

**Summary of the decisions taken at the meeting of the
Cabinet held on Tuesday 7 December 2021**

1. Date of publication of this summary: 7th December 2021
2. Deadline for requests for call-in (detailing reasons for doing so): 5pm, 14th December 2021
3. Earliest date for implementation of decisions: 15th December 2021
4. Urgent decisions taken and not subject to the call-in procedure: 7th December 2021.

Agenda Item and Recommendations	Decision
<p>Agenda Item 5 Corporate Plan Performance Report – 2021-22 Q2</p>	<p>RESOLVED: Cabinet noted the content of the appendix covering the second quarter of 2021-22</p> <p>REASONS RESOLVED:</p> <ul style="list-style-type: none"> • The report was for information purposes and discussion only, there were no direct decisions to be made following the report • The council was required as part of Local Government Act 1972 to report performance of the council to members <p>ALTERNATIVE OPTIONS: None</p>
<p>Agenda Item 6 2021 Employee Survey Results and Draft People Strategy</p>	<p>RESOLVED: That Cabinet</p> <ol style="list-style-type: none"> a) Noted the findings of the activity to date around employee engagement b) Noted the development of the draft People Strategy c) Noted the headline Employee Survey results d) Agreed to receiving a finalised People Strategy in early 2022. <p>REASONS RESOLVED:</p> <ul style="list-style-type: none"> • To enable the Head of Paid Service

	<p>to have a robust strategy in place to support all employees and help to become an employer of choice</p> <ul style="list-style-type: none"> • Our people are our key asset, and we need to ensure we support all our employees in their development in West Northants Council to help maximise their productivity and to support the delivery of the key priorities for the council. • To share with Cabinet all background information and a position statement on employee views as part of this information paper before further activity is undertaken. <p>ALTERNATIVE OPTIONS: Work would continue finalising the People Strategy and there would be choices made in terms of its key themes and activities once the employee survey data has been analysed.</p>
<p>Agenda Item 7 Blueprint Change – Director of Public Health</p>	<p>RESOLVED: That Cabinet;</p> <ol style="list-style-type: none"> a) Agreed that the blueprint would be amended from 31st March 2022 to include a separate Director of Public Health for North and West Northamptonshire Councils. b) Noted that the Director of Public Health for West Northamptonshire Council will be funded by the Public Health Grant in accordance with s73A (2) National Health Service Act 2006. c) Noted that the Senior Appointments Employment Committee and the Chief Executive to take all necessary actions to complete the recruitment process and appoint a Director of Public Health for West Northamptonshire Council in conjunction with the Office for Health Improvements and Disparities at DHSC and the Faculty of Public Health. d) Noted that the salary of the post would be in line with the Pay Policy agreed by Council in February 2021.

REASONS RESOLVED:

The reason for the recommendation was to secure the specialist capacity and capability of a dedicated Director of Public Health to meet the statutory duties of the Council in relation to the health and wellbeing of West Northants residents, and ensure we maximise the opportunity of public health working more closely with our other unitary services to improve the wellbeing of our residents.

ALTERNATIVE OPTIONS:

As part of the discussions and review we had considered three alternatives:

- i. Maintaining the single shared DPH
- ii. Putting two new Assistant Directors in place as dedicated North/West Senior leads reporting to a single DPH, and
- iii. Creating dedicated DPH roles in each Council

Maintaining the single shared DPH.

- The focus on the ICS and the shared role approach, with the emerging levelling up agenda means that North and West Northamptonshire Councils need to review the benefits of the shared arrangement.
- There were clear opportunities to link up a range of community, wellbeing and people services to deliver better outcomes for residents and to make the most of the responsibility now sat with the unitary councils for all elements of local government.
- Each unitary now delivered adults social care, public health, economic development, education, housing, leisure and community services and this enabled each council to positively influence the key determinants of wellbeing, such as jobs, housing and access to green spaces; and links services in a way that was more challenging in the past.
- Both Councils want to develop

strategies that focus on local prevention and early interventions, and both have signed up to the ICS principles of population health management and outcomes measures with targeted local delivery designed to reduce local health inequalities and address local health issues, these vary across place, and this is reflected in the plan for the ICS and council services to operate at locality level.

- There would also be a need to join up the people and place commissioning services in each Unitary with the DPH, Adults, Children's and property commissioners all working together to inform place shaping and address specific local health inequalities in the two new areas.
- The new ICS design recognised the benefits of a single population health strategy for the county underpinned by an outcomes framework that all partners work within to reduce inequalities and into which the DPH would feed.
- However, it was also recognised that there would be two "places" (set on the unitary boundaries) that would have their own health and wellbeing strategies and boards which understand and focus on the characteristics of North and West Northamptonshire' residents and specifically tackle the health inequalities, long term conditions and poor health at a local level to make sure services reflected that local need.
- It was a statutory duty of each Council to meet the needs of residents and it was important in the emerging Council strategies that there was a focus on local need and how resources and assets were deployed to ensure that people of all ages had the best life chances. It is the view of the Executive that these aims would be better supported by having a dedicated North and West

DPH.

- While sharing a DPH provided joined up thinking and alignment across the county and with health partners working at county footprint levels, there was a risk that there would be less focus on unique characteristics and needs of each unitary boundary and the specific wider determinants of health that affect them.
- It would be important that the DPH work closely with other Council officers responsible for People and Place. Whilst these relationships had been progressed by the current postholder, working across organisations reduced the DPH's capacity to achieve even greater integration and the best possible use of assets and resources to improve outcomes.
- This was not therefore considered the best option for the Council.

Establishing three new Assistant Directors as dedicated North/West/CCG Senior leads reporting to a single Director of Public Health

- The above option (which was part of the original Blueprint) had been considered and was the recommendation of the existing DPH, this option was not however recommended as the statutory responsibility for North and West Northamptonshire Council remained in a shared post and created the potential for conflicting priorities and focus between a shared DPH and dedicated Assistant Directors.

Creating dedicated Director of Public Health roles in each Council

- Creating dedicated DPH roles in each Council was the preferred option of the Executive. The considerations above regarding the reasons why a shared DPH was not considered to be the best option highlight that a single DPH would

ensure the best accountability and focus on resident outcomes. It should however be noted that an additional cost will result from this option.

- There would be an increasing need for the Council and members, who were responsible for their populations, to evidence local focus and address the levelling up agenda for the two council areas, request local interventions and make budget investments that match local priorities; these would not always be aligned between the Councils and a single DPH has been recommended so sole focus and decisions could be based on a single council area.
- Having a single DPH in each Council addressed the needs outlined within the report and created clear accountability for residents in West Northamptonshire. It would also provide a clear line of sight for members and a clearer alignment of roles, budget, services and focus.
- When health leaders and chairs were advised of the proposal to move to a single DPH, they raised that the split could undermine the work done to date and the agreed principle of the ICS having a single population health management strategy and capability and a single cross cutting county health and wellbeing strategy.
- To mitigate these concerns, the Chief Executives and Leaders of both North and West Northamptonshire Councils' entered into discussions to agree and reinforce the authority's continued commitment to their principles.
- The Councils also agreed that a key component of the new DPH duties and job descriptions would be the requirement to collaborate with the CCG/ICS and other Council DPH counterpart in the creation of joint strategies whilst recognising that below this each of the two "Places"

	<p>(unitary council footprints) in the county would each need to have their health and wellbeing strategies that were overseen by the Health and Wellbeing Boards in each.</p> <ul style="list-style-type: none"> • In addition, it was also agreed that the Councils would continue to support a shared intelligence and decision-making unit by providing analysts capacity to make sure that the unit could support system wide evidence and intelligence to inform policy. The detail of this arrangement would be developed further with the ICS. • This option had been subject to consultation with the current post holder, Office for Health Improvement and Disparities (OHID) and with health colleagues. OHID and the Faculty of Public Health had confirmed this change could be executed, assisted with the development of a new Job Description and would be part of the planned recruitment processes as this would be a jointly appointed role between OHID, a Faculty Assessor and the Council. • The current postholder had been consulted throughout the process. Employment policies and procedures would be followed with regard to the current postholder.
<p>Agenda Item 8 Customer Experience Strategy 2021-24</p>	<p>RESOLVED: That Cabinet approved the Customer Experience Strategy 2021-2024 and supported its implementation across the Council, on the basis of all costs and financial benefits being captured as part of the Customer Experience, Intelligence and Innovation programme of work.</p> <p>REASONS RESOLVED: The Strategy allowed us to align activity at the front door with the wider Council vision and priorities, and facilitated the delivery of the Council plan in the following ways:</p> <ul style="list-style-type: none"> • Green and clean: the strategy would allow people to contact us in the most effective way, in line with their

needs, and would provide localised customer services where they are needed, thus reducing the need for people to travel to our offices.

- Improved life chances: increasing access to the right information and advice, at the right time, and provided wrap around support when needs are complex can be a powerful tool in levelling life and health inequalities. As such, the Customer Experience Strategy sets out how we would work with people to improve their life chances and positively influence the wider determinants of health.
- Connected communities: accessibility is one of the main themes that would be focusing on during the implementation of the strategy. This was not just physical and technological connectivity, but also access to social networks and voluntary, community and grassroots organisations.
- Thriving villages and towns: by supporting people before needs escalate (by preventing them falling into debt, providing advice on support available, putting them in touch with the most appropriate agencies) we could contribute to making our areas of the county economically and socially vibrant. We also wanted to provide services to people travelling to the county and businesses which operate here.
- Economic development: access to the right education, at all ages, and employment support were critical pre-requisites of economic health. We will make information about services available in the most accessible format, via a variety of channels, making it easier for people to remain economically resilient.
- Robust resource management: the strategy set out a number of approaches which would not only effectively manage demand, by directing people to the most

effective channel, but would also save costs on the end-to-end customer journey, by removing unnecessary steps (inputting of information from one system to another, unnecessary tasks in the back office and at the front door, proactive updates to avoid chase ups etc). We had been very keen to maximise the value that technology can offer, by deploying solutions such as mail-bots, phone-bots, live chat etc, so that people were assisted while navigating our services, so they get the right response, at the right time, in the right way.

ALTERNATIVE OPTIONS

We could continue to operate as we do, but this would not build on best practice, the wishes of our Elected Members and customer feedback.

Agenda Item 9 Bus Lane Enforcement Update

RESOLVED: That Cabinet:

- a) Noted progress regarding the Bus Lane Enforcement Project, the results of the review of the usage of the St James' Road bus lane and the outcome of the public consultation regarding the bus lane at St James' Road.
- b) Agreed that the recommendations in paragraph 6.3 should be implemented as soon as possible to include:
 - i.) That the necessary steps would be followed to amend the Traffic Regulation Order (TRO) governing the bus lane in St James' Road so that it is operational during the morning peak only (07.30am – 09.30am) and that at the same time as changing the order, the revision would also permit private hire taxis and scooters to use the bus lane. In order to amend the TRO, it

was necessary to follow a statutory process which involved publishing a proposed revised order and consulting on the contents, however given the responses to the consultation recently undertaken it would be not expected that this would prevent the TRO from being amended.

ii.) The camera on St James' Road would be removed from its current location, to be re-sited either at an alternative position on the Weedon Road / St James Road bus lane or at an alternative suitable location within the West Northamptonshire area.

iii.) Enforcement utilising the camera in its current location would cease following the expiration of the call-in period relating to this report.

- a) Supported the continued use of Bus Lane Enforcement in West Northamptonshire at suitable sites.
- b) Agreed that delegated authority be given to the Executive Director for Place Economy and Environment, in consultation with the Cabinet Member for Environment, Highways, Transport and Waste, considered and take all (legal and operational) steps necessary to install bus lane civil enforcement equipment at suitable sites identified in the future across West Northamptonshire.
- c) Agreed that delegated authority be given to the Executive Director for Place Economy and Environment, in consultation with the Cabinet Member for Environment, Highways, Transport and Waste, to take all steps necessary to amend enforcement or remove bus lane civil enforcement equipment at those sites as deemed necessary.

REASONS RESOLVED:

	<ul style="list-style-type: none"> • For the council to have listened to and have responded appropriately to concerns raised by residents, taking into account the results of a technical review; • For the Council to have promoted bus lane priority in order to enable efficient public transport and sustainable, low carbon travel options; • For the Council to have acted in accordance with legislation and manage its resources. <p>ALTERNATIVE OPTIONS:</p> <ul style="list-style-type: none"> • Re-siting the camera close to the junction with St James' Mill Road and Byfield Road facing inbound. • Re-siting the camera closer to the Railway Station facing outbound – this is the original preferred location however may need Network Rail agreement to site the camera on their bridge. • Turning the camera in its current location to face inbound – however this was not an optimal view as it would be impacted by a nearby tree and would include the pedestrian crossing in the evidence and so is likely to lead to more appeals. • Retaining the camera in its current location. • Removing the camera to be re-sited either on the Weedon Road.
<p>Agenda Item 10 Transformation Update Quarter 2 2021/22</p>	<p>RESOLVED: That Cabinet noted the content of this report.</p> <p>REASONS RESOLVED: Updated paper for information only no decisions required.</p> <p>ALTERNATIVE OPTIONS: None</p>
<p>Agenda Item 11 Northampton Towns Fund - Skills and Social Enterprise Development Fund</p>	<p>RESOLVED: That Cabinet.</p> <p>a) Approved the business case for the Skills and Social Enterprise Development Fund project to draw down on £500,000 of Towns</p>

	<p>Funding.</p> <p>b) Noted the next steps of project development that officers would finalise the grant criteria, scheme and process the grants in partnership with West Northamptonshire Social Enterprise Towns - WNSET (please see below for further detail on WNSET)</p> <p>REASONS RESOLVED: The recommendation has been made so the regeneration of Northampton town centre can continue as set within the TIP.</p> <p>ALTERNATIVE OPTIONS: None</p>
<p>Agenda Item 12 Vehicle Maintenance, South Area Waste and Cleansing Service</p>	<p>RESOLVED: That Cabinet approved the recommendation to award the contract to Cherwell District Council for a period of three years with a possible two-year extension.</p> <p>REASONS RESOLVED:</p> <ul style="list-style-type: none"> • The waste and cleansing service must continue without disruption to households and businesses, and the Council had a responsibility to ensure the vehicles were safe to drive and operate. • The recommended course of action would identify the most cost effective and reliable solution. • To accord with the statutory duty to collect waste and keep the streets clean. <p>ALTERNATIVE OPTIONS:</p> <p>The Assistant Director for, Highways and Waste and the Waste and Cleansing Manager had identified three options for future provision of the service:</p> <ol style="list-style-type: none"> 1. Undertake a procurement exercise using the YPO Framework Agreement 921 for an outsourced service for maintenance. 2. Enter into a new Service Level Agreement with Cherwell District Council under revised and improved terms to the previous arrangement.

3. Operate a hybrid arrangement with part of the service done in-house and part outsourced.

- The advantages and disadvantages of the three options had been analysed and are listed in Appendix A.
- Each option has been explored to assess the overall cost, certainty of cost and flexibility of service to determine which solution to choose.
- The options had been assessed using the same criteria to ensure a fair comparison and due diligence checks had been carried out as part of this.
- Cherwell District Council had submitted a bid for the service based on an estimate of £305,000 for the first year. This is an estimate of the likely costs for parts and labour based on the age and type of the fleet. Although there would be some risk with a contract priced in this way it is believed that this would be the most cost-effective option and there was an existing working relationship from when the service was under shared management. Entering a contract with another local authority, rather than a commercial supplier, was preferred and the contract would be based on partnership principles of providing a good public service. Costs for subsequent years would rise by CPI (the CPI rate in September (of the preceding contract year) would be applicable on 01 April of the subsequent year, with the first increase on 1 April 2023). It should be noted that the fleet has increased by one extra HGV food waste vehicle in the last year so the additional cost to the revenue budget was expected.
- The YPO framework exercise was undertaken and one bid was received from a list of six preapproved bidders. This bid, although satisfactory, was shown to

	<p>be significantly more expensive than the approved budget and was therefore not recommended for approval (the detail of the price proposal is commercially sensitive and therefore not included in this report).</p> <ul style="list-style-type: none"> • The hybrid arrangement was assessed which would involve part of the work being done in-house by directly employed mechanic staff and part outsourced, where work cannot be completed at the depot due to specialist equipment or facilities being needed. The main advantage of this option would be lower labour costs per hour and more control over parts costs. However, this option was ruled out, mainly because of the operational risks with managing the two members of staff that would likely be needed and sickness/annual leave. It would also mean that the Council would have to bring in a system to manage the spare parts needed to maintain the vehicles, a software system to manage the maintenance schedule and find external workshop facilities for any work that cannot be undertaken at the depot. • The option of including the waste vehicles within the West Northants fleet management arrangements was also considered at the start of this process. However, this option was not progressed since the waste vehicles are specialist and not comparable to the rest of the fleet.
<p>Agenda Item 13 Northampton Railway Station Multi Story Car Park Proposal</p>	<p>RESOLVED: That Cabinet:</p> <ol style="list-style-type: none"> a) Noted the work to date undertaken to assess the proposal brought to the council from Network Rail and Blocwork. b) Approved “in principle” the key terms as set out in Appendix A for entering into an Agreement for Lease and Subsequent Lease new MSCP at Northampton Railway Station.

- c) Delegated authority to the Cabinet Member for Economic Development, Town Centre Regeneration and Growth in consultation with the Chief Finance Officer, the Monitoring Officer and the Executive Director Place and Economy to take the final decision, take all necessary steps and complete the necessary documentation related to the new MSCP at Northampton Railway Station subject to (d)
- d) Agreed that the Council should only proceed with the proposed lease arrangements subject to gaining approval from the South East Midlands Local Enterprise Partnership (SEMLEP) and the Northampton Waterside Enterprise Zone (NWEZ) Board that the business rates from the proposed development can be retained for use on the project.

REASONS RESOLVED:

The council had been approached by Network Rail and Blocwork with a proposal and that proposal needed to be considered. The proposal would help to achieve a number of key objectives including helping to meet an identified undersupply of car parking and providing a new income stream for the council. Meeting an undersupply of car parking at this site would support economic growth and the prosperity of the town and make significant enhancements to the overall environmental laity and pedestrian connectivity of the surrounding area. The recommendations would enable the scheme to proceed, whilst there remain outstanding risks and interdependencies, without these approvals, the project could not continue at this stage.

ALTERNATIVE OPTIONS:

None