCTION**

- 1.1 Since the last meeting of the Overview and Scrutiny Committee, Scrutiny Panel 1 has held two further evidence gathering meeting.

**2 UPDATE**

- 2.1 At the meeting held on 26<sup>th</sup> November 2012, the Panel received responses to its core questions from:

Northants Police  
Northants Probation Service  
Northampton Pakistani Welfare Trust  
Sunflower Centre

- 2.2 The Panel also received a briefing note detailing the findings from its site visit to Spencer and Kings Heath that took place on 8<sup>th</sup> October.

- 2.3 At the meeting held on 10<sup>th</sup> January 2013 the Panel received evidence from:

Northampton Youth Forum  
Public Health  
Victim Support  
Neighbourhood Wardens, Northampton Borough Council

- 2.4 Various background statistics were provided to the Panel.

- 2.5 The next evidence gathering meeting is scheduled for 4<sup>th</sup> February 2013.

**3 RECOMMENDATION**

- 3.1 That the progress report from the Chair of Scrutiny Panel 1 be noted.



## **NORTHAMPTON BOROUGH COUNCIL**

### **OVERVIEW AND SCRUTINY COMMITTEE**

**31<sup>st</sup> January 2013**

#### **BRIEFING NOTE:**

#### **SCRUTINY PANEL 2 – RETAIL EXPERIENCE**

### **1 INTRODUCTION**

- 1.1 Since the last meeting of the Overview and Scrutiny Committee, a further evidence gathering meeting of Scrutiny Panel 2 (Retail Experience) has taken place.

### **2 UPDATE**

- 2.1 At the meeting held on 5<sup>th</sup> December 2012, the Panel received information from key expert advisors.
- 2.2 A report from the Panel members on their site visits to Peterborough, Market Harborough, Southall, Greater London and Milton Keynes where they assessed the offer, profile, image and catchment in order to fully understand the differences and the attraction of the town in comparison to Northampton was provided. A briefing note précisising the findings of desktop research into the retail experience of Stoke and Walsall was received.
- 2.3 A further evidence gathering meeting of the Panel is scheduled for 14<sup>th</sup> February 2012.

### **3 RECOMMENDATION**

- 3.1 That the progress report from the Chair of Scrutiny Panel 2 be noted.

Author:

Tracy Tiff, Overview and Scrutiny Officer, on behalf of Councillor Matt Lynch, Chair,  
Scrutiny Panel 2 – Retail Experience



**NORTHAMPTON BOROUGH COUNCIL**  
**OVERVIEW AND SCRUTINY COMMITTEE**

**31st January 2013**

**BRIEFING NOTE:**

**SCRUTINY PANEL 3 – INFRASTRUCTURE REQUIREMENTS AND SECTION 106 AGREEMENTS**

**1 INTRODUCTION**

- 1.1 Since the last meeting of the Overview and Scrutiny Committee, there have been three evidence gathering meetings of the Panel.

**2 UPDATE**

- 2.1 At the meeting held on 8<sup>th</sup> November 2012 and the Panel received responses to its core questions from:

- Joint Planning Unit
- Highways Authority
- Highways Agency

- 2.2 Background data was presented to the meeting to inform the evidence base.

- 2.3 The meeting held on 10<sup>th</sup> December 2012 received evidence from expert advisers:

- Education Services, Northamptonshire County Council
- Northamptonshire and Milton Keynes PCT
- Construction Futures

- 2.4 Background data was also received.

- 2.5 Evidence gathering continued at the meeting of the Panel on 17<sup>th</sup> January 2013 and responses to the Panel's core questions were received from:

- Cabinet Member for Housing, Northampton Borough Council (NBC)
- Environment Agency
- Home and Communities Agency
- Various Utility Organisations
- Northants Police



2.6 A further evidence gathering meeting is scheduled for 7 March 2013.

2.7 It is anticipated that the Chair of Scrutiny Panel 3 will now present the final report to the Overview and Scrutiny Committee at its meeting in April 2013.

### **3 RECOMMENDATION**

3.1 That the progress report from the Chair of Scrutiny Panel 3 be noted.

Author: Tracy Tiff, Overview and Scrutiny Officer, on behalf of Councillor Phil Larratt, Chair, Scrutiny Panel 3 – Section 106 Agreements and Infrastructure Requirements

18<sup>th</sup> January 2013

**Northampton Borough Council  
Overview and Scrutiny**



**Overview and Scrutiny Committee**

**31<sup>st</sup> January 2013**

**Briefing Note: Northamptonshire County Council's Health  
and Social Care Scrutiny Committee**

**1 Background**

- 1.1 Councillor Danielle Stone is Northampton Borough Council's representative to Northamptonshire County Council's (NCC) Health and Social Care Scrutiny Committee.
- 1.2 A meeting of NCC's Health and Social Care Scrutiny Committee was held on 28th November 2012.
- 1.3 As reported to previous meetings, the Health and Social Care Scrutiny Committee is responsible for scrutinising and reviewing issues and services relating to:
  - health care;
  - adult social care; and
  - adult and community learning.

**2 Update**

- 2.1 Details of the main issues discussed at the meeting held on 28<sup>th</sup> November 2012 are detailed below:
- 2.2 The agenda comprised the following items:

**Children's Services Improvement Programme and delivery of  
services in the following areas:**

- a) Safeguarding children
- b) Fostering and Adoption
- c) Support for unaccompanied asylum-seeking children

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- 2.3 This item was very detailed and comprehensively covered the programmes of work put into place to improve services. Some of this has been done through the co-location of key services in order to facilitate communications and prevent children falling through the gaps

### **MASH (Multi-Agency Safeguarding Hub)**

- 2.4 Mash workers access information held on a child by all the different agencies and make decisions based on a multi - agency assessment.

### **JCPT (Joint Child Protection Agency Team)**

- 2.5 The Joint Child Protection Agency Team, set up as a 3 month project to test the effectiveness of the co-location of police and social workers with a paediatric rota health consultation weekly drop in for consultation on complex cases. As a result of the pilot a larger more permanent team has been established based at the new Criminal Justice Centre.

- 2.6 The good news was that the numbers of children looked after is falling and has currently gone from 830 to 770

- 2.7 The County has a strategy in place to provide alternatives to residential homes for young people of 14 and over.

- 2.8 Fostering and Adoption has recently had a “Good” Inspection. Waiting times for adoption have got shorter with the process becoming more intense and shorter between application, approval, placement, but just as rigorous.

### **Kettering General Hospital NHS Foundation Trust Recovery Programme**

- 2.9 The Committee considered an overview of the action being taken by the Trust in response to the finding by Monitor, Lorene Read, Chief Executive

- 2.10 This paper highlighted the cause of concern was the budget and poor performance of its A & E.

- 2.11 Measures have been put into place to understand why A & E were not meeting its performance targets and changes to practice have been implemented, such as referral back to primary care, introduction of the GP commissioner led weekly review. The Trust has taken a number of mitigating factors to strengthen its financial position including delaying its capital programme, reviewing credit terms, and reduction in expenditure.

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- 2.12 In addition to this meeting panel members have also been involved in workshops looking at changes to mental health provision with more of an emphasis on prevention and early intervention.
- 2.13 The panel has also visited Kettering and Northampton General Hospitals to receive a briefing on Winter Pressures.
- 2.14 Part of the pressures are due to bed blocking. There are 150 beds out of 650 in Northampton blocked for a variety of reasons. One of them is a lack of suitable accommodation for the old and vulnerable to be transferred in to another is the time it takes for adaptations to be made to their existing property.

### **3 Centre for Public Scrutiny – Action Learning Set – Care Quality Commission**

- 3.1 Councillor Stone and Tracy Tiff, Scrutiny Officer, are, along with four other district councils, members of an action learning set (ALS) facilitated by the Centre for Public Scrutiny and the Care Quality Commission (CQC). The purpose of the ALS is to investigate methods how district councils can be involved/raise awareness of the work of the CQC.
- 3.2 It is suggested that an update on this work be provided to a future meeting of this Committee.

### **4 Conclusions**

- 4.1 That the update is noted.
- 4.2 That regular updates of the work of Northamptonshire County Council's Health and Social Care Scrutiny Committee be provided by Councillor Danielle Stone to this Committee.
- 4.3 The next meeting of Northamptonshire County Council's Health and Social Care Scrutiny Committee is scheduled for 27th February 2013 – commencing at 10:00am.
- 4.4 That the Committee receives an update on the work of the National Action Learning Set that Councillor Stone and the Scrutiny Officer, Northampton Borough Council, are involved in.

Brief Author: Tracy Tiff, Overview and Scrutiny Officer, on behalf of Councillor Danielle Stone

13<sup>th</sup> December 2012



## Northampton Borough Council

(Section 5 & 9 of The Local Authorities – (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012)

Decision Maker: Cabinet

<b>Directorate:</b>	Resources
<b>Report of:</b>	Director of Resources
<b>Public or Private</b>	PUBLIC
<b>Expected Date of Decision:</b>	20 February 2013
<b>Title of Expected Decision</b>	Corporate Plan
<b>Record of the expected decision to be made:</b>	That Cabinet recommended the adoption of the Corporate Plan to Full Council

<b>Directorate:</b>	Resources
<b>Report of:</b>	Director of Resources
<b>Public or Private</b>	PUBLIC
<b>Expected Date of Decision:</b>	20 February 2013
<b>Title of Expected Decision</b>	Treasury Management Strategy 2013-2016
<b>Record of the expected decision to be made:</b>	To recommend the Treasury Management Strategy to Council.

Where indicated a decision or part of a decision may be made in Private – details regarding this can be found by [clicking here](#). Anyone wishing to make representations that this matter should be discussed in public, should do so by not later than 12 Calendar Days prior to the meeting, using the details below:  
 The Monitoring Officer c/o The Guildhall, St Giles Square, Northampton, NN1 1DE or  
 email: [democraticservices@northampton.gov.uk](mailto:democraticservices@northampton.gov.uk)

<b>Directorate:</b>	Resources
<b>Report of:</b>	Director of Resources
<b>Public or Private</b>	PUBLIC
<b>Expected Date of Decision:</b>	20 February 2013
<b>Title of Expected Decision</b>	Capital Programme 2013 -2016
<b>Record of the expected decision to be made:</b>	To recommend the Capital Programme to Council.

<b>Directorate:</b>	Resources
<b>Report of:</b>	Director of Resources
<b>Public or Private</b>	PUBLIC
<b>Expected Date of Decision:</b>	20 February 2013
<b>Title of Expected Decision</b>	General Fund Revenue Budget Setting 2013 - 2016
<b>Record of the expected decision to be made:</b>	To recommend the General Fund Budget setting 2013-2016 to Council.

<b>Directorate:</b>	Resources
<b>Report of:</b>	Director of Resources
<b>Public or Private</b>	PUBLIC
<b>Expected Date of Decision:</b>	20 February 2013
<b>Title of Expected Decision</b>	HRA Budget and Rent Setting
<b>Record of the expected decision to be made:</b>	To recommend the HRA Budget and Rent Setting to Council.

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<b>Directorate:</b>	Resources
<b>Report of:</b>	Director of Resources
<b>Public or Private</b>	PUBLIC
<b>Expected Date of Decision:</b>	20 February 2013
<b>Title of Expected Decision</b>	Prudential Indicators for Capital Finance 2013 - 2016
<b>Record of the expected decision to be made:</b>	To recommend the prudential indicators to full Council.

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