



**NORTHAMPTON**  
**BOROUGH COUNCIL**

# **CABINET AGENDA**

**Wednesday, 15 November 2017**

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

6:00 pm

**Members of the Cabinet:**

**Councillor:** Jonathan Nunn (Leader of the Council)

**Councillor:** Phil Larratt (Deputy Leader)

**Councillors:** Mike Hallam, Tim Hadland, Stephen Hibbert, Brandon Eldred and Anna King.

**Interim Chief Executive** Simon Bovey

**Executive**

If you have any enquiries about this agenda please contact  
[democraticservices@northampton.gov.uk](mailto:democraticservices@northampton.gov.uk) or 01604 837722

## PORTFOLIOS OF CABINET MEMBERS

CABINET MEMBER	TITLE
Councillor J Nunn	Leader
Councillor P Larratt	Deputy Leader
Councillor M Hallam	Environment
Councillor B Eldred	Finance
Councillor T Hadland	Regeneration, Enterprise and Planning
Councillor S Hibbert	Housing and Wellbeing
Councillor A King	Community Engagement and Safety

### SPEAKING AT CABINET MEETINGS

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

Registration can be by:

Telephone: (01604) 837722  
(Fax 01604 838729)

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

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

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

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

### KEY DECISIONS

 denotes the issue is a 'Key' decision:

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

**NORTHAMPTON BOROUGH COUNCIL**

**CABINET**

Your attendance is requested at a meeting to be held:  
in The Jeffrey Room, St. Giles Square, Northampton, NN1 1DE.  
on Wednesday, 15 November 2017  
at 6:00 pm.

**S Bovey**  
**Interim Chief Executive**

**AGENDA**

**1. APOLOGIES**

**2. MINUTES**

(Copy herewith)

**3. INTENTION TO HOLD PART OF THE MEETING IN PRIVATE**

**4. DEPUTATIONS/PUBLIC ADDRESSES**

**5. DECLARATIONS OF INTEREST**

**6. ISSUES ARISING FROM OVERVIEW AND SCRUTINY COMMITTEES**

None

**7. THE NORTHAMPTON ARMED FORCES COMMUNITY COVENANT ANNUAL PROGRESS REPORT**

(Copy herewith)

**8. ENVIRONMENTAL SERVICES RE-PROVISION CONTRACT - CAPITAL ASSET FINANCING**

(Copy herewith)

**9. PERFORMANCE REPORT - QUARTER 2**

(Copy herewith)

**10. FINANCE MONITORING - PERIOD 6- 2017/18**

(Copy herewith)

**11. EXCLUSION OF PUBLIC AND PRESS**

THE CHAIR TO MOVE:

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



## NORTHAMPTON BOROUGH COUNCIL

### CABINET

Wednesday, 18 October 2017

**PRESENT:** Councillor Nunn (Chair); Councillor Larratt (Deputy Chair); Councillors Eldred, Hallam, Hibbert and King

#### 1. APOLOGIES

Apologies were received from Councillor Hadland.

#### 2. MINUTES

The minutes of the meeting held on the 13<sup>th</sup> September 2017 were agreed and signed by the Leader.

#### 3. INTENTION TO HOLD PART OF THE MEETING IN PRIVATE

There were no items to be heard in private.

#### 4. DEPUTATIONS/PUBLIC ADDRESSES

There were none.

#### 5. DECLARATIONS OF INTEREST

There were none

#### 6. ISSUES ARISING FROM OVERVIEW AND SCRUTINY COMMITTEES

##### 6.A RECOMMENDATIONS OF THE OVERVIEW AND SCRUTINY COMMITTEE - INTERIM REPORT OF THE OVERVIEW AND SCRUTINY RE-PROVISION OF THE ENVIRONMENTAL SERVICES CONTRACT WORKING GROUP

Councillor Stone addressed Cabinet and noted that she had welcomed the Call-in despite the recommendations not being upheld. She reported that she did not consider the proposed cost of the new contract as achieving value for money and noted that numerous other local authorities who had outsourced services only for them to be brought back in house. She commented that she considered this to be the preferable as it would offer value for money and that lessons needed to be learned from difficulties experienced with the current contract. She questioned if a contract devised now would still be relevant in 5 or 10 years' time and whether there were the skills to monitor and manage the contract.

In response to questions asked, Councillor Stone commented that she had not raised her concerns to the relevant Scrutiny Committee as she did not agree with the principle of the Committee but noted that she had raised her objections through other channels.

The Leader commented that Members should be mindful of the fact that the paper submitted was an interim report and a more detailed report would be considered by Cabinet. He further commented that lesson had been learnt from previous mistakes made and that any new contract would be monitored and well managed. He reported that the contract needed to be fit for purpose and the importance of contract management was recognised.

Councillor Hallam, as the relevant Cabinet Member submitted a report and elaborated thereon. He made the distinction between the length of the contract and the life of the vehicles that would be used, which he reported would be 10 years. He explained that the

current contract was inflexible but any future contracts would be more flexible and adaptable to the Councils requirements.

**RESOLVED:**

That the report be noted.

**7. CABINET RESPONSE TO THE RECOMMENDATIONS FROM THE OVERVIEW AND SCRUTINY REVIEW OF HOMELESSNESS (PRE-DECISION SCRUTINY)**

Councillor Hibbert, as the relevant Cabinet Member, submitted a report and noted that the report sought Cabinets approval of the recommendations included in the Panel's report on homelessness. He explained that the Rough Sleepers Strategy was already addressing some of the issues that had been recommended by the Panel.

**RESOLVED:**

1. That the recommendations included in the Overview & Scrutiny Panel's report on Homelessness be accepted
2. That the task and finish group be congratulated on a high quality and comprehensive report and thanked the group for the time and effort given to produce it

**8. EFFICIENCY AND MEDIUM TERM FINANCIAL STRATEGY**

Councillor Stone addressed Cabinet and expressed her concerns with regards to the increase in the budget gap. She commented that the current financial climate resulted in increased unpredictability which included the effects of Brexit and the finances of the County Council. She raised concerns about the increased cost of Council Tax when the services provided had decreased, particularly with regards to litter clearance. She further reported that there was a lack of an investment strategy which was a cause for concern as was the potential cost of a new environmental services contract.

Councillors Hibbert and Hallam concurred that community-lead litter picking was beneficial to local residents as it increased community spirit and gave residents a sense of community pride.

Councillor Larratt further explained that the environmental services contractors were not obliged to maintain land that did not belong to the Council and litter picking by residents was an asset and benefited the whole of the Town.

The Leader stated that every authority faced unpredictability with regards to Brexit but noted that there was a need to address issues that were current and known. He confirmed that work had been undertaken with regards to an investment strategy.

Councillor Eldred, as the relevant Cabinet Member, submitted a report and explained that the administration would seek to maximise the delivery of services and levels of performance in order to ensure that resources would be targeted to meet its objectives and priorities. He commented that the Council would set a balanced budget and noted that work was being undertaken to address the 3.3 million shortfall. It was reported that a consultation on the Council Tax Reduction Scheme has been launched and welcomed all Councillors and members of the public to feed into it. He further reported that since the administration had been in place a substantial amount of money had been put into reserves.

## **RESOLVED:**

- 2.1 That the draft Efficiency and Medium Term Financial Strategy as attached at Appendix 1 of the report be approved.
- 2.2 That the key principles as set out at paragraph 3.2.4 of the report be adopted
- 2.3 That the process and milestones to achieve a balanced budget for 2018/19, as set out in Appendix 2 of the report be noted.

## **9. CORPORATE PERFORMANCE - ALL MEASURES REPORT APRIL-JUNE 2017**

Councillor Birch addressed Cabinet and questioned whether increased numbers of days lost to sickness was related to the increased hours and explained that the correlations between morale and productivity. She expressed her disappointment at the lack of new businesses attracted to the Enterprise Zone. She asked for assurances that the remaining length of the Environmental Services contract would be honoured and a decent service provided to residents.

Councillor Nunn commented that staff conditions and morale was extremely important and work was being carried out to establish the increase into the number of days lost to sickness.

Councillor Larratt, as the relevant Cabinet Member, submitted a report and noted that the majority of indicators was improving but noted that there was an increase in the number of red ones that had been identified and compared to last year. He commented that there were currently 6 members of staff off sick with stress and noted that there was not particular area where the figure was particularly prominent. In response to comments made by Councillor Birch, it was noted that ongoing work was being carried out with Local Enterprise Partnerships (LEP) to promote new business opportunities in the Enterprise Zone and noted the progress towards the St James Mill link road and the potential relocation of Northampton Partnership Homes (NPH) to the Zone.

The Interim Chief Executive echoed the Leaders comments with regards to the welfare of staff and noted the drive to improve the performance of the Council.

## **RESOLVED:**

1. That the contents of the performance report (Appendix 1) be noted
2. That it be approved for the performance report be presented to Audit Committee.

## **10. FINANCE MONITORING TO 31 AUGUST 2017**

Councillor Eldred, as the relevant Cabinet Member, submitted a report and elaborated thereon and noted that report provided an update on volatile areas of the Council's budget and information on updated forecasts for all revenue and capital budgets.

## **RESOLVED:**

1. That the contents of the report be reviewed.
2. That the principle of the Council submitting a bid to be a pilot for 100% Business Rates retention in partnership with other Northamptonshire local authorities be agreed.

3. That authority be delegated to the Chief Executive, in consultation with the Chief Finance Officer and the Leader of the Council, to finalise such a bid, subject to satisfactory completion of financial modelling, assessment of the potential financial benefits and risks, and suitable governance procedures being in place.
4. That it be noted that under the Management Agreement with Northampton Partnership Homes (NPH) a restricted virement had been authorised which moves £150k from the Capital investment managed budget to the Operational Management fee pot.
5. That the creation of an HRA Capital Budget of £500k for Repurchase of Right-to-buy properties and/or spot purchases be agreed and to be funded from 141 receipts and additional non 141 capital receipts received in year.

The meeting concluded at 6.44pm



<b>Appendices</b>
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**NORTHAMPTON**  
BOROUGH COUNCIL

## CABINET REPORT

<b>Report Title</b>	<b>The Northampton Armed Forces Community Covenant Annual Progress Report</b>
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## AGENDA STATUS PUBLIC

<b>Cabinet Meeting Date:</b>
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<b>Key Decision:</b>	No
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<b>Within Policy:</b>	Yes
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<b>Policy Document:</b>	No
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<b>Directorate:</b>	Customers and Communities
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<b>Accountable Cabinet Member:</b>	Cllr Anna King
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<b>Ward(s)</b>	Non-specific
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### 1. Purpose

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- 1.1 This is the fifth annual report to Cabinet advising of progress on the actions arising from the Northampton Armed Forces Community Covenant Action Plan which have been implemented by the council and its public, community, voluntary and private sector partners, in the past 12 months.
- 1.2 This report also advises Cabinet of proposed future actions to be delivered in support of the Northampton Armed Forces Community Covenant Action Plan.

### 2. Recommendations

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- 2.1 That Cabinet affirms its continuing support for the Northampton Armed Forces Community Covenant and notes progress to date and proposed future actions.

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

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#### **3.1 Report Background**

- 3.1.1 In May 2011 the Secretary of State for Defence published the Armed Forces Covenant. The Covenant is intended to be a moral obligation between the Nation, the Government and the Armed Forces. A key element of it is the Community Covenant which is a voluntary statement of mutual support between a civilian community and its local Armed Forces Community. The aim of the Covenant is to encourage local communities to support the Armed Forces in their area and to promote understanding and awareness amongst the public of the issues that they face.
- 3.1.2 For the purposes of the Armed Forces Covenant, Armed forces personnel means a person who is serving in the regular forces or a person who has served in the regular forces within five years of the date of their application for an allocation of social housing under Part 6 of the Housing Act 1996, and within five years of discharge.
- 3.1.3 It also refers to bereaved spouses and civil partners leaving Services Family Accommodation following the death of their spouse or partner. It also covers serving former members of the Reserve Forces who need to move because of a serious injury, medical condition or disability sustained as a result of their service.
- 3.1.4 The principle behind the Covenant is that the Armed Forces Community should not face disadvantage because of its military service. In some cases, such as the sick, injured or bereaved this means giving consideration to enabling access to public, voluntary or commercial services that civilians do not receive.
- 3.1.5 The Covenant covers issues such as housing, education and welfare support after military service has ended.
- 3.1.6 Although there is not a large military presence in Northampton or the wider county, the council has strong civic links with C Company, The Royal Anglian Regiment (the successors to the Northamptonshire Regiment) and with The 9th/12th Royal Lancers. Both regiments recruit locally and it is likely that such recruits will resettle here once their service has ended.
- 3.1.7 On 3rd October 2012, Cabinet agreed to support the signing of the Armed Forces Covenant. The 3rd October report instructed officers to develop proposals indicating what actions the Council could take to give effect to the principles of the Covenant in Northampton.
- 3.1.8 The Northampton Armed Forces Community Covenant was subsequently approved by Cabinet On 13<sup>th</sup> February 2013 and by Full Council on 11<sup>th</sup> March 2013.
- 3.1.9 On 4<sup>th</sup> March 2013 there was a formal signing ceremony for the Community Covenant when representatives of the Armed Forces, the Council, the charitable and voluntary sector and the civilian community of Northampton added their signatures to the covenant in recognition of their commitment to the Northampton covenant.

3.1.10 The actions and initiatives arising from the Northampton Armed Forces Community Covenant, which are being implemented by the council and its partners in support of the armed forces in Northampton, have been incorporated into an action plan.

3.1.11 A multi-agency steering group has been established to keep the action plan under regular review, to manage and monitor its delivery and to add new actions as they are identified and agreed.

3.1.12 The action plan includes activities to deliver against the themes in the covenant, which are housing, health and wellbeing, education & training, access to council services and support, benefits and tax, recognition and assistance.

3.1.13 Key actions that have been completed over the last 12 months:

- New partners engaged with through the Armed Forces Community Covenant, including Amicus Trust.
- Websites of all partners updated, providing the public with support and advice, including links to other organisations and each other's websites, including; NHS CCG, RBL, SAFFA, Goodwill Solutions etc
- A funding application to create a County wide post to progress the work and reach of the Covenant was approved. The post has been recruited to and is working to support the Countywide Community Covenant, as well as the local Districts and Boroughs. The initial focus will be on:
  - Marketing – promotion of the aims of the community covenant.
  - Research – establishment of a focus group consisting of veterans and their families, to understand the need at a county and local level for those serving in the military and for veterans.
  - Web presence – including all the statutory and community and voluntary sector organisations that exist both locally and nationally who can offer support.
- An area in St. Katherine's Park remains as the memorial garden for the Royal British Legion. Support being given to apply for funding to improve the space, to include statues, poppies and replacement of the brick work and path.
- Developing a local picture of need, as partners are sharing data collected by their organisations and departments.
- A Crisis Team is now available for veterans in mental health crisis.
- Nene CCG continue to promote their directory of support services for veterans and this is promoted to practices, on the GP's Pathfinder system and also hard copies in the surgeries. Work is continuing to ensure Veterans are flagged at GP surgeries. Practices are now contractually obliged to record if someone is a Veteran, with the individual's permission
- Adaptations and disabled facilities grants provided to disabled war veterans.

- £1,350 of funding was obtained to support the delivery of Armed Forces Day 2017

3.1.14 Armed forces events that have taken place in the last 12 months include:

- Wednesday 19 April 2017 - 'A Shoe Maker Goes to War' – Memorial Event and talks commemorating 100 years of the fall of the Shoemakers: 4th Territorial Battalion Northamptonshire Regiment at Gaza WW1.
- Saturday 24 June 2017 - Armed Forces Day in the Market Square, with a Parade around the town center, which included serving troops, veterans and cadets. There were marching bands, a Rock Choir, stalls and various activities on the day.
- Sunday 30 July – 'In Memory of Edgar Mobbs: 100 year tribute to a Northampton Hero' – Series of talks by local historians focusing on Edgar Mobbs and the Northamptonshire Regiment at Battle of Ypres, Belgium, during WW1.
- Remembrance Sunday church service and parade, Sunday 12 November 2017

3.1.15 Forthcoming armed forces events include:

- Armed Forces Day, Saturday 23 June 2018
- WW1 Towcester Road Remembrance Service
- Remembrance Sunday Service, 2018 marks 100 years since the end of the First World War

### **3.2 Choices (Options)**

3.2.1 On 13th February 2013, Cabinet approved the Northampton Armed Forces Community Covenant and its associated action plan. Cabinet can choose whether it wishes to continue support the covenant.

3.2.2 Cabinet can choose which actions and initiatives it wishes to see implemented in the coming year.

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

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### **4.1 Policy**

4.1.1 The Northampton Armed Forces Covenant sets out the council's policy on support and assistance to the Armed Forces in Northampton.

### **4.2 Resources and Risk**

4.2.1 Resource implications arising from proposed actions and initiatives will be met from within existing budgets or from monies secured from external funding applications.

4.2.2 A national grant scheme has been established which enables local projects to bid for funding as part of local Community Covenant arrangements. Bids for

funding need to be considered by local signatories to a Community Covenant, before then being submitted to the Ministry Of Defence for consideration by their Community Covenant Grant Panel.

- 4.2.3 The stated aim of the Community Covenant Grant Scheme is to ‘financially support projects, at the local level, which strengthen the ties or the mutual understanding between members of the Armed Forces Community and the wider community in which they live’.
  - 4.2.5 Consideration will continue to be given to how the national grant scheme can be used to advance the Northampton Armed Forces Covenant.
- 4.3 Legal**
- 4.3.1 There are no legal implications directly arising from this report. Legal and professional advice has been sought in relation to specific actions to ensure what is proposed is in accordance with relevant statutory provisions and council policy.
- 4.4 Equality**
- 4.4.1 The Northampton Armed Forces Covenant makes a positive contribution to the equalities agenda in Northampton for the Armed Forces. All proposed actions and initiatives have been appropriately screened to achieve maximum positive impact for the Armed Forces community and to ensure there are no unintended negative consequences.
- 4.5 Consultees (Internal and External)**
- 4.5.1 The military and their key community representatives, SSAFA and the Royal British Legion, were consulted on the Northampton Armed Forces Community Covenant. The council’s key public, community, voluntary and private sector partners have also been consulted.
- 4.6 How the Report Delivers Priority Outcomes**
- 4.6.1 This report is consistent with the broad aims of the council’s Corporate Plan and has the potential to contribute to a wide range of the Council’s priority outcomes.

## **Background Papers**

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Julie Seddon, Director of Customers and Communities

Appendices



**NORTHAMPTON**  
BOROUGH COUNCIL

## CABINET REPORT

<b>Report Title</b>	<b>Environmental Services Re-provision Contract – Capital Asset Financing</b>
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**AGENDA STATUS:**                      **Public**

<b>Cabinet Meeting Date:</b>	15 <sup>th</sup> November 2017
<b>Key Decision:</b>	Yes
<b>Within Policy:</b>	Yes
<b>Policy Document:</b>	No
<b>Directorate:</b>	LGSS
<b>Accountable Cabinet Member:</b>	Councillor Brandon Eldred
<b>Ward(s)</b>	All wards

### 1. Purpose

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- 1.1 To advise Members of the steps being taken to ensure a value for money decision on the financing of the assets (vehicles, plant and equipment) that will be used to provide the Environmental Services Re-provision Contract throughout the period of its operation

### 2. Recommendations

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That Cabinet:

- 2.1 Notes and understands the content of this report
- 2.2 Gives delegated power to the Chief Financial Officer in consultation with the Cabinet Member for Finance to determine the optimum value for money method of financing assets that is to be used in providing the Environmental Services Re-provision Contract throughout the period of its operation.

- 2.3 Subject to the outcome of recommendation 2.2 include the capital expenditure implications into the Council's Capital Programme if the Council were to purchase the assets.

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

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#### **3.1 Report Background**

3.1.1 The Council's Environmental Services contract is currently undergoing a re-tendering process and has currently reached the stage of evaluating initial tenders.

3.1.2 The new contract will include the provision of dedicated capital assets that will be utilised in providing the services throughout the period of its operation.

3.1.3 The remaining bidders have currently included the costs of providing such assets as:

- A fleet of refuse collection vehicles,
- Containers for collecting waste and other materials,
- Vans, trucks mowers etc. for grounds maintenance,

Within their bids and have provided the costs of these elements separately within their bid documents.

3.1.4 It is currently common practice for contract specifications within this sector to require bidders to detail the assets (including costs) that they would employ in the performance of the contract. However, it can often be better value for money for the Council to provide these assets and therefore to fund them as it can have better access to cheaper borrowing (e.g. from the Public Works Loan Board (PWLB)), from framework agreements or to fund from its own reserves. As a result, many contractors now expect authorities to test the value for money aspect and in many cases to opt to finance the acquisition of these assets themselves.

3.1.5 Value for money involves the optimal use of resources to achieve the intended outcomes. It can be further itemised as:

- Economy (Spending less): Minimising the cost of resources used or required
- Efficiency (Spending well): The relationship between the output for goods or services and the resources to produce them.
- Effectiveness (Spending wisely): The relationship between the intended and actual results of public spending.

3.1.6 Therefore, Capita Asset Services Ltd., who are the Council's treasury advisors, have been commissioned to provide a report that compares the alternative methods of providing the financing of the capital assets required by bidders as part of the evaluation process. The alternatives to be considered are:

- Borrowing -This would usually be from PWLB that give local authorities preferential rates of interest that are significantly better than commercial enterprises can achieve.
- Leasing – Two types of lease can be obtained. Firstly it may be utilising an operating lease where ostensibly the asset remains an asset of the lease company resulting in a reasonably high residual value at the end of the lease period and the asset is expected to be handed back. This type results in a revenue hire charge only and the asset does not appear on the Council's balance sheet. The second type of lease would be a finance lease where a relatively low residual value is expected at the end of the lease period with there being an option to pay a fee in order to retain the asset. This type of lease results in the assets being shown on the balance sheet with annual payments including an element of interest that is a revenue cost and an element of repayment of principal that reduces borrowing shown on the balance sheet. Leasing companies tend to specialise in providing leasing finance in specific sectors and for types of assets.
- Use of reserves – This would involve the use of the Council's existing reserves and would result in a reduction in the level of investment income achievable.

In general, the potential cost savings achievable by the Council undertaking the financing of the assets is in the region of £105 per £1,000 of purchase cost value over 10 years. Indicatively, the purchase cost of the assets involved in servicing this contract would be circa £8.5 m (Over 10 years).

3.1.7 Based on the outcome of Capita's report and comparing its recommendations with the costs included within the final tender bids, permission is sought from Cabinet for the Chief Financial Officer to make a decision on which option is taken in respect of the financing of the assets required to provide the Environmental Services within the contract.

3.1.8 Given in the table below is the timetable that is in place for the re-provision which includes details of the point at which Capita will report their findings to the Council.

<b>Stage</b>	<b>Date</b>
Issue of invitations to submit final tenders	23 October 2017
Final tender submission	21 November 2017
<b>Feedback evaluation of funding options by Capita</b>	<b>27 November 2017</b>
Final tender evaluation ends	21 December 2017
Cabinet meeting for award approval	January 2018
Award and execution of contract	January 2018
Contract commences	4 June 18

3.1.9 Additionally, in order to bring the facilities at Westbridge Depot up to standard all remaining bidders have been asked to include a sum for the refurbishment.



Any refurbishment undertaken could either be included within the capital programme or require revenue expenditure. Any work undertaken will be undertaken by the Council on its own asset (Westbridge Depot).

### **3.2 Choices (Options)**

3.2.1 Members may or may not wish to give delegated powers to the Chief Financial Officer and the Cabinet Member for Finance to determine the financing method. However, the period available from award of contract to the commencement is liable to be reasonably short, as detailed in the schedule of dates as shown at 3.1.8, and there would need to be a reasonable lead time to procure any vehicles, plant and equipment for the start of the contract on 4 June 2018. Any requirement to come back to Cabinet for a further decision on this element of the contract would delay the procurement process.

3.2.2 Additionally, as detailed at 3.1.6 there are options as to the method of financing used should the preferred decision be for the Council to finance the assets. These include:

- Borrowing
- Leasing
- Use of reserves

3.2.3 Whichever option is taken, it should be ensured that the decision demonstrates value for money as detailed in paragraph 3.1.5.

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

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### **4.1 Policy**

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

### **4.2 Resources and Risk**

4.2.1 The financing of the assets by the Council is likely to realise a saving on the contract in net terms. However, there would still be costs including interest and the provision of minimum revenue provision (as stipulated by statute) as a result of this option. The assets would also potentially be shown on the Council's balance sheet.

4.2.2 The Council's continuation budget and the Medium Term Financial Plan (MTFP) already include amounts related to the re-provision of the Environmental Services contract and consequently the costs of providing the assets related to the new service. However, should the decision be made that the Council will purchase the assets there will be a requirement to transfer sums from the service budget to the capital financing budget to cover both the costs of interest and any minimum revenue provision. There would also be a need to include the purchase of any assets within the capital programme and possibly seek the funding of that capital expenditure from either revenue contribution or from reserves. A full report on the requirements will be included in the report to Cabinet in January 2018.

## **4.2 Legal**

4.3.1 Should the Council purchase and finance the assets, as stated in paragraph 4.2.1 they would then be assets of the Council. Consequently, there would then be a need for a leasing agreement between the Council and the bidder awarded the contract to cover the use of the assets. This would cover the maintenance of the assets, and the required duty of care required from the contractor in order to ensure the appropriate asset life or the correct return conditions (in the case of leasing).

4.3.2 A draft leasing agreement is being considered by Legal.

## **4.4 Equality and Health**

4.4.1 An equality impact assessment was undertaken as part of the commissioning options review process, which was considered by cabinet on 16<sup>th</sup> November 2016.

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

4.6.1 The proposals in this report will help to deliver the following corporate plan priorities:

- A clean and attractive town for residents and visitors
- Enhancing and encouraging participation
- Delivering quality modern services

## **5. Background Papers**

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Environmental Services Re-provision – Selection of Service Delivery Option,  
Cabinet Report, 16<sup>th</sup> November 2016

Paul Loveday, LGSS – Interim Senior Finance Business Partner  
Stuart Johnston, LGSS – Senior Finance Business Partner  
Glenn Hammons – NBC Chief Financial Officer

Appendix: 1



**NORTHAMPTON**  
BOROUGH COUNCIL

## CABINET REPORT

<b>Report Title</b>	Corporate Performance All Measures Report Quarter 2 – 1 July 2017 – 30 September 2017
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**AGENDA STATUS:** Public

<b>Cabinet Meeting Date:</b>	15 <sup>th</sup> November 2017
<b>Key Decision:</b>	No
<b>Within Policy:</b>	Yes
<b>Policy Document:</b>	No
<b>Directorate:</b>	Borough Secretary
<b>Accountable Cabinet Member(s):</b>	Councillor P Larratt
<b>Ward(s)</b>	n/a

### 1. Purpose

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- 1.1 To inform Cabinet of the Council's monthly and quarterly performance indicators figures for 2017 - 2018 Quarter 2. (Reporting period: 1 July 2017 to 30 September 2017.)

### 2. Recommendations

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- 2.1 That Cabinet review the contents of the performance report (Appendix 1) and recommend actions to be taken, if any, to address the issues arising.
- 2.2. That Cabinet approves for the performance report be presented to Audit Committee.

### 3. Issues and Choices

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#### Report Background

- 3.1 Performance data is collected across a range of locally developed indicators which are collected on a monthly, quarterly or on an annual basis. These form the basis of the Council's performance monitoring process. Cabinet members

receive information on all the measures through the Corporate Performance All Measures Report (Appendix 1). This enables the monitoring of the Corporate Plan within their portfolios on a regular basis.

This report summarises the Council’s monthly and quarterly performance indicators figures for 2017 quarter 2: Reporting period: 1 July 2017 to 30 September 2017

The appended report details:

- A performance dashboard overview for each of the corporate themes
- Key Performance Indicator (KPI) results with supporting commentary

## Issues

### Progress against Corporate Plan priorities

- 3.2 67.65% of performance measures (where data was available) reached their target for the Corporate Plan priorities. This is lower than for the last quarter. There has been a rise in blue and amber indicators but a drop in green.

### Overall indicator performance against targets

- 3.2.1 The overall performance percentages compared to the previous quarter are detailed:

Performance Status	Quarter 1 %	Rounded Total	Quarter 2 %	Rounded Total
Blue (Exceptional or over performance)	17.65		20.59%	
Green	38.24		29.41%	
Amber (Within agreed tolerance)	14.71		17.65%	
Rounded total		70.59		67.65%
Red (Outside agreed tolerances)	29.41		32.35	

Some targets have been amended in line with requests from team managers to give a more accurate report. This was approved at director level.

### Highlights:

- 3.2.2 The exceptions, the highs and lows for this reporting quarter are detailed below:
- 3.2.3 The below exceptions are to be considered by Management Board as to whether any of these are considered to be classified as corporate risks.

<b>High Performing Highlights (Exceptional or Over Performing)</b>		
<b>BV008</b>	<b>Invoices paid within ten days</b>	This KPI is showing that 91.80% of invoices are being paid within ten days. The target is 80%.
<b>CH10</b>	<b>Museum Web Visits</b>	We continue to monitor web traffic while the Museum is closed. The KPI shows that there have 21,738 visits to the website against a target of 7,500 visits. This KPI will be reviewed shortly.
<b>CS05</b>	<b>% satisfied with overall service from Customer Service Officer</b>	The customer service team continues to perform well in the responses received back. The target is 100% with 97% of customers satisfied.
<b>ESC02</b>	<b>Missed Bins Corrected</b>	Reporting shows 100% missed bins rectified within 24 hours of reporting which is well over target of 84%
<b>NI157b</b>	<b>Minor Planning Applications</b>	Reporting at 100% for quarter 2 – current profiled target is 95%
<b>NI157c</b>	<b>Other Planning Applications</b>	100% for quarter 2 – current profiled target is 95%
<b>ESC06</b>	<b>Litter - Below Level</b>	Four monthly reporting shows that this KPI is performing over expectation. 2.66% of land is being assessed on a smaller is better target of 4.00%
<b>HMO01</b>	<b>HMOS with Mandatory licence</b>	The number of properties licenced exceed the estimated target. Target is 340 and the report shows as 387 licenses granted.
<b>PP22</b>	<b>Hackney Carriage and Private hire vehicle inspection</b>	Increased number of staff within the enforcement team have been able to carry out more inspections. Inspections have achieved a 77.78% figures against a target of 70%.
<b>TCO05</b>	<b>Town Centre Footfall</b>	There has been a rise in the footfall figures in this quarter. Current profiled target is 7,700.000 and the overall performance is 8,163,736.
<b>Lower Levels of Reported Performance (Outside Agreed Target Tolerance)</b>		
<b>BV012 12r</b>	<b>No of days lost to sickness</b>	Figures have again risen against the target of 7.50 days missed and are now 11.14 average days lost per employee. HR are investigating the reasons and putting strategies in place. There are various reasons for sickness but over 50% of the absence relates to stress, anxiety or depression which is giving cause for concern. HR will work with Managers/Team Leaders to ensure that the absences are managed sensitively. Achieved = 11.14 average sick days taken – target is 7.50
<b>ESC01n</b>	<b>Total Missed Bins</b>	The number of bins missed is a reporting indicator only. It is affected by a number of factors beyond the contractor's control, i.e. vehicle breakdowns, staff shortages, access problems. We work with the contractor to ensure that missed collections are rectified within time scales. It is showing a slight decline in the numbers recorded. Achieved = 11.14 average sick days taken – target is 7.50
<b>ESC04</b>	<b>Household Waste recycled</b>	We continue to work with the contractor to advertise this service. Target is 49% household waste recycled – achieved 45.08%.

<b>HML07</b>	<b>Number of households that are prevented from becoming homeless</b>	This fell from 71 in August to 58 in September. There is a shortage of suitable accommodation available to rent. The team are planning alterations in their service, working with other agencies to ensure that intervention happens early to try to prevent homelessness at an earlier stage. Target is 510 with 437 prevented from becoming homeless achieved.
<b>HML09</b>	<b>No of households for whom a full homelessness duty is accepted</b>	More staff, and additional help from an agency has resulted in a higher number of reported homelessness being recorded. It was expected to see a rise in figures as more applications have been processed during the quarter. Target is 300 and we have 311 recorded for whom a full homelessness duty is accepted.
<b>PP06</b>	<b>Crime Change</b> • <b>Multi agency statistics are summarised and reported over the year</b>	Rises in domestic burglary, theft from cars, and theft of motor vehicles have all seen increases especially in September. High visibility patrols are taking place in priority locations to try to reduce opportunist crimes, and a week of action by the Police is being held in areas of Northampton during September.
<b>PP53</b>	<b>Environmental Service/Warden Requests</b>	Recruitment within the team is currently taking place as the team is still under resourced. Until this is addressed it will impact on figures. Achieved 80.02% against a target of 94%
<b>MPE01</b>	<b>NWEZ New Businesses</b>	Two new businesses located to NWEZ during this quarter which is slightly lower than predicted. As reported before there can be peaks and troughs with the amount of new businesses. Target is 10 new business by the end of Quarter 2 and we are only reporting 5 business locating to NWEZ%
<b>MPE02 -</b>	<b>NWEZ New Jobs</b>	Only 5 new jobs reported this year which is below target for the year. NBC continue to proactively promote new business as part of Northampton Alive, which impacts on this KPI. Target is 25 against a current profiled target of 100 new jobs.
<b>PP16</b>	<b>Compliant Off-Licence Checks</b>	This KPI continues to show red, as staff target off-licences where it is suspected there will be problems Current profiled target is 85% and the team achieved 16.67%
<b>ESC05</b>	<b>Land and Highways assessed falling below acceptable Level</b>	The reported figures have risen slightly in this four month period. We continue to monitor closely to ensure that all assessments where a problem is reported is rectified to timescales. Target is 2.00% of land and highways falling below acceptable litter levels and the KPI has reported 3.33%

### Data Quality

3.2.4 The Council has processes in place to ensure that the data and information it provides to support management decision-making is as reliable as possible. The Council has a strategy to improve data quality and service areas are working to achieve the objectives within it.

A quality assurance process is in place for the validation of data. The performance measure owners challenged and checked the data and these were then signed off at Director level.

It is further planned to carry out random internal audits on the source data to ensure that staff are using the system correctly following a software update in June 2017.

### **3.1 Governance**

- 3.3.1 Cabinet are asked to review the appended performance report and recommend actions to be taken, if any, to address the issues arising.

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

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### **Policy**

- 4.1.1 Corporate performance measures are monitored monthly, quarterly or on a four monthly basis to track progress towards delivering the Council's priorities, as detailed in the Corporate Plan.
- 4.1.2 Service areas review and develop objectives annually through the service planning process. Measures and targets are identified to help track delivery of the Council's priorities and highlight any issues or risks.

### **Resources and Risk**

- 4.1.3 Each service area has an annual plan that details how the Corporate Plan priorities will be delivered. The service plans are risk assessed and each service area will have their own service risk register which form the directorate risk register. The directorate risk registers are assessed and, where necessary, feed into the corporate risk register process.
- 4.1.4 The risk process includes challenging and confirming the capacity and ability to deliver as well as the confirming continued priorities. These will be assessed as to whether these are within the levels or accepted risk appetite for the organisation.

### **Legal**

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

### **Equality and Health**

- 4.4 There is no specific health or equalities implications arising from this report as it is for information only.

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

## **How the Proposals Deliver Priority Outcomes**

- 4.5 Performance monitoring (financial and non-financial) to improve performance is good practice, in terms of efficient and effective management. It focuses on the key areas and therefore contributes directly to one of the 2016-20 priorities of the Corporate Plan “Working Hard and Spending Your Money Wisely” through quality modern services.

### **Other Implications**

- 4.6 There are no other implications arising from this report.

## **5. Background Papers**

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Appendix 1: Corporate Performance – All Measures Report – September 2017

**Francis Fernandes, Borough Secretary (Extension: 7334)**



# Corporate Performance

## All Measures Report

September 2017

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NORTHAMPTON  
BOROUGH COUNCIL



## Introduction

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.

## Report Key:

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

NORTHAMPTON  
BOROUGH COUNCIL

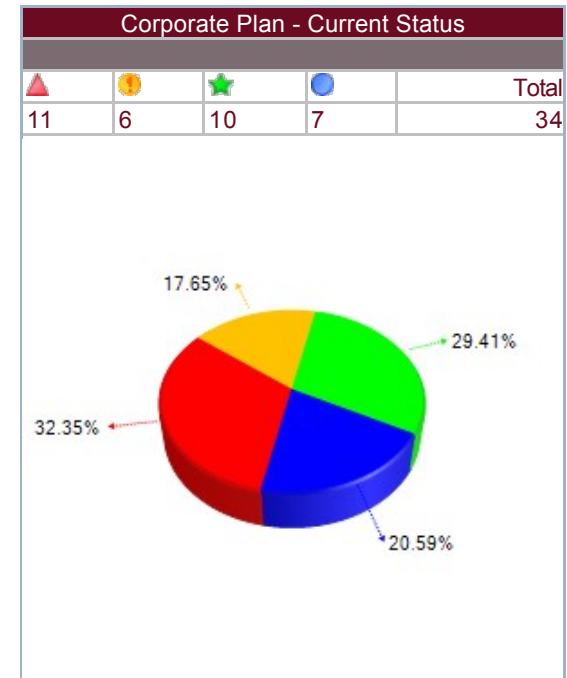
# NBC Corporate Plan

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.

Corporate Plan	
	YTD
NBC Corporate Plan - Securing Northampton's Future	▲

Theme
Working Hard and Spending your Money Wisely - Delivering quality modern services
Safer Communities - Making you feel safe and secure
Protecting Our Environment - A clean and attractive town for residents and visitors
Northampton Alive - A vibrant successful town for now and the future
Love Northampton - Enhancing leisure activities for local people and encouraging participation
Housing for Everyone - Helping those that need it to have a safe and secure home

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Monthly Measures

Measure ID & Name	Jun 17	Jul 17	Aug 17	Sep 17	Overall perf. to date	YTD	Current Profiled Target	Outturn Target	Polarity	Perf. vs. same time last year	YTD value same time last year
⊕ <b>AST05a External rental income demanded against budgeted income (M)</b>	? 🟡	? 🟡	? 🟡	? 🟡	? 🟡	? 🟡	?	?	- Bigger is Better	? 🟡	101.10 %
Work continues on the full review of all documentation within the assets team. The review process will take until the end of December 2017, and therefore no KPIs will be reported on.											
Progress on the audit will continue to be reported on at quarterly intervals in this report. As part of the audit new KPIs will be produced. Data will be collected on these KPIs. The dimensions for data quality are accuracy, validity, reliability, timeliness, relevance, and completeness.											
Source Date 30/09/2017											
⊕ <b>AST05b % commercial rent demanded within the last 12 months (more than 2 months in arrears) (M)</b>	? 🟡	? 🟡	? 🟡	? 🟡	? 🟡	? 🟡	?	?	- Smaller is Better	? 🟡	3.10 %
Work continues on the full review of all documentation within the assets team. The review process will take until the end of December 2017, and therefore no KPIs will be reported on.											
Progress on the audit will continue to be reported on at quarterly intervals in this report. As part of the audit new KPIs will be produced. Data will be collected on these KPIs. The dimensions for data quality are accuracy, validity, reliability, timeliness, relevance, and completeness.											
Source Date 30/09/2017											
⊕ <b>AST12 % achieved where return on (sub group) investment properties meets agreed target rate (M)</b>	? 🟡	? 🟡	? 🟡	? 🟡	? 🟡	? 🟡	?	?	- Bigger is Better	? 🟡	?
Source Date 30/09/2017											
⊕ <b>BV008 Local invoices paid within 10 days (M)</b>	95.42 🟢	94.99 🟢	91.54 🟢	91.80 🟢	89.01 🟢	80.00	80.00	80.00	Bigger is Better	🔴	92.71
Source Date 30/09/2017											
⊕ <b>BV008 Percentage of invoices for commercial goods &amp; serv. paid within 30 days (M)</b>	99.55 % 🟢	99.61 % 🟢	98.39 % 🟡	98.70 % 🟡	98.70 % 🟡	99.00 %	99.00 %	99.00 %	Bigger is Better	🔴	99.22 %
There is a slight dip in performance of invoices paid within 30 days of receipt. This may be influenced by seasonal staff shortages over the summer holidays and beginning of September.											
Source Date 30/09/2017											
⊕ <b>BV012_12r Ave. no. of days/shifts lost to sickness for rolling 12 month period (M)</b>	9.03 🟡	9.95 🟡	11.04 🟡	11.14 🟡	11.14 🟡	7.50	7.50	7.50	Smaller is Better	🔴	7.43
The figures for the last quarter are showing another rise in the number of sick days taken. At present by far the largest category is showing for stress or people who are off with anxiety, mental health or depression, with more than 50% of staff on sick leave now falling into this category. Managers who have staff that are signed off for more than 21 days are advised to contact their employees, arrange a home visit and work with them to get a referral done to Medigold. NBC also has a confidential care contract with CiC which is an independent confidential counselling service, staff are advised by their managers of the service and the routes for self-referral. Once a referral to Medigold is made via HR, support is given to both parties as required.											
There have been an average number of people off for other reasons such as coughs & colds, asthma problems, gastro-intestinal problems, and as such would appear to be below what we would expect to see for the quarter.											
HR continue to work with Managers and Heads of Service to support staff through the Transformation Team projects to ensure that health and well-being schemes are regularly offered to staff. These can include signposting for CiC for managers and employees, Fitness First for help with health, weight management and smoking cessations, discounts at gyms, clubs and other schemes to ensure that the organisation take a holistic approach to pastoral care towards staff.											
Source Date 30/09/2017											

Monthly Measures

Measure ID & Name	Jun 17	Jul 17	Aug 17	Sep 17	Overall perf. to date	YTD	Current Profiled Target	Outturn Target	Polarity	Perf. vs. same time last year	YTD value same time last year
<b>CH10 No. of unique visits to Museum Pages (M)</b>	3,092	4,547	2,142	3,183	21,738		7,500	15,000	Bigger is Better		25,502
September: YTD Webstats 190% above YTD targets. A full programme of events at Abington Park Museum and the supporting social media activity continues to drive visits to website. Targets for year need to be revised.											
Source Date 30/09/2017											
<b>CS05 Percentage satisfied with the overall service provided by the Customer Service Officer (M)</b>	93.94 %	96.43 %	93.44 %	96.83 %	94.68 %		90.00 %	90.00 %	Bigger is Better		94.95 %
63 Surveys received... 61 Satisfied. 97% As previously reported the response rate for this is not high, but we are developing other methods of capturing data.											
Source Date 30/09/2017											
<b>CS13a % of calls for NBC managed services into contact centre answered (M)</b>	91.65 %	91.60 %	90.64 %	88.31 %	88.12 %		90.00 %	90.00 %	Bigger is Better		86.90 %
Customer Services Contact Centre hit an overall target of 86.27% in September. We received a total of 13,297 calls this month, which has decreased in comparison to Augusts contacts by 74. We are continuing to utilize cross trained staff within the One Stop Shop to help increase call efficiency and reduce unavailability.											
Source Date 30/09/2017											
<b>CS14a % OSS customers with an appointment seen on time (M)</b>	93.7 %	94.8 %	95.4 %	90.2 %	93.4 %		90.0 %	90.0 %	Bigger is Better		92.7 %
One Stop Shop hit an overall target of 90.2% with a total of 379 appointments, with an average wait of 3 minutes 7 seconds. The total customers seen this month has decreased in comparison to August contacts by 22. The Drop in service saw a slight decrease with a total of 1,646 customers seen within 15 minutes giving One Stop Shop a % wait within goal of 89.4%. A total of 84 homeless emergency bookings were made this month with an average wait of 6 minutes and 12 seconds. We continue to utilize cross trained staff within the One Stop Shop to help increase call efficiency and reduce unavailability											
Source Date 30/09/2017											
<b>ESC01n Total bins/boxes missed in period (M)</b>	517	601	428	419	2,963		702	1,404	Smaller is Better		3,935
The amount recorded is steady and is due to a number of issues including garden rounds, FRC round stand downs due to a lack of vehicles											
Source Date 30/09/2017											
<b>ESC02 % missed bins corrected within 24hrs of notification (M)</b>	98.26 %	91.85 %	100.00 %	100.00 %	94.33 %		84.00 %	84.00 %	Bigger is Better		95.30 %
All missed collections rectified within 24 hours which is an improvement and has been consistent for 2 months											
Source Date 30/09/2017											
<b>ESC04 % household waste recycled and composted (NI192) (M)</b>	46.51 %	43.52 %	44.37 %	44.11 %	45.08 %		49.00 %	49.00 %	Bigger is Better		44.68 %
The September breakdown remains unconfirmed as EMS/NBC are yet to confirm/reconcile the data											
Source Date 30/09/2017											
<b>ESC09 % of Fly Tipping incidents removed within 2 working days of notification (SO2) (M)</b>	99.82 %	99.72 %	99.88 %	99.87 %	99.83 %		98.00 %	98.00 %	Bigger is Better		100.05 %
1 out of target due to needing two skips and a digger to remove spoil and rubble, and 1 out of target due to needing a chainsaw and operator to cut up tree prunings											
Source Date 30/09/2017											
<b>HML01 Total no. of households living in temporary accommodation (M)</b>	164	177	186	177	177		170	150	Smaller is Better		132
Following an increase in the number of homelessness applications received, which has in turn created a backlog of un-assessed homelessness applications, the total number of homeless households living in temporary accommodation has risen this quarter. To help clear the backlog, the Council has employed Residential Management Group (RGM) to make enquiries on 130 un-assessed homelessness applications. Once the backlog is cleared, it is hoped that the team will be able to make timely decisions on homelessness applications to minimise households' length of											

Monthly Measures

Measure ID & Name	Jun 17	Jul 17	Aug 17	Sep 17	Overall perf. to date	YTD	Current Profiled Target	Outturn Target	Polarity	Perf. vs. same time last year	YTD value same time last year
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stay in temporary accommodation. Totals July, 177; August, 186; September, 177.

Source Date 30/09/2017

<b>HML07 Number of households that are prevented from becoming homeless (M)</b>	69	75	71	58	437		510	1,080	Bigger is Better		509
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Preventing assured short hold tenants from becoming homeless is extremely difficult at the moment, as the majority of landlords seeking possession of their accommodation are determined to sell their accommodation and due to the buoyancy of the private rented sector, many tenants are unable to secure alternative accommodation. In preparation for the implementation of the Homelessness Reduction Act 2017, the Housing Options and Advice Team is planning to make a series of changes to ensure that all services and organisations (including the Council) intervene earlier, when there are more opportunities to prevent homelessness.

Source Date 30/09/2017

<b>HML09 Number of households for whom a full homelessness duty is accepted (M)</b>	44	33	60	89	311		300	600	Smaller is Better		235
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In August and September, a higher number of homelessness decisions were made, due to the extra help being provided by RMG and an additional Homelessness Officer. This increase in decisions resulted in a corresponding increase in the number of homelessness acceptances.

Source Date 30/09/2017

<b>IG03 % FOI/EIR cases responded to within 20 working days (M)</b>	96.9 %	96.1 %	95.9 %	95.7 %	96.7 %		100.0 %	100.0 %	Bigger is Better		92.2 %
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There have been 11 responses that were not completed in time during this quarter for a variety of reasons. Four related to queries for which information was required from other sources, and was not received within the time required for response; three related to large and complicated responses which could not be completed due to pressure of other work; two responses were found to be incorrect at the final check and required more work; one request was made to Northampton Partnership Homes; one response was delayed in being delivered to the department.

Source Date 30/09/2017

<b>IG04 % Subject Access requests responded to within 40 days (M)</b>	100.0 %	100.0 %	100.0 %	100.0 %	92.9 %		100.0 %	100.0 %	Bigger is Better		100.0 %
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1 request received and processed within timescale. (This indicator will show as red for the remainder of the year as there is a target of 100%, and this was missed earlier in the year.)

Source Date 30/09/2017

<b>NI157a % Major Planning applications determined in 13 weeks or agreed extension (M)</b>	100.00 %	100.00 %	100.00 %	100.00 %	100.00 %		100.00 %	100.00 %	Bigger is Better		100.00 %
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100% applications determined within agreed time scales.

Source Date 30/09/2017

<b>NI157b % of 'minor' planning apps determined within 8 weeks or agreed extension (M)</b>	100.00 %	100.00 %	100.00 %	100.00 %	100.00 %		95.00 %	9.50 %	Bigger is Better		96.10 %
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100% applications determined within agreed time scales.

Source Date 30/09/2017

<b>NI157c % of 'other' planning apps determined within 8 weeks or agreed extension (M)</b>	100.00 %	100.00 %	100.00 %	100.00 %	100.00 %		95.00 %	95.00 %	Bigger is Better		98.34 %
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100% applications determined within agreed time scales.

Source Date 30/09/2017

<b>PP06 % change in serious acquisitive crime from the baseline (M)</b>	3.26 %	3.16 %	4.99 %	6.63 %	6.63 %		-1.08 %	-2.17 %	Smaller is Better		18.55 %
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Version 1 Quarter 2 report Oct 2017

Domestic Burglary, Theft of a Motor Vehicle and Theft from a Motor Vehicle have all seen an increase this month. Theft from a motor vehicle has seen the biggest increase, slightly more than 60% in

Monthly Measures

Measure ID & Name	Jun 17	Jul 17	Aug 17	Sep 17	Overall perf. to date	YTD	Current Profiled Target	Outturn Target	Polarity	Perf. vs. same time last year	YTD value same time last year
comparison to the previous 12 months. High visibility patrols are taking place in priority locations, with advice being provided and during the week of action in Semilong this month, there was a focus on personal safety and security.											
Source Date 30/09/2017											
+ <b>PP22 % Hackney Carriage and private hire vehicles inspected which comply with regulations (M)</b>	57.58 %	66.67 %	84.62 %	77.78 %	64.29 %	70.00 %	70.00 %	Bigger is Better		72.04 %	
Revised indicator shows both safety related and technical condition infringements. Increased numbers of checks have been carried out due to having more staff in the enforcement team.											
Source Date 30/09/2017											
+ <b>PP53 % Service requests responded to within 3 working days (M)</b>	82.47 %	71.43 %	80.00 %	83.41 %	80.02 %	94.00 %	94.00 %	Bigger is Better		83.74 %	
staffing levels in team remain below optimum, recruitment is currently in progress.											
Source Date 30/09/2017											

Quarterly Measures

Measure ID & Name	Dec 16	Mar 17	Jun 17	Sep 17	Overall perf. to Date	YTD	Current Profiled Target	Annual Target	Polarity	Perf. vs. same time last year	YTD value same time last year
<b>HMO01 No. HMOs with Mandatory licence (Q)</b>	362	360	352	387	387		340	340	Bigger is Better		333
The number of properties licenced has exceeded the target.											
Source Date 30/09/2017											
<b>HMO08 No. of HMOs with an additional licence (Q)</b>	515	525	537	500	500		550	550	Bigger is Better		340
The number of HMOs with an additional licence required (which applies to houses of two stories or less) is difficult to predict. We use a range of intelligence sources to ensure we know about properties that are unlicensed. We continue to take robust action to ensure unlicensed properties become licenced and we promote awareness of the need to licence relevant HMOs											
Source Date 30/09/2017											
<b>IG01 % LGO cases responded to within 28 days (excl. pre-determined cases) (Q)</b>	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %		100.0 %	100.0 %	Bigger is Better		100.0 %
All LGO cases responded to within timescales.											
Source Date 30/09/2017											
<b>IG02 Av. days to respond to LGO enquiries (excl. pre-determined cases) (Q)</b>	0.00	0.00	27.50	28.00	9.33		0.00	0.00	Smaller is Better		0.00
The Council met the 28 day target time on the one formal investigation in this quarter. The Council also received the decision notice from the previous quarter. Injustice was found and a payment and apology was the remedy.											
Source Date 30/09/2017											
<b>MPE01 No. of new businesses locating on NWEZ (Q)</b>	11	7	3	2	5		10	25	Bigger is Better		0
There have only been two new business locating to the NWEZ during this quarter which is not to target. We continue to work hard to attract business to the NWEZ.											
Source Date 30/09/2017											
<b>MPE02 No. of new jobs created on NWEZ (Q)</b>	132	293	20	5	25		100	350	Bigger is Better		188
The two new business that have located to the Enterprise zone have created five new jobs. Although this is below target for the quarter, it is hoped that this will increase in the next quarter.											
Source Date 30/09/2017											
<b>PP16 % Off licence checks that are compliant (Q)</b>	33.33 %	20.00 %	33.33 %	0.00 %	16.67 %		85.00 %	85.00 %	Bigger is Better		50.00 %
In this quarter all checks carried out were in response to concerns about potential non compliance. Appropriate enforcement action and warnings were issued in respect of non compliance found.											
Source Date 30/09/2017											
<b>TCO05n Town Centre footfall (Q)</b>	4,203,658	3,126,019	4,129,997	4,033,739	8,163,736		7,700,000	14,700,000	Bigger is Better		8,307,897
Footfall across the town is slightly above projected figures and in line with expectations.											
Source Date 30/09/2017											



4 Monthly Measures

Measure ID & Name	Jul 16	Nov 16	Mar 17	Overall perf. to Date	YTD	Current Profiled Target	Annual Target	Polarity	Perf. vs. same time last year	YTD value same time last year
+ <b>ESC05 % of Land and Highways assessed falling below an acceptable level - Litter (NI195a) (4M)</b>	5.67 %	1.67 %	2.83 %	3.39 %		2.00 %	2.00 %	Smaller is Better		5.67 %
The reported figures have risen since the last quarter. They are now reporting at 3.33% which is an increase of .50%. We continue to monitor and try to ensure that all assessments where a problem is reported is rectified within timescales.										
Source Date 30/09/2017										
+ <b>ESC06 % of Land and Highways assessed falling below acceptable level - Detritus (NI195b) (4M)</b>	4.67 %	3.00 %	2.17 %	3.28 %		4.00 %	4.00 %	Smaller is Better		4.67 %
Although the levels of detritus reported have risen slightly since March, it is still performing within acceptable targets. (2.66% Exceptional or over performing.)										
Source Date 30/09/2017										
+ <b>ESC07 % of Land and Highways assessed falling below acceptable level - Graffiti (NI195c) (4M)</b>	1.33 %	0.67 %	0.67 %	0.89 %		2.00 %	2.00 %	Smaller is Better		1.33 %
Incidents of reported Graffiti have fallen again slightly during this four month period against the previous quarter.										
Source Date 30/09/2017										
+ <b>ESC08 % of Land and Highways assessed falling below acceptable level - FlyPosting (NI195d) (4M)</b>	0.00 %	0.00 %	0.00 %	0.00 %		2.00 %	2.00 %	Smaller is Better		0.00 %
There have been no reported incidents of Fly Posting during this 4 month period.										
Source Date 30/09/2017										

**Delivery of the Northampton Waterside Enterprise Zone**

2174 individuals were registered on site during the construction of the whole development, with 0.7ha of land being developed equating to 20,860 sq.m. of new floor space including a car park and £46.4 million of public sector capital investment. No further construction jobs have been created in Quarter 2 2017 for the University Waterside Campus, which is due to open in September 2018, and a further £32,583 million of private sector capital investment has been secured to support the development works. Two new enterprises have been created with an estimated 5 new jobs and two enterprises have moved on taking 2 jobs with them. Project on target.

Source Date 30/09/2017

**Development of the Greyfriars site**

Work continues on the former Greyfriars bus station site. We are awaiting legal advice on a revised offer from the developer. The Cabinet report is due before Christmas 2017.

Source Date 30/09/2017

**Restoration and regeneration of Delapre Abbey and Park**

Following on from the granting of planning permission in July for the car park development at Delapre Abbey, works commenced on site in September 2017. CCTV installation commenced late September 2017 and is due to complete by the end of October 2017.

Source Date 30/09/2017

**Delivery of the Business Incentive Scheme and account management to key businesses**

The Business Incentive Scheme is a support programme which is funded by £250,000 NBC Funding awarded annually to assist new enterprises to increase opportunities for new businesses within the Borough of Northampton. Three new businesses have been supported within the second quarter creating 4 additional jobs and attracting £15,561. So far this year a total of sixteen businesses have been supported with £129,320 committed grants between April-September 2017. In total for 2017/2018, 52 jobs created that leveraged approx. £880,013 of private sector investment. Project on target.

Source Date 30/09/2017

**Delivery of the Four Waterside Development**

Four Waterside is the proposed development of office space adjacent to the train station. Market testing is still continuing with a view to securing pre-let office space. Market testing include discussions with potential tenant/agents is also still on-going.

Source Date 30/09/2017

**Development of the Cultural Quarter**

Work focused on the RIBA Stage 2 Concept Design for the development of the museum building. Work is on track for the planning application to be submitted in October. Detailed structural, archaeological, ecological drains and ground survey work was completed, revealing some issues with drains in the courtyard area requiring some design changes. Concept design report for the exhibition galleries was submitted and has been signed off subject to minor amendments.

Source Date 30/09/2017

**Development of the Cultural Quarter**

Development of the Vulcan site continues within the Cultural Quarter. It is part refurbishment and part new build of office space and workshops which will include small units for businesses from the creative and digital sector. During this quarter work has started on the demolition of the Amalgamated Tyres building and asbestos removal is also in hand.

Source Date 30/09/2017

**Delivery of the Castle Station development**

The Castle Station development project refers to the development of the land behind the railway station. There are proposals for a mixed use development which proposes more parking for rail users, some residential and some commercial use. Discussions with Network Rail and the HCA are also ongoing.

Source Date 30/09/2017

Appendices  
0



**NORTHAMPTON**  
BOROUGH COUNCIL

## CABINET REPORT

<b>Report Title</b>	<b>Finance Monitoring to 30 September 2017</b>
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**AGENDA STATUS: PUBLIC**

<b>Cabinet Meeting Date:</b>	15 November 2017
<b>Key Decision:</b>	YES
<b>Within Policy:</b>	YES
<b>Policy Document:</b>	NO
<b>Directorate:</b>	Management Board
<b>Accountable Cabinet Member:</b>	Cllr B Eldred
<b>Ward(s)</b>	N/A

### 1 Purpose

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- 1.1 The purpose of this report is to assist Cabinet in monitoring the delivery of the Corporate Plan within the agreed capital and revenue budgets for the General Fund (GF) and Housing Revenue Account (HRA).
- 1.2 To inform Cabinet of the latest forecast outturn position for the Council's capital programme for 2017-18 and changes to the Programme approved under delegated powers.
- 1.3 During the course of this financial year regular monitoring reports will be provided to Cabinet, detailing the latest forecasts for revenue and capital and additionally focusing on key financial issues on a cyclical basis.

### 2 Recommendations

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- 2.1 That Cabinet reviews the contents of the report and identifies actions to be taken to address any issues arising from it.

### 3 Issues and Choices

#### 3.1 Report Background

3.1.1 The monitoring report to Cabinet in September included an update on the financial pressures facing the Housing Strategy and Wellbeing service area and the mitigating actions being taken to address these pressures. This report provides an update on this volatile area of the Council's budget, as well as providing updated forecasts as at the end of September 2017 for all revenue and capital budgets.

#### 3.2 Business Rates Localisation – 100% Retention Pilot

3.2.1 Cabinet on 18th October approved the submission to CLG of a bid by Northamptonshire local authorities to become a business rates retention pilot. This bid was duly submitted by the deadline and a response is awaited. Becoming a pilot has the potential to generate significant additional income to be invested in Northamptonshire.

#### 3.3 Key Financial Indicators

Dashboard Indicator Description	Variation from Budget	
	General Fund	Housing Revenue Account
	£000	£000
Controllable Budgets	(49)	(502)
Debt Financing and Recharges	(17)	81
<b>Total</b>	<b>(66)</b>	<b>(421)</b>

#### 3.4 General Fund Revenue Budget (Blue)

3.4.1 Overall forecast expenditure is £66k (0.2%) below budget. The following table summarises the variations from budget for the General Fund.

Service Area	£000
Regeneration, Enterprise and Planning	(115)
Housing	204
Borough Secretary	23
Director of Customers & Communities	(161)
Corporate	0
<b>Controllable Total</b>	<b>(49)</b>
Debt Financing	(17)
<b>General Fund Total</b>	<b>(66)</b>

#### 3.4.1.1 Economic Development and Regeneration

Forecast underspend due to a reduction in the costs of planning appeals of £170k, partly offset by additional costs of interim and temporary staff across the Directorate.

#### 3.4.1.2 Head of Housing and Wellbeing

Forecast overspend due to the vacancy/sickness target forecast not being met (£31k), increase in caseloads in temporary accommodation (£25k), lower anticipated licencing income (£50k), additional employee costs (£59k) and withdrawal of Probation Service contribution (£18k). These are slightly offset by savings on employees in the Homelessness team.

**Homelessness and Temporary Accommodation** – Over the past 18 months there has been a sharp rise in the number of homelessness applications within the Borough with a subsequent increase in the use of temporary accommodation to deal with this additional demand and a resultant loss on the amount of Benefit Subsidy that can be recovered from the Government.

The Head of Housing and Wellbeing has set out a package of measures that seeks to alleviate these issues and reduce by half the overall caseload living in temporary accommodation (from 187 to 95) and to reduce the number of Bed and Breakfast placements by 90% over the next 12 months (from 93 to 10). The progress towards these targets will be monitored on an ongoing basis to determine the financial impact upon the authority. This loss of Subsidy in the current year has been offset by the receipt of the Homelessness Flexible Support Grant.

#### 3.4.1.3 Director of Customers and Communities

Overall forecast underspend reflecting additional deductions made through the Environmental Services Contract (£578k), partially offset by the additional costs of dealing with fly tipping of £184k. There is also a forecast overspend in the Bus Station area due to higher spend on utilities and security as well as higher than budgeted NNDR rates. Reduced income in Markets due to a reduced number of traders is more than offset by increased car parking income and savings in Facilities Management.

3.4.2 Where applicable Budget Managers are working to mitigate the pressures on their services and bring forecasts back in line with budgets.

3.4.3 Particular focus will be given to monitoring areas of known high risk where expenditure and income is demand-led, i.e. homelessness, car parking income and development control income.

### 3.5 Controllable HRA Revenue Budget (Blue)

3.5.1 The forecast underspend position on HRA controllable budgets of £502k results from a number of different favourable variances. These include £195k additional income due to reduced void levels, £150k reduction in the forecast

Bad Debt Provision and a forecast additional £57k (2.5%) of service charge income. Additional savings relate to staff vacancy savings within NPH.

- 3.5.2 HRA Debt Financing forecast at £81k above budget due to lower opening balances than budgeted, and lower estimated average rate of interest assumed on investments (0.60% compared to 0.77% budgeted)

### **3.6 Capital Programme**

#### **3.6.1 General Fund Capital Programme**

- 3.6.1.1 The General Fund Approved Capital Programme budget stands at £23.6m including the carry forwards from 2016/17 and the additional funding for Delapre Abbey approved by Cabinet in June. No significant underspends or overspends are currently forecast. A number of schemes are forecast to require significant carry forwards to 2018/19, including £7.7m in relation to the Vulcan Works, £4.9m the Central Museum and £0.8m in relation to St Peters Waterside. A detailed report on the latest position in relation to the Vulcan Works will be presented to a future Cabinet meeting.
- 3.6.1.2 As part of the 2017/18 budget process enhanced governance of the capital programme was approved, in order to ensure that cost estimates are robust before schemes are commenced. This included the creation of a “Development Pool” in which schemes remain until the costs and phasing of the scheme is firmed up. This will help to reduce the level of over and underspends and carry forwards in the capital programme. As at the end of September the six schemes that were placed in the Development Pool in the February budget report remained there, with a total estimated value of £3.9m. Most significant of these is £2m earmarked for the St James Mill Link Road. None will be commenced until a fully costed business case is produced and agreed.
- 3.6.1.3 The financing of the capital programme assumes that around £5m of capital receipts will be received during 2017/18. There has only been one significant receipt of £1m to date and it is therefore imperative that no new schemes are added to the capital programme unless a clear and certain funding source is identified.
- 3.6.1.4 Funding for Disabled Facilities Grants is partly covered by central government funding through the Better Care Fund. The full 2017/18 allocation of £1.198m has been passported by the County Council to the Borough. The remainder of the £1.475m expenditure on DFGs is funded by the Borough Council’s own resources.
- 3.6.1.5 Any further additions to the capital programme, including further strategic property purchases, will be subject to the development of a robust business case. In line with Financial Regulations, any proposed additions to the programme greater than £250k and/or requiring additional funding from Council resources, will be brought to Cabinet for approval.

#### **3.6.2 HRA Capital Programme**

- 3.6.2.1 The approved HRA Capital Programme for 2017/18 totals £35.29m, including the carry forward of £275k from 2016/17. The forecasts show that overall the

programme will be fully spent, but with an expected carry forward to 2018/19 of £688k.

- 3.6.2.2 **141 Right to Buy Receipts** – The 2017/18 capital programme includes a number of NPH managed schemes that are budgeted to deliver additionality to the HRA stock and meet the required spend levels needed to fully use the retained 141 RtB receipts as per the 2012 agreement the Council has with government. For quarter 1 and for quarter 2 NPH have delivered on these projects which ensures that no 141 RtB receipts have to be repaid to Treasury. Cabinet on the 18<sup>th</sup> October 2017 approved the creation of a budget for Buy backs/ Spot Purchases of £500k to help mitigate the risks around timing of delivery of existing projects in the final 2 quarters of the year. Officers are currently assessing potential spot purchases to pursue with this budget.

### **3.7 Medium Term Financial Plan and Budget 2018/19**

- 3.7.1 Cabinet in October approved the Efficiency and Medium Term Financial Strategy, which sets the framework and principles for the development of the detailed financial plan (MTFP). Work on this, and the detailed budget for 2018/19 is progressing well, involving senior officers and Cabinet Members. This work will result in a proposed draft budget and MTFP being presented to Cabinet on 13<sup>th</sup> December. The detailed budget preparation takes into account the variances being highlighted in this monitoring report as well as previous years' outturn.

### **3.8 Choices (Options)**

- 3.8.1 Cabinet is asked to note the reported financial position and agree the recommendations. There are no alternative options, other than not to agree the recommendations.

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

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### **4.1 Policy**

- 4.1.1 The Council agreed a balanced budget for the Capital Programme and Revenue Budgets for both the General Fund and the HRA in February 2017. Delivery of the budget is monitored through the budget monitoring framework.

### **4.2 Resources and Risk**

- 4.2.1 This report informs the Cabinet of the forecast outturn positions for capital and revenue, for both the General Fund and HRA, as at the end of July 2017. It also highlights the key risks identified to date in delivering those budgets and where performance measures are significantly over or under performing.
- 4.2.2 All schemes included in the capital programme, or put forward for approval, are fully funded, either through borrowing, internal resources or external funding arrangements.

### **4.3 Legal**

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

#### **4.4 Equality and Health**

- 4.4.1 There are no direct equalities implications arising from this report.
- 4.4.2 A full Community/Equalities Impact Analysis has been completed for the 2017/18 Budget and is available on the Council website.

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

- 4.5.1 Heads of Service, Budget Managers and Management Board are consulted as part of the budget monitoring process on a monthly basis.

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

- 4.6.1 Performance monitoring (including financial monitoring) by exception and using it to improve performance is good practice in terms of efficient and effective management. It contributes directly to the priorities of sustaining “effective and prudent financial management” and being “an agile, transparent organisation with good governance”.

#### **4.7 Other Implications**

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

### **5 Background Papers**

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- 5.1 Cabinet and Council Budget and Capital Programme Reports February 2017

Glenn Hammons, Section 151 Officer, 01604 366521