



Cabinet

A meeting of the Cabinet will be held at the The Forum, Towcester, NN12 6AF on Tuesday 7 December 2021 at 6pm.

Agenda

Public Session	
1.	Apologies for Absence and Notification of Substitute Members
2.	Declarations of Interest Members are asked to declare any interest and the nature of that interest which they may have in any of the items under consideration at this meeting.
3.	Minutes (Pages 5 - 10) To confirm the minutes of the meeting of Cabinet held on 9 th November 2021
4.	Chair's Announcements To receive communications from the Chair.
5.	Urgent Business The Chairman to advise whether they have agreed to any items of urgent business being admitted to the agenda.
6.	Corporate Plan Performance Report – 2021-22 Q2 (Pages 11 - 32)
7.	2021 Employee Survey Results and Draft People Strategy (Pages 33 - 56)
8.	Blueprint Change – Director of Public Health (Pages 57 - 66)

9.	Customer Experience Strategy 2021-24 (Pages 67 - 84)
10.	Bus Lane Enforcement Update (Pages 85 - 138)
11.	Transformation Update Quarter 2 2021/22 (Pages 139 - 162)
12.	Northampton Towns Fund - Skills and Social Enterprise Development Fund (Pages 163 - 268)
13.	Vehicle Maintenance, South Area Waste and Cleansing Service (Pages 269 - 276)
14.	Northampton Railway Station Multi Story Car Park Proposal (Pages 277 - 300)

Catherine Whitehead
Proper Officer
29 November 2021

Cabinet Members:

Councillor Jonathan Nunn (Chair)

Councillor Adam Brown (Vice-Chair)

Councillor Fiona Baker

Councillor Lizzy Bowen

Councillor Rebecca Breese

Councillor Matt Golby

Councillor Mike Hallam

Councillor Phil Larratt

Councillor Malcolm Longley

Councillor David Smith

Information about this Agenda

Apologies for Absence

Apologies for absence and the appointment of substitute Members should be notified to democraticservices@westnorthants.gov.uk prior to the start of the meeting.

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item

Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates

Members are reminded that any member who is two months in arrears with Council Tax must declare that fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

Evacuation Procedure

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Access to Meetings

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Please ensure that any device is switched to silent operation or switched off.

Queries Regarding this Agenda

If you have any queries about this agenda please contact Sofia Neal-Gonzalez, Democratic Services via the following:

Email: democraticservices@westnorthants.gov.uk

Or by writing to:

West Northamptonshire Council
One Angel Square
Angel Street
Northampton
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**West
Northamptonshire
Council**

Cabinet

Minutes of a meeting of the Cabinet held at The Forum, Towcester, NN12 6AF on Tuesday 9 November 2021 at 6.00 pm.

Present

- Councillor Adam Brown (Vice-Chair)
- Councillor Fiona Baker
- Councillor Lizzy Bowen
- Councillor Rebecca Breese
- Councillor Matt Golby
- Councillor Mike Hallam
- Councillor Phil Larratt
- Councillor David Smith

Substitute
Members:

Also

- | | | |
|----------|------------------------------|---------------------------|
| Present: | Councillor Sally Beardsworth | Councillor Maggie Clubley |
| | Councillor Alison Eastwood | Councillor Ian McCord |
| | Councillor Dennis Meredith | Councillor Emma Roberts |

- Apologies
for
Absence:
- Councillor Jonathan Nunn
 - Councillor Malcolm Longley

- Officers
- Belinda Green, Assistant Director - Revenues and Benefits
 - Stuart Lackenby, Executive Director - Adults Communities and Wellbeing
 - Sarah Reed, Executive Director - Corporate Services
 - Stuart Timmiss, Executive Director - Place and Economy

56. Apologies

- Councillor Jonathan Nunn
- Councillor Malcolm Longley

57. Declarations of Interest

There were none

58. Minutes

A councillor queried why the comments in the minutes were not attributed to individual members.

The Chair advised that the style of minutes used by the council was consistent and was deemed to be best practice.

59. **Chair's Announcements**

The Chair announced that the traffic light system would be used for speech timing at the meeting.

60. **Urgent Business**

None

61. **Constitution Review**

At the Chair's invitation councillors made the following comments.

- It was felt that recommendation B should not be included.
- With regard to point 26.1 of the Council Procedure Rules (priority opposition motions) it was suggested that the leader of the largest opposition group should have discretion to nominate another member to move the priority motion. Also, there was also no mention of a vote.
- At point 28.5 of the Council Procedure Rules regarding motions, it was queried whether these should be dealt with in a random order and not in order received.
- Point 10.1 of the Council Procedure Rules stated that the ending of the meeting would be at 9:30pm, it was suggested that due to motions this might not be realistic and a 10:00pm finish could be better.
- Regarding the protocol for speaking at Planning Committees, concern was raised about how point 8.6 noted that there would be a limit to the number of speakers.
- The document itself was a living one, so there was always room for improvement.
- Concern was raised that it seemed as though officers would receive an increase in the amount of money they could spend without confirmation from councillors.
- The document seemed to suggest that parties would have a more limited number of motions in the future.
- It was felt that meetings and the council should be more accessible to the public.

The Chair advised that the cross-party working group that had worked on the constitution had met several times before the report had been presented to Cabinet.

Councillor Mike Hallam stated that the opposition had had a large amount of input at the working group and advised that any amendments be put forward to the working group. It was agreed that accessibility was important, and the council would always look at ways to do this within the scope of the law. The committee and those present were reminded that members of the public were always welcome to come to the meeting.

62. **Cottesbrooke Conservation Area**

At the Chair's invitation Councillor Rebecca Breese presented the report, copies of which had been previously circulated. Cabinet were advised that the report would now go to the Planning Policy Group and had only been brought to Cabinet for permission to go out for consultation.

The Chair advised that much work had been done previously by Daventry District Council.

No questions were asked.

63. **Harmonisation of the Garden Waste Collection Service Across West Northamptonshire**

At the Chair's invitation Councillor Phil Larratt presented the report, copies of which had been previously circulated. The committee was advised it was a responsibility and a requirement to harmonise services under West Northants Council and this report had provided a review of the charges. Currently garden waste was collected on a fortnightly basis with Northampton and Daventry residents paying a yearly fee, whereas no fee was charged in South Northamptonshire. Approval of the proposal would ensure a fair system for all residents with the understanding that there are many people who live in flats and as such garden waste collections would not be required. Residents would be encouraged to compost, bins would be provided for this, it was agreed that it was important to keep residents informed of this.

Councillors made the following comments.

- It was felt that the proposed fees were not required, that the residents already paid for this service through their council tax payments.
- It was asked if there would be a reduction in the council tax to offset this extra payment.
- It was queried whether this charge would cover the cost of opening the household waste and recycling centres 7 days a week.
- It was felt that this was an unreliable income stream as not all residents would sign up for the scheme.
- A full consultation on this issue across the whole area should take place.
- It was noted that a cost neutral option had not been mentioned in the report.
- The report had not mentioned Christmas Tree collection, would this still take place?
- WNC was now 8 months old, it was queried why this had not been implemented earlier on.
- It was queried whether there would be an increase in residents placing their garden waste in their black bins.
- It was noted that some residents may not be able to pay the fee in one go, could there be an option added to pay weekly or to add it to the council tax.

- The DEFRA report that is expected should arrive before Christmas, would it be prudent to introduce a charge now that might be overturned in a few months' time.
- The report did not mention any investigation that had happened with regards to residents not being able to pay.
- It was advised that the options mentioned in Appendix A didn't seem to add up.

Councillor Phil Larratt made the following points.

- There had been complaints made to the ombudsman regarding this issue.
- 63% of Councils now charge for Garden Waste collection with the national average £43.
- As far as he was aware Christmas Tree collection would remain in place.
- There had been no significant increase in the amount of garden waste placed in black bins.
- To begin with there was a budget provision in place for 3000 compost bins.
- This fee was to ensure that every resident would be paying the same amount, this making the process fair.
- It was advised that it was not a statutory responsibility of the council to provide garden waste collection, as such there is a charge to process the waste.
- The dates given by DEFRA had consistently changed, if the amount charged should change DEFRA would compensate the council accordingly.
- There were some possible discounts, the council would keep them under review.

Councillor David Smith noted that there would always be concerns but many residents are prepared to pay for the service.

The Chair noted that it was not helpful to re-draw boundaries, the council was now West Northants Council.

64. Upper Nene Valley Gravel Pits Special Protection Area

At the Chair's invitation Councillor Rebecca Breese presented the report copies of which had been previously circulated. This had formerly been an NBC project, a draft had been prepared and section 1.2 summarised the mitigation that would be used. The report would be out to consultation during November and December 2021.

65. Local Council Tax Reduction Scheme 2022-2023

The Chair presented the report, copies of which had been previously circulated. The committee was informed that much focus had been placed on how to support care leavers and presented the recommendations to Cabinet.

Councillors made the following comments.

- It was noted that many care leavers had various social problems when leaving care, this scheme went some way to help them.

- It was felt that the forms they were required to complete were very complex and daunting to many of them.
- Cabinet was asked to consider a three year no tax for care leavers.

Councillor Fiona Baker agreed that the forms were difficult, there had been some work carried out on this and amendments had been made.

66. **Grant of Long Lease to the Wildlife Trust for Bedfordshire, Cambridgeshire and Northamptonshire of Barnes Meadows Nature Reserve, Northampton**

At the Chair's invitation Councillor Larratt presented the report, copies of which had been previously circulated. It was advised that The Wildlife Trust was experienced and they could access the necessary funding. The recommendations were put to Cabinet.

No questions were asked.

67. **Decisions taken by the Leader of the Council under urgency procedures: Northampton Partnership Homes - Westbridge lease and development, Planning Policy Committee and Appointment to West Midlands Rail Ltd**

The Chair presented the report, copies of which had been previously circulated the three decisions were presented individually to Cabinet.

A councillor queried whether the planning policy committee was a sub-committee of Cabinet and as such Cabinet would have voting power, this was then confirmed.

The meeting closed at 7.10 pm

Chair: _____

Date: _____

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WEST NORTHAMPTONSHIRE COUNCIL

CABINET

7TH DECEMBER 2021

**CABINET MEMBER WITH RESPONSIBILITY FOR STRATEGY: COUNCILLOR
JONATHAN NUNN**

Report Title	Corporate Plan Performance Report – 2021-22 Q2
Report Author	Richard Corless Business Intelligence, Policy & Performance richard.corless@westnorthants.gov.uk

Contributors/Checkers/Approvers

West MO	Catherine Whitehead	Emailed 17/11/2021
West S151	Martin Henry	17/11/2021
Other Director/SME	Chief Executive, Assistant Chief Executive and All Directors via ELT and EPB.	ELT – 15/11/2021 EPB – 25/11/2021
Communications Lead/Head of Communications	The Team	Emailed 26/11/2021

List of Appendices

Appendix A – Corporate Plan Report – 2021-22 Q2

1. Purpose of Report

- 1.1. The attached appendix provides an update for quarter two to Cabinet on West Northamptonshire Council's performance metrics for the current year and set against the priorities set out in the Corporate Plan.

2. Executive Summary

- 2.1. This report provides an overview of performance for West Northamptonshire Council for the period of July to September 2021 (quarter 2). The performance indicators included in the report have been subject to review, challenge and approval by both the Cabinet and the Executive Leadership Team with our aim being to create a meaningful dashboard of measures that provide members and officers with good insight into the council's performance.
- 2.2. There have been many changes to teams, services and systems as part of creating the new council and therefore some indicators will need to be developed in order to provide a complete unitary view and move away from the old district and borough boundaries. This is also exacerbated where we have different delivery vehicles or contracts for services, for example in Revenues and Benefits where the services are run in three different contracts and models.
- 2.3. Since the last report to Cabinet in September there has been significant progress in developing and reporting on the indicators agreed for this report. There now remain five indicators which are not yet reported against, three of these will be available from Q3 onwards with the remaining two being investigated/developed.
- 2.4. The content within this report has been updated to include trend information for all indicators as well as some narrative highlights to explain the indicators for councillors and members of the public alike. In addition to the main report the final pages of the appendix have the full detail scorecard for all indicators reported showing the monthly, quarterly and year to date performance. Also, where national data is published in the public domain, the latest benchmarking information has been included

3. Recommendations

- 3.1 It is recommended that Cabinet:
 - a) Note the content of the appendix covering the second quarter of 2021-22

4. Reason for Recommendations

- This report is for information purposes and discussion only, there are no direct decisions to be made following the report
- The council is required as part of Local Government Act 1972 to report performance of the council to members

5. Report Background

- 5.1 It is important that the council is clear and transparent on its performance and that there are clear action plans where our performance falls below target or that of other benchmark authorities.
- 5.2 The council monitors performance across all services areas and against hundreds of national and contract metrics to ensure that services are performing well and identified priorities are

monitored and delivered against. These are monitored within services and reported in line with national cycles or as required to Overview and Scrutiny, and other committees.

- 5.3 This performance report provides an overall high-level summary of the key metrics that underpin our stated corporate priorities and sets out proposed metrics that we will be developing and monitoring for this quarterly report in addition to the wider overall performance framework we have in place.

6. Issues and Choices

- 6.1 This is a report for information and discussion and therefore there are no choices to be made.

7. Implications (including financial implications)

- 7.1.1 There are no direct financial implications from the report. However, services need to consider the implications of under- or over-performance and identify what resources may need to be reallocated to address these.

- 7.1.2 Financial indicators included within the performance report can be found in greater detail within the finance reports that are presented to Cabinet.

7.2 Legal

- 7.2.1 There are no legal implications arising from this report or recommendations.

7.3 Risk

- 7.3.1 There are no significant risks arising from the proposed recommendations in this report.

7.4 Consultation

- 7.4.1 The metrics included in this report have been chosen based upon the priorities identified within the Corporate Plan and in consultation with Cabinet and the Executive Leadership Team (ELT).

7.5 Consideration by Overview and Scrutiny

- 7.5.1 Relevant performance data will be provided to Overview and Scrutiny Committees as required to support their agreed work plans.

7.6 Climate Impact

- 7.6.1 There are no direct implications on climate/environmental impact from this report, it does however provide an update on the delivery of the corporate plan which includes commitments to be Carbon Neutral by 2030. This quarterly report will provide updates on the council's progress to this aim as appropriate.

7.7 Community Impact

7.7.1 Managing our performance is key to ensuring we are making a positive impact on our communities, celebrating our successes, and addressing our challenges

8. Background Papers

8.1 The West Northamptonshire Council Corporate Plan 2021-25 provides the basis for the data and project updates that are provided within this quarterly report.



Corporate Plan 2021-22 Quarter 2 Report

Last Updated: 15th November 2021

Welcome to the latest update on delivery of the West Northamptonshire Council Corporate Plan with data and project updates covering the 2nd quarter of the year broken down into monthly information where that is available. The metrics included in this report have been chosen based upon the priorities identified within the corporate plan and consultation with both the Executive Leadership Team (ELT) and Cabinet members. This report will be continually developed over the remainder of the year to ensure that relevant information on the delivery of the corporate plan is included moving forwards.

Quarterly Update content

The data elements that are provided in this report will include a monthly breakdown of the current quarter, where the information is available to that level as well as an overall quarterly position. In addition to this there is trend information for the current year and an overall YTD position. Where there is externally published information available we have begun to add in benchmark data, covering national (normally England), regional (East Midlands) and where appropriate statistical neighbour groups.

This quarter we have started to include a brief narrative updates for each indicator and also more detailed narratives where areas, such as projects/ programmes of work are less suitable to report a number against – for example developing the visitor economy or our actions to address climate change. Some of these areas are long term projects and therefore there will not always be an update to that narrative each quarter, we will provide an update each quarter assuming that there has been progress or something has changed since the previous report.

This report is the second iteration of the performance report with the format updated to begin to include the requested information around performance, trends and comparisons. To aid this there is both a summary 'dashboard' type information and also at the end of the report all indicators are available in a detailed scorecard view.

1 Green and Clean Environment & Wellbeing

- Carbon neutral by 2030
- Climate summit in first few months
- Increased wildlife species & more trees
- Increased electric charging & energy efficiency
- Vibrant towns & villages
- High quality parks
- Accessible green space for all

2 Improved Life Chances Health, Social Care & Families

- Healthy, safe and protected Children
- Increased aspirations in young people
- Investment in new schools & provision
- Adults supported to live independently
- Care provided for those that need it
- Reduced hospital stays and delays
- Joined up and local services with health
- Safe and secure accommodation for all

3 Connected Communities Transport & Connectivity

- Improved road, rail and bus networks
- Completion of major roads projects
- Improved road quality
- Increased use of electric vehicles & charging points
- Enhanced broadband and mobile connectivity

4 Thriving Villages & Towns Place shaping & Homes

- Regeneration of our core town centres
- Safer communities with less anti social behaviour
- Flourishing and supported small business
- Sustainable planning for growth
- Increased affordable housing & Council homes
- Raised standards of privately rented homes

5 Economic Development Growth & Prosperity

- Published west strategic infrastructure plan
- Framework for long term economic growth
- Increased inward investment
- Building on our rich heritage
- Increased visitors to our attractions
- Infrastructure benefits and investment through our role in regional forums and plans

6 Robust Resource Management Transparency & financial probity

- Council tax rises capped at £99 a year
- Stable finances and rainy day reserves
- Robust scrutiny of spending
- Open and transparent decision making
- Financial prudence underpinning long term decisions and plans
- Optimised debt management

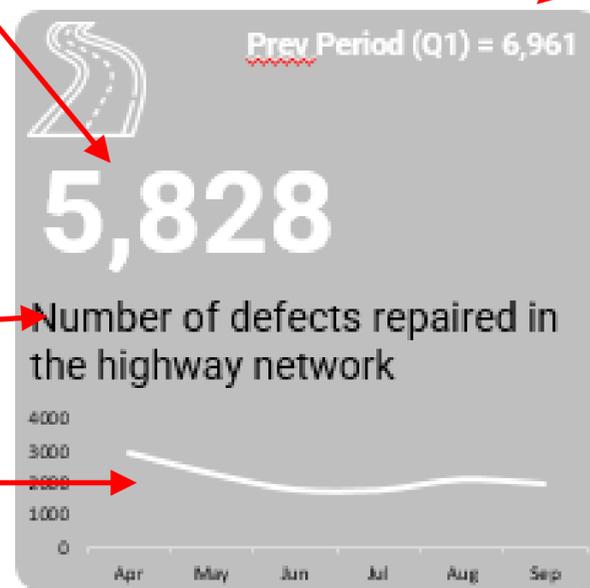
The below diagrams for the indicator dashboard pages and the detailed scorecards outline the data elements within them and how to interpret what is being shown.

The current performance.

This will be the period for the current report, unless otherwise stated next to it. The current period can always be found in the bottom left corner of each page.

The previous period's performance

The last period, will be stated if that is a quarter or a specific month.



Indicator Name

Number of defects repaired in the highway network

Indicator details

This section includes the indicator name, the priority it is relevant to in the corporate plan, the lead directorate plus if it is better for the performance to be higher or lower.

Performance Data

This section includes the target and current performance data broken down to month where available, quarterly and year to date (YTD).

In addition benchmarking information is included on the right hand side covering regional, national and statistical neighbour groups. There are and will continue to be a number of indicators that have no published data in order to benchmark against.

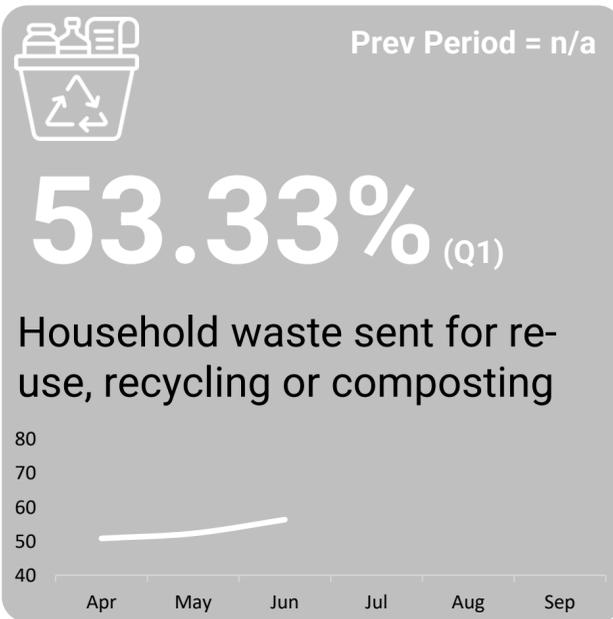
Trend Chart

This will show the recent trend, either by month (if available) or by quarter. As this is the first year of West Northamptonshire Council there is no data prior to 1st April that is presented.

Corp Ref:	Metrics (Number / Rates / Financial)	Priority	Directorate	Better to be?	Target	Apr	May	Jun	Q1	Jul	Aug	Sep	Q2	YTD	Regional	National
1.2	Percentage of household waste sent for re-use, recycling or composting	1. Green & Clean	Place & Economy	Higher		50.85%	52.32%	56.42%	53.33%					53.33%		
1.3	Percentage of waste from HWRCs diverted from landfill								71.50%							
1.4a	Net trees planted this year												-140	-91	n/a	n/a
1.5	Council vehicles that are electric or hybrid	1. Green & Clean	Place & Economy	Higher									22			
1.6	Council owned parks and green spaces that have Green Flag accreditation	1. Green & Clean	Place & Economy	Higher	10 in 5 years				5				5	5		

Temporary image as an example only

Priority 1 – Green and Clean Environment & Wellbeing



The performance of this indicator is very dependent on the performance of households and disposal habits.

Due to data reporting and verification through the national WasteDataFlow system means that Waste indicators are reported a full quarter in arrears,

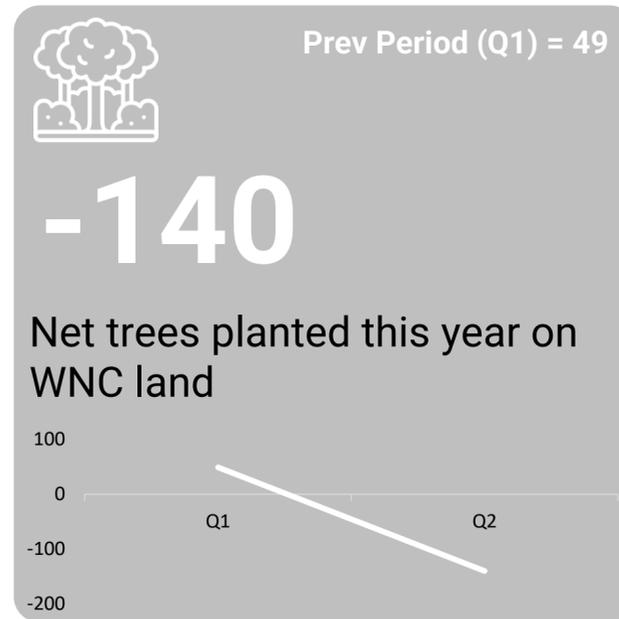
The first quarter shows a performance of 53.3% overall, with higher performance showing in the early summer months which is a normal seasonal trend due to the types of waste generated in the warmer months.



This indicator is based on municipal waste from Household Waste Recycling Centres that is diverted from landfill and includes waste that is recycled, composed, reused, recovered, as well as waste treated through means other than landfill.

Due to data reporting and verification through the national WasteDataFlow system means that Waste indicators are reported a full quarter in arrears.

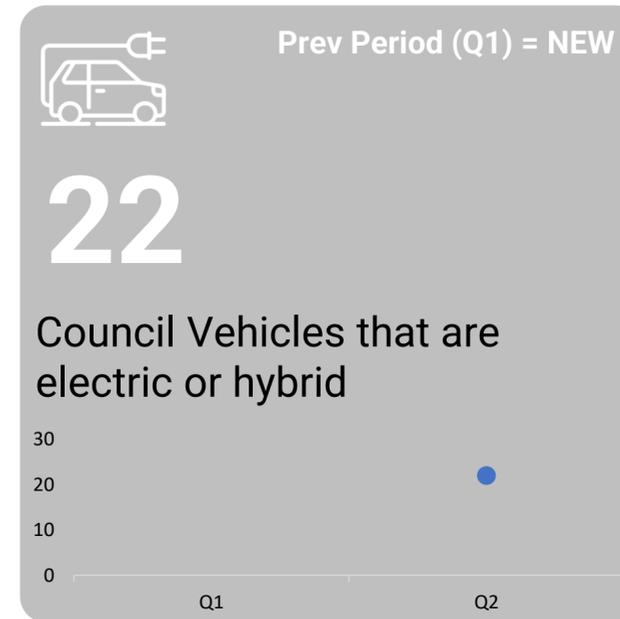
As this report presents the first quarters information for West Northamptonshire Council we cannot provide a comparison to previous periods. The current performance shows that 71.5% of waste at HWRC's was diverted from landfill.



The council is committed via our corporate plan to plant more tree's across the West Northants area.

Normal planting season for trees is in the months between October and April which means that any removals of tree's outside this period due to planned works or developments are likely to result in a negative net trees planted position in the months of May to September.

In Q2 we had 2 new trees planted, but 142 tree's removed resulting in a net position of -140 trees across the period.



The council currently has 22 vehicles in its own stock which are either full electric or hybrid vehicles.

The opportunity for change in this indicator is limited to the points where vehicles or contracts are due for renewal

The authority is currently working on corporate indicator on carbon emissions for this report, part of that work will look at the council's fleet which will then partly inform the targets around electric/hybrid vehicles.



The Green Flag Award® scheme recognises and rewards well managed parks and green spaces, setting the benchmark standard for the management of recreational outdoor spaces across the United Kingdom and around the world.

The authority has set itself a target to achieve 10 sites with Green Flag accreditation within 5 years.

Currently the authority has 5 sites with this accreditation which are Abington Park, Bradlaugh Fields, Daventry Country Park, Delapre Abbey, and Pitsford Water.

Climate Change

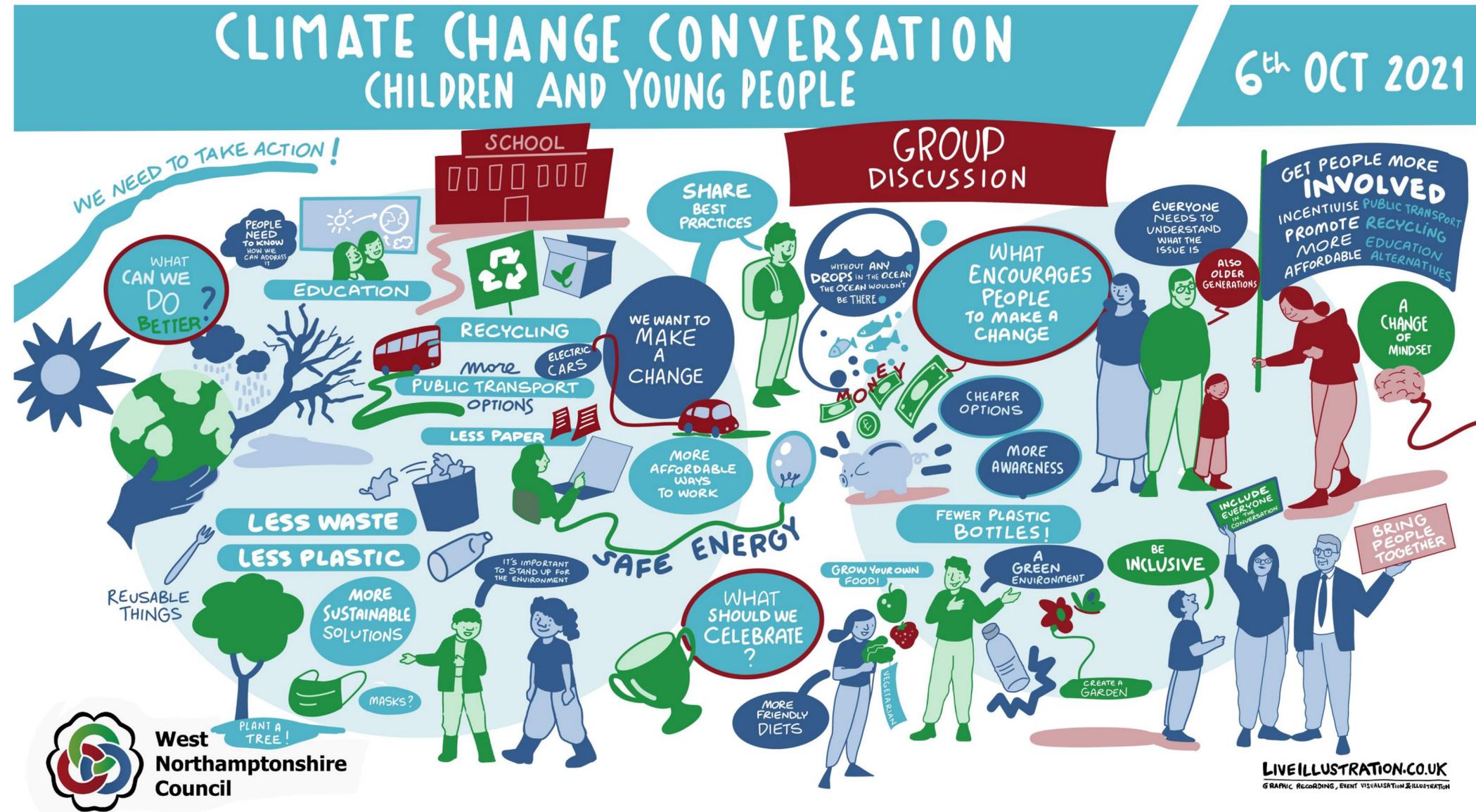
Throughout October, a series of six conversations were held on the topic of climate change, each covering a different aspect - housing, business, children and young people, agriculture and rural environment, transport, and climate networks.

The conversations featured small but highly specialised groups of selected invitees to create a productive first direction for our climate plans. Based on the suggestions and key outcomes of these six conversations, a strategy of intent is being created outlining our initial intentions as West Northamptonshire Council to tackle climate change, with the perspectives of what we can do ourselves, what we can do in partnership, and what we want the Government to do to better support our ambitions. This document will be released in early December, along with the next stage of our consultation.

The next phase of consultation will see wider conversations with the general public and more focused key areas of stakeholders, with the aim to fill out the strategy of intent and find all of the areas we need to focus on as a council to tackle sustainability as a whole.

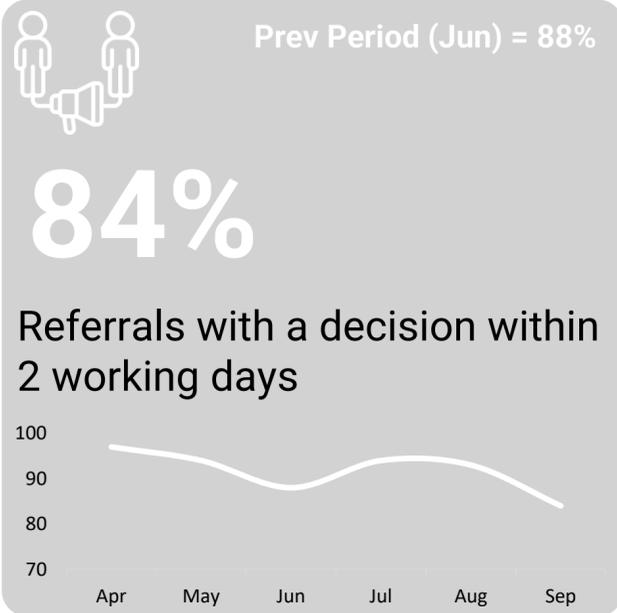
This will then be used in creating a much more detailed strategy and action plan over the coming year, laying out a detailed roadmap to a sustainable West Northamptonshire. The consultation is expected to be open for two months, and finalised dates will be announced in due course.

The image on the right hand side is an illustration of the discussion that took place with children and young people on the 6th October 2021 on climate change.



Priority 2 – Improved Life Chances

Health, Social Care & Families



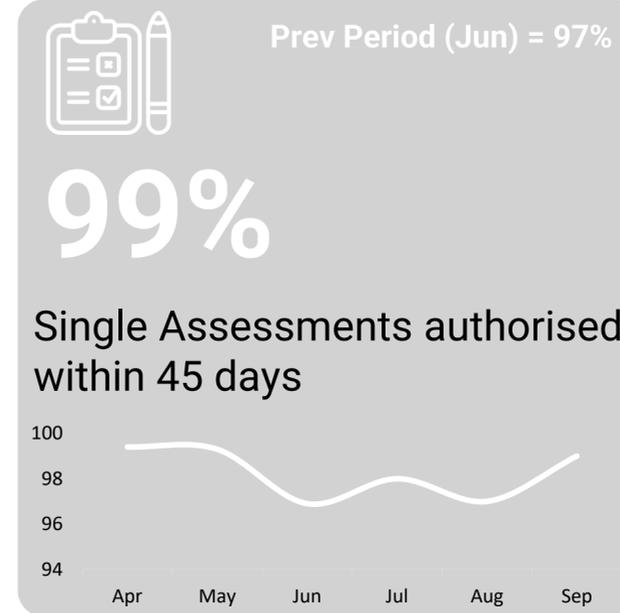
The performance has declined this month due to challenges in regards to capacity associated with staff sickness. The service continues to work hard on ensuring timely decision is maintained. Cases that are rag rated RED are prioritised and decisions made within 1 day. There is ongoing improvement work in the MASH to continually increase quality and enhance performance. This is an area supported by PIP.

Changes in regards to written referral have been agreed by partners with an implementation date of 1 December.



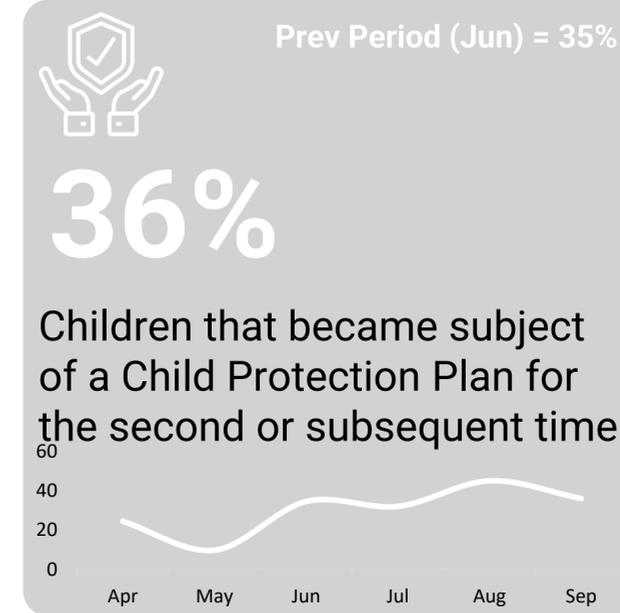
There has been a slight decrease in re-referrals this month, whilst the number of re-referrals remains higher than we would like. Audit and review for learning is ongoing. Steps have been taken to strengthen the Early Help partnerships with Partnership Support Team (Early help MASH) being placed in the MASH pods and a leaner step down process. The high number of cases stepping down now presenting challenges in regards to capacity in Family Support/ Early help partnership.

PIP implementing a support plan with a focus on thresholds, professional judgement and consent. Further review of MASH operations is considered (MADRA) to identify impact and potential improvements.



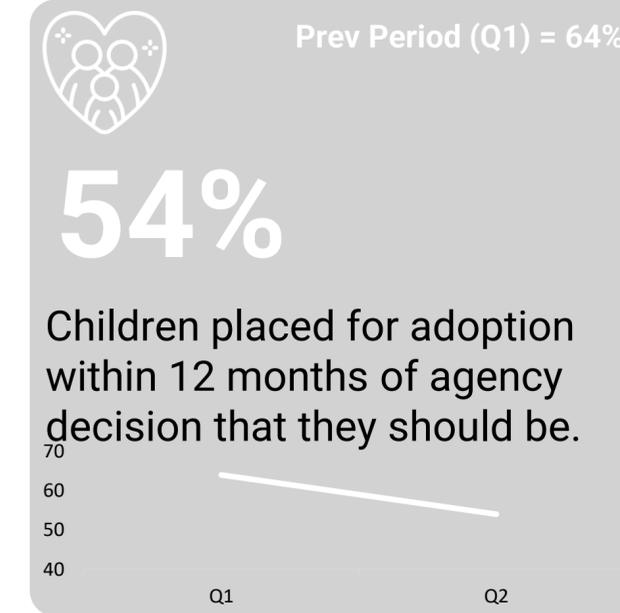
Assessment timescales remain consistently good. All managers monitor this very closely via daily reports.

A narrative is provided for cases that go beyond 45 days and this remains a very small minority. In addition to timeliness, we work on increasing the quality of assessments and more effective use of SoS in our interventions.



This has been variable and on occasions too high. 30 of the 83 plans starting in September are children who had been on a plan before (13 families). None of these plans ended in the last six months and 8 ended 4+ years ago (27%).

Emotional abuse is featuring highly (for 24 out of the 30 children). Whilst a review of these cases is due to be completed, there is an initial indication that the impact of the pandemic may have contributed to increase in stress and pressure for families and consequently escalation of needs.



Positive work is being undertaken to identify families for children in a timely way enabling placement with adopters as soon as possible after the placement order is granted.

There are factors which influence this KPI including the needs and individual characteristics of children and delays within care proceedings. The latter continues to be monitored, and work with judiciary is ongoing.

Excluding exceptions, performance is 78%. In addition performance of this indicator can fluctuate hugely from quarter to quarter as it relates to a relatively small number of children.

Priority 2 – Improved Life Chances Health, Social Care & Families



67.6%

People using social care who received self-directed support



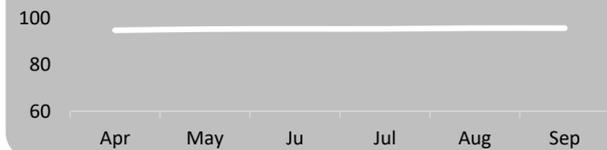
This indicator is one of the statutory reported measures in the Adult Social Care Outcomes Framework (ASCOF), it measures of those in receipt of social care that have a direct payment or a personal budget which results in the outcome of people managing their own support as much as they wish, so that they are in control of what, how and when support is delivered to match their needs.

In this regard the performance for quarter 2 is 67.6%, this is the first performance figure for the current year due to needing to develop reports from the new social care database.



95.6%

People that return to their normal place of residence after discharge from hospital



This indicator is a new measure for the local authority this year and looks to measure the proportion of people that return home after a discharge from hospital.

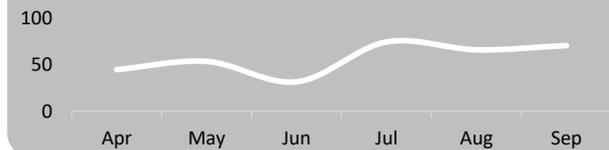
Date for this indicator at local authority level is available from the NHS Digital Secondary Uses Service (SUS) database. The SUS database is a repository for healthcare data in England which supports the NHS in the delivery of healthcare services.

Performance in Q2 is 95.6% of people returned to their normal place of residence this is similar to Q1 (95.4%) and has been performance within a range of between 94.8% & 95.7% across the period of April to September 2021.



70.2%

Older people (65+) who were still at home 91 days after discharge from hospital into reablement services.



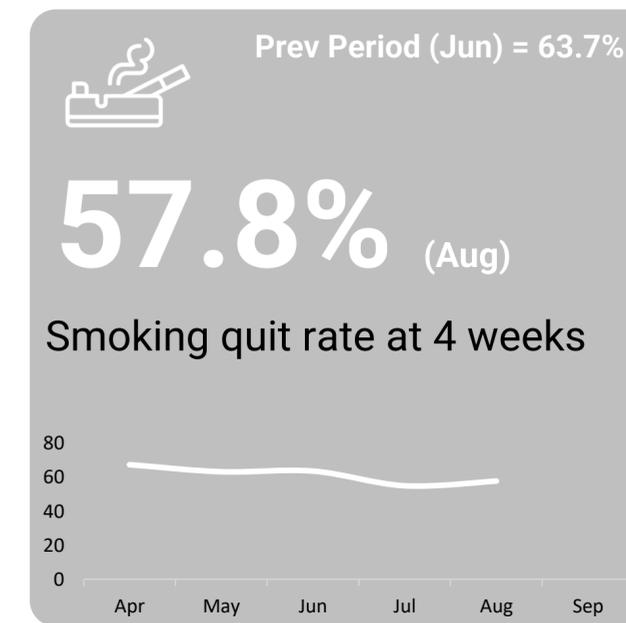
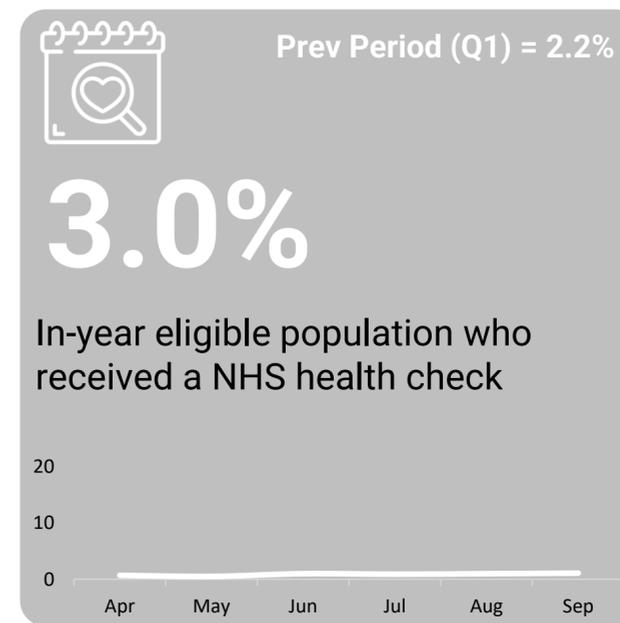
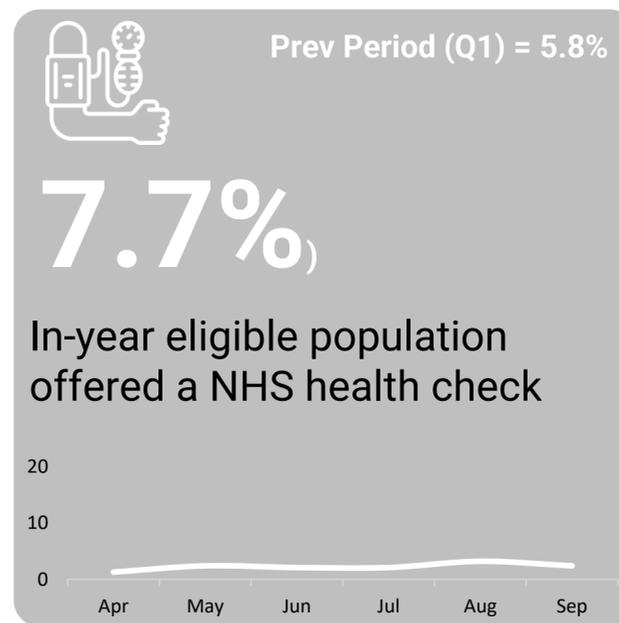
This indicator is one of the measures from the Better Care Fund (BCF) in the current year and measures those people (aged 65+) who were still at home 91 days after left hospital and had some form of reablement service.

Performance in this area has increased as the year has progressed, from 43.9% at the end of Q1 to 70.2% for Q2.

The national comparison for this indicator looks at the discharges in the 3 months between October and December only, so whilst not directly comparable due to the time of year the national average last year was 79.1%.

Priority 2 – Improved Life Chances

Health, Social Care & Families



The council has a duty to support people and families from becoming homeless.

During the Prevention Duty we must take reasonable steps to prevent any eligible applicant from becoming homeless, regardless of priority need status, intentionality and whether they have a local connection. This can involve assisting you to stay in your current accommodation or helping you to find a new place to live. Under this part of our duty we have prevented 91 households from becoming homeless in Q2, with the total this year of 214 preventions.

If we have not been able to prevent you from becoming homeless under the Prevention Duty, you will be owed the Relief Duty. During the Relief Duty we must take reasonable steps to help you to secure suitable accommodation. The Relief Duty lasts for up to 56 days and is available to all households who are homeless and eligible, regardless of whether they have a priority need. Under this part of our duties we have had 115 cases where homelessness was successfully relieved in Q2, with the total number in the year to date at 239.

Combined under the two duties we have supported 453 households across the authority area from becoming homeless in the first 6 months of the current year.

The NHS Health Check is a health check-up for adults in England aged 40-74. It's designed to spot early signs of stroke risk, kidney disease, heart disease, type 2 diabetes or dementia. Each year we are required to invite 20% of total eligible population to a health check, for the purposes of targeting this has been split equally per quarter, however here are seasonal changes in performance due to availability of appointments.

This service, like many others has had a direct impact from the covid-19 pandemic. Appointments with GPs and other healthcare practitioners remain limited as focus on the rollout of covid-19 vaccinations and now moving into the season flu vaccinations. This is very obviously impacting on the health checks being offered and completed across the year.

The year to date has seen 13.5% of eligible population offered a health check with 5.2% having received a health check, performance on both measures has increase in Q2 when compared to Q1. Looking at the latest published information we can see that in the first quarter of the current year 1.2% across East Midlands and 1.5% across England have been invited, which puts West Northants above the national and regional averages in both measures.

Our local performance data shows that 57.8% of clients who set a quit date have successfully quit at 4 weeks in August of the current year, this is slightly below the average for the year to date of 61% following a high start to the year.

In comparison to the national quit rate for 2019-20 of 51% (latest available) West Northamptonshire is above the national average for those that quit smoking through the local service offer.

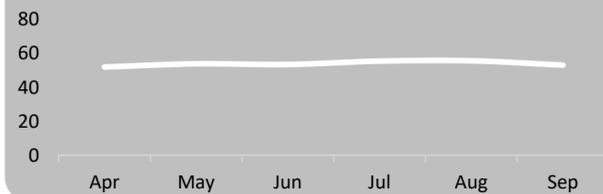
Priority 2 – Improved Life Chances

Health, Social Care & Families



53.1% (Sep)

Breastfeeding rate at 6-8 weeks



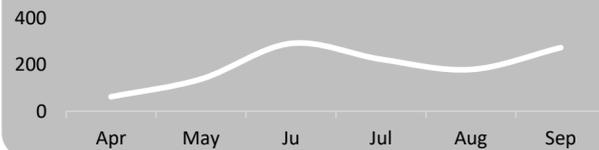
Increases in breastfeeding are expected to reduce illness in young children, have health benefits for the infant and the mother and result in cost savings to the NHS through reduced hospital admission for the treatment of infection in infants (Quigley et al 2007.) Breast milk provides the ideal nutrition for infants in the first stages of life.

In West Northamptonshire there are 53.1% of babies are breastfed at 6-8 weeks. The performance of this measure has been relatively consistent throughout the year to date (52-56%), this compares favourable with the latest national average of 47.6%.



675

School aged children who received weight management advice and support 1:2:1



Though not part of the Public Health statutory services, this measure looks at the support that is provided to school age children with weight management advice and support, this is delivered through the Health Child Programme – a series of public health interventions for children and families from birth to age 19.

This quarter the service has supported 675 school aged children through this service offer, an increase from the 471 children that were seen in quarter 1.



11.0%

Mothers known to be smokers at the time of delivery

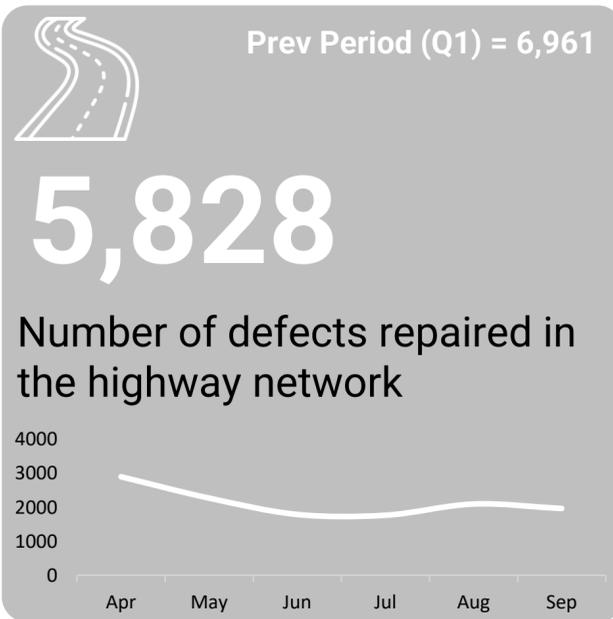


Smoking in pregnancy has well known detrimental effects for the growth and development of the baby and health of the mother. On average, smokers have more complications during pregnancy and labour, including bleeding during pregnancy, placental abruption and premature rupture of membranes.

Of the births this quarter 11% of mothers are known to be smokers at the time of birth, this is down from 11.9% in quarter 1 and compares with a latest (2020-21) regional average of 11.4% and England average of 9.6%.

Priority 3 – Connected Communities

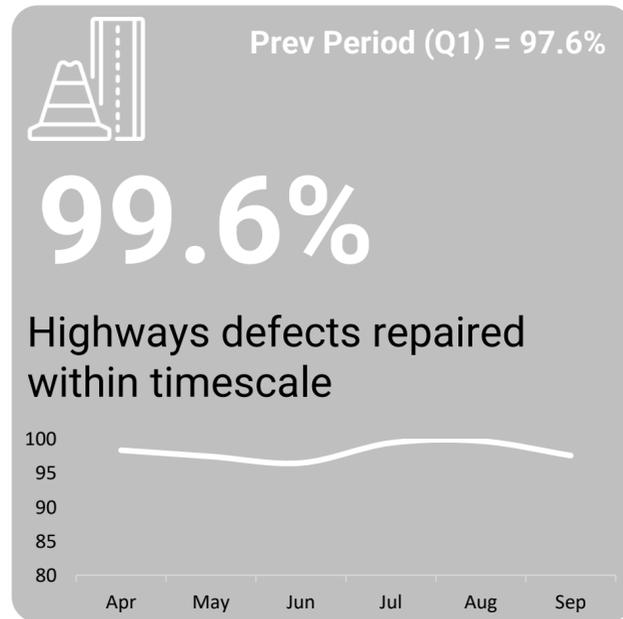
Transport & Connectivity



Repairs to the highways network are always needed, nationally there is a backlog of outstanding repairs with increasing traffic volume and changeable weather conditions, of which both contribute to the deterioration of the road network.

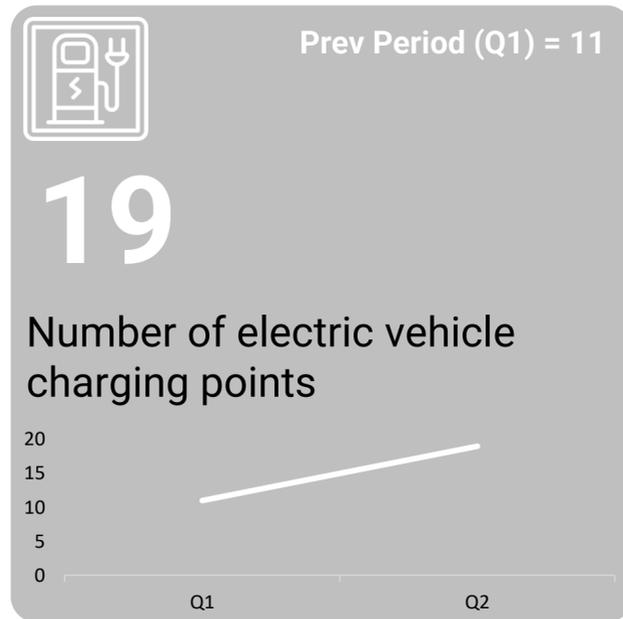
The number of repairs undertaken has seasonal fluctuations due to different programmes of work that highways undertake. The total number of repairs undertaken in quarter 2 was 5,828, a reduction from the 6,961 repairs undertaken in the 1st quarter of the year.

At the end of September there were 1,144 reported repairs outstanding, this is down from the 1,382 that was outstanding at the end of June.



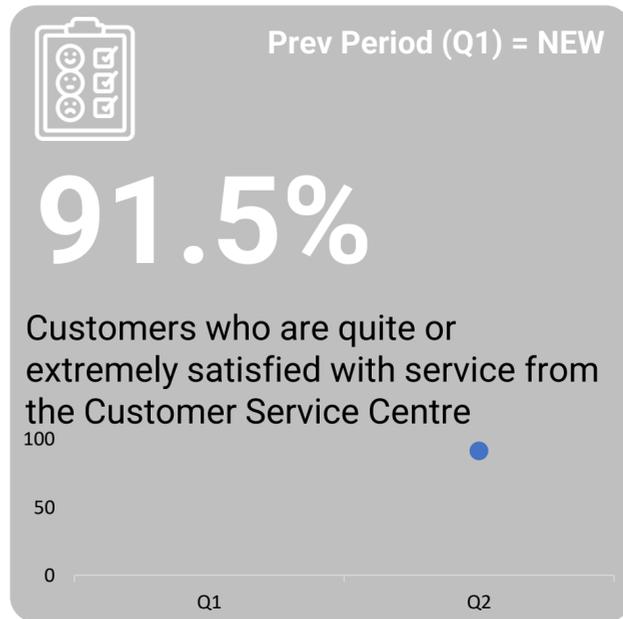
Highways defects are split into 4 separate categories, depending on their severity, each of these categories has a different timescale for repair from the most severe (P1) repairs that are required to be completed within 24hours to the least severe (P4) which have a 28 week repair timeframe. The vast majority of repairs that are completed fall within the P3 (28 days) or P4 (28 Week) categories.

Of those reported repairs that have been completed this quarter 99.6% of those have been repaired within the required timescale, this is an increase in performance from the 97.6% achieved in the first quarter of the year.



This measure shows the number of charging points that are available for electric vehicles.

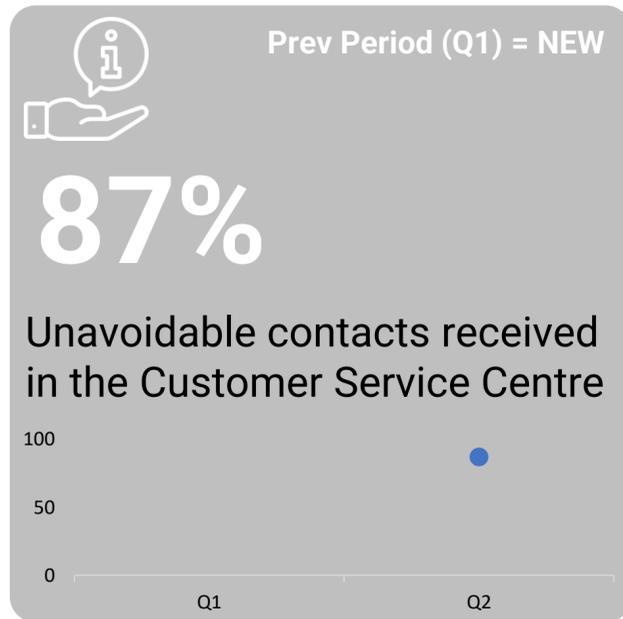
WNC has 19 electric vehicle charge points in place on our premises or property at the end of quarter 2. Additionally the total charging point access for West Northamptonshire as at October 2021 shows that there are 82 public charging devices of which 29 rapid charging devices. This provides 20.2 charging points per 100,000 population which is lower than the East Midlands (29.0) and England (38.8) averages.



This is a new indicator being reported within the Customer Service Centre that seeks to gather feedback from customers on their satisfaction with the service received. The survey began in September and is a sample of 1,036 customers from across the contact centres in Northampton, Daventry and Towcester.

From the 1,036 customers asked 91.5% of those were either quite or extremely satisfied.

The customer feedback survey is being rolled out further across the service and a fuller picture will be provided as part of the next quarters reporting.

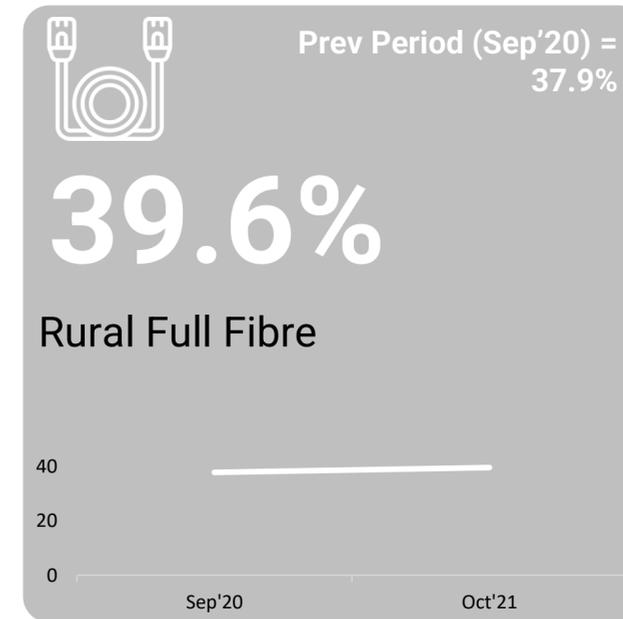
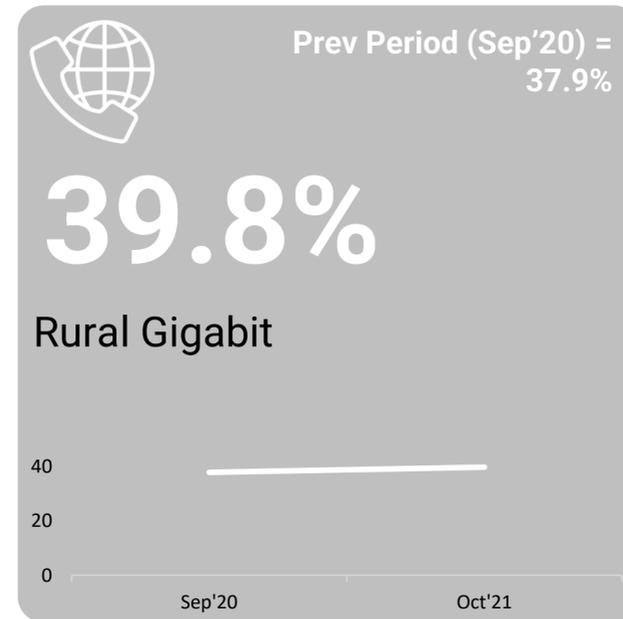
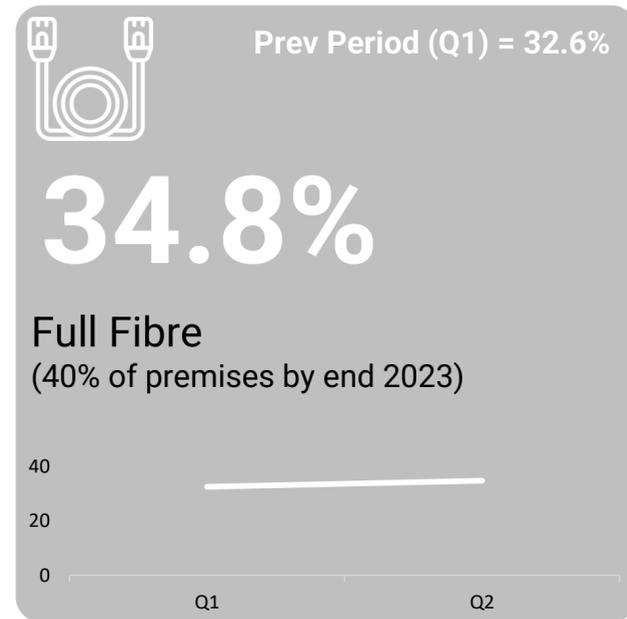
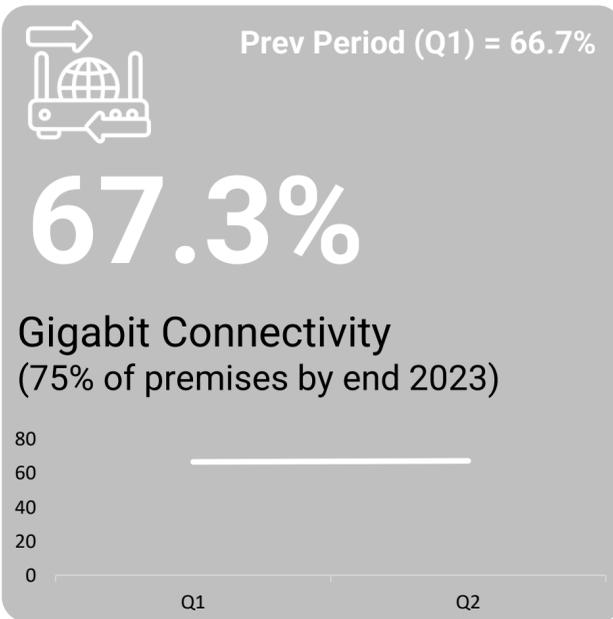


This is a new indicator being reported within the Customer Service Centre and shows the percentage of unavoidable contacts received, essentially first time that contact has been made with the council. The remaining 13% are repeat contacts, for example following-up on a previous request.

The current period shows 87% of unavoidable contacts this is a sample of contact and represents the South Northants contact centre only, this is now being rolled out across the remainder of the contact centres in the Guildhall, One Angel Square and Daventry and will be reported for all areas from the next quarters report.

Priority 3 – Connected Communities

Transport & Connectivity



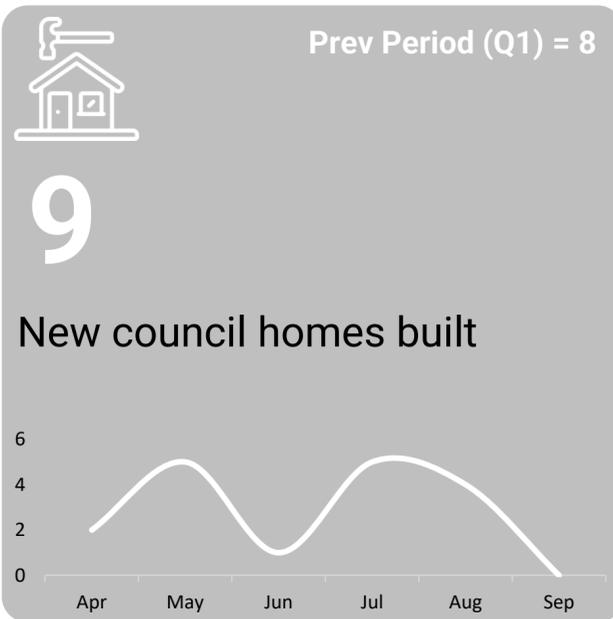
Good progress is being made in West Northamptonshire on broadband coverage. At the end of quarter 2 in 2021/22, coverage in all broadband speed and technology categories outperforms the average for England.

The success story in the last 12 months has been the boost to gigabit and full fibre coverage - these have risen since September 2020 from 17.5% for both gigabit and full fibre to 67.3% and 34.8% respectively. These figures compare to only 57.6% and 26.1% respectively for England. The boost in gigabit broadband coverage is primarily due to an upgrade of the Virgin Media network this summer. We have also seen a boost to full fibre coverage (this technology is also gigabit capable) with Openreach, CityFibre and Gigaclear Networks in particular building out.

Growth in rural full fibre is expected to progress at a slower rate than urban as premise densities and distance involved means a more significant civils undertaking. However, we should see really good growth in full fibre coverage in the rural areas in West Northants in the next 5 years. More than a dozen exchanges are in plans to come forward through Openreach's Fibre First exchange upgrade programme and Gigaclear are continuing to invest commercially in the rural areas as well as delivering contracts for the Superfast Northamptonshire project. The Government's Project Gigabit deployment should also take shape and mobilise in this period. This all points to a strong digital connectivity outlook for West Northants.

Priority 4 – Thriving Villages & Towns

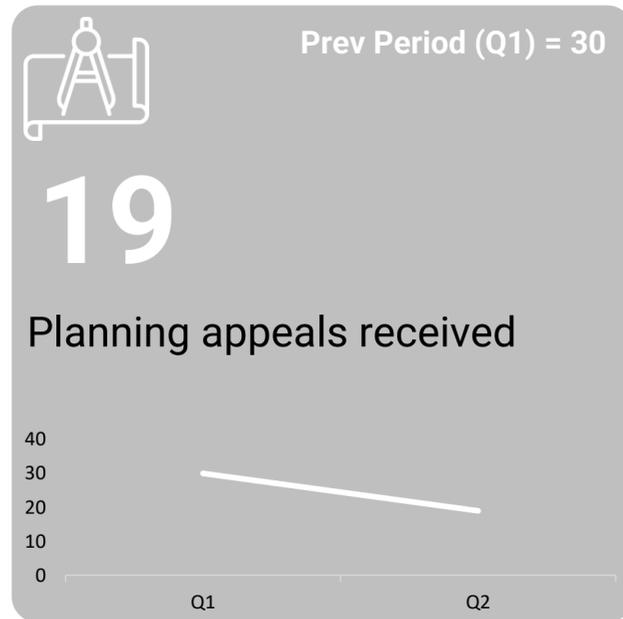
Place Shaping & Homes



The West Northamptonshire Council corporate plan commits to build 500 council homes over the next 5 years. Currently in West Northamptonshire only Northamptonshire Partnership Homes (NPH) are the only builder of council homes that is contributing to this indicator.

The most recent quarter has seen 9 council homes completed an increase from the 8 completed in the previous quarter.

In addition to council homes we have also seen 54 affordable homes completed in the quarter and a year to date figure of 114 affordable homes completed.

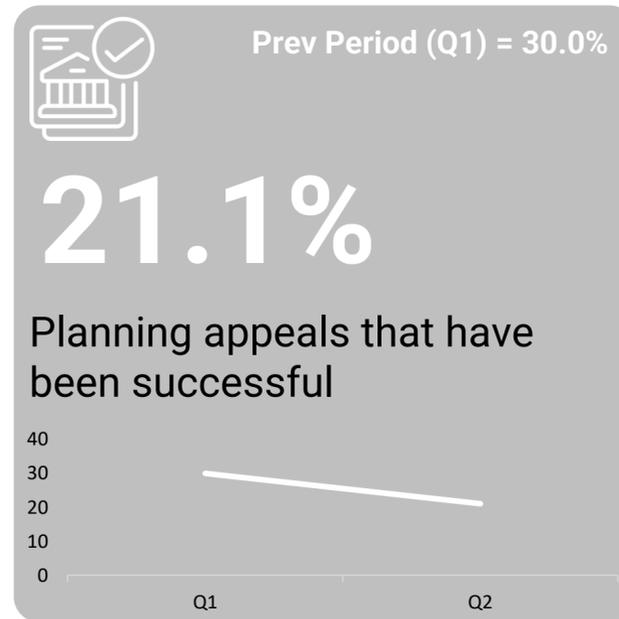


These indicators show the number of appeals that have been received and heard in the current quarter along with the percentage of those appeals that have been successful at appeal.

Planning appeals are a useful indicator to support the robustness of the planning process and decision making of the authority, a high proportion of planning decisions that are overturned at appeal could point to a less robust decision making process.

The most recent quarter has had 19 such appeals and of these and 21.1% (4) have been successful in their appeals. This is a reduction in both measures from the previous quarter which had 30 appeals considered and 30% (9) being successful in their appeals.

The full year to date position for these indicators is 49 planning appeals with 26.5% of appeals being successful to end of September 2021.



Supporting the Local Visitor Economy

With the tourism and hospitality industry hardest hit in the pandemic, the Economy team have been working collaboratively with NNC and Northamptonshire Surprise to support the local visitor economy sector to bounce back, by raising the profile of the fantastic local attractions and businesses the area offers to residents and visitors and encourage staycations and tourism spend back into the area.

The Go Northamptonshire campaign was developed to deliver a focussed programme of marketing activity, including dedicated website pages and social media posts to target more overnight stays and increase visitor numbers to the area.

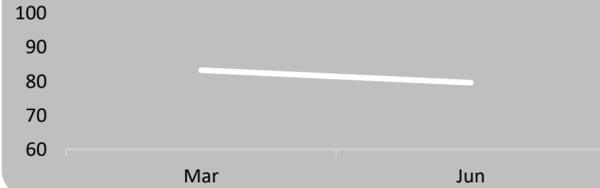
www.northamptonshiresurprise.com/go-northamptonshire

HIRED Prev Period (Mar) = 77.6%



74.1% June'21

People aged 16-64, who are in employment



The rate of people aged 16-64 who are in employment in West Northamptonshire decreased by 3.5% to 74.1% in the latest quarterly information (to June 2021).

Nationally, 74.4% of 18-64 year old are in employment, putting West Northamptonshire 0.3% below the national average. The change nationally since the last quarter was a 0.4% reduction.

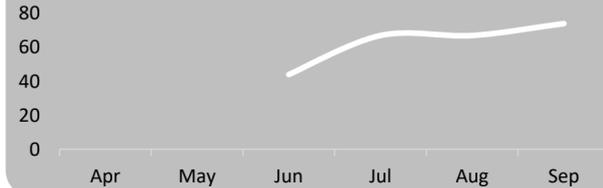
Regionally the latest figure dropped by 0.7% to 74% to the end of June 2021.

Prev Period (Jun) = 44



74

Apprentices employment in substantive roles



The government introduced a number of changes to encourage employers to offer more apprenticeship opportunities to both their current employees and to new staff joining their organisations.

The council currently supports a variety of different apprenticeship schemes in order to offer opportunity and development to new and existing members of staff.

At the end of September West Northamptonshire Council had 74 apprentices employed in substantive roles, this is up from 44 at the end of June.

Supporting West Northamptonshire Businesses

The Economy Team have been dealing and responding to a number of business enquiries recently and engaging with local businesses at events, such as the Northamptonshire Chamber of Commerce Back 2 Business Expo, the West Northants Business Forum and most recently the Motorsport Industry Association's Conference Technology Showcase to promote the business support provided by the team.

The WNC website has also been updated with information about the business support provided by the Economy team and a dedicated contact form for enquiries is now available. www.westnorthants.gov.uk/free-business-support

WNC Employment Support Activities

The Economy team have been actively promoting and providing employment support to a number of West Northamptonshire businesses and residents looking to fill vacancies/find local work.

This month the team were involved in hosting a DWP Kickstart event in Towcester, which focused on supporting businesses based in Towcester and Silverstone with filling their Kickstart vacancies.

The employment support provided by the WNC Job Club includes access to professional experts who provide free confidential advice and support to help find local employment, latest information on local vacancies, CV, application form and covering letter advice, support with on volunteering and training opportunities as well as money, debt and welfare advice. www.westnorthants.gov.uk/free-employment-support

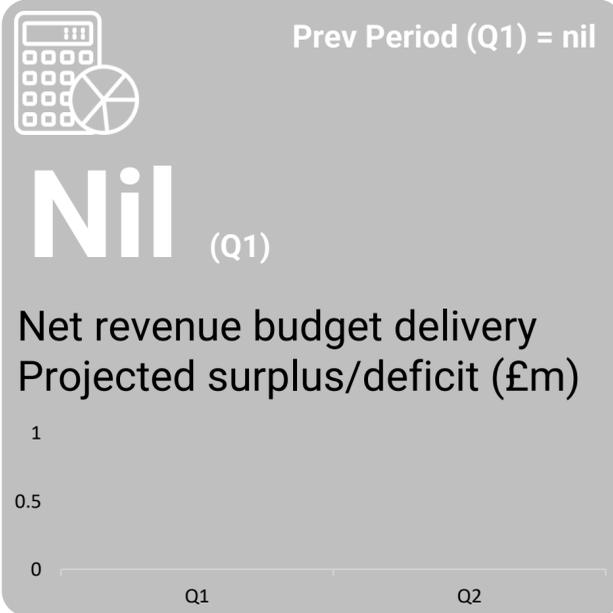
Developing a West Northamptonshire Prospectus

The development of a West Northamptonshire Prospectus is progressing and the Economy team are engaging with key external stakeholders to support its preparation. Partners include the University of Cranfield, Prologis, Visit England, Silverstone Park, University of Northampton and others, all of whom are endorsing the developing document and are keen to build partnership working with WNC.

A final draft of the Prospectus is currently under development to then be approved internally and taken to Government in November. The Prospectus will steer a future strategy development and be used to input how WNC addresses business support, inward investment, skills development, climate change and more.

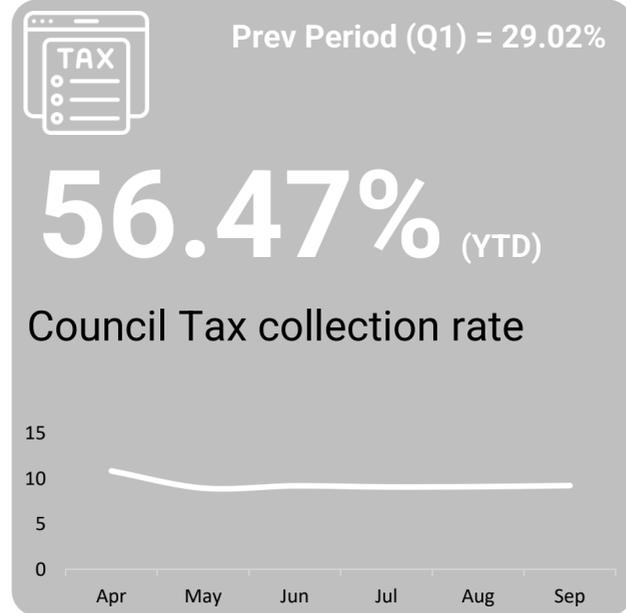
Priority 6 – Robust Resource Management

Transparency & Financial Probity



The forecast outturn position for 2021-22 is an overspend of £1.6m (as end Q1), which is 0.5% of the net budget, before the application of the contingency budget.

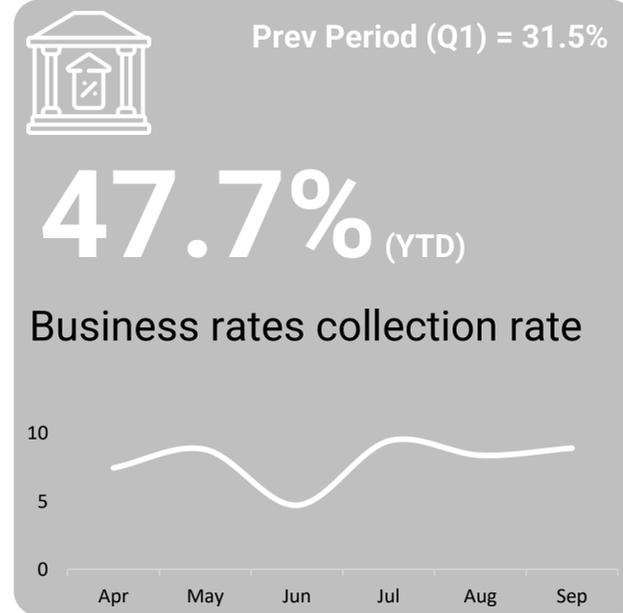
The budget proposals included a general contingency of £5m to deal with any unexpected budget pressures that emerged in year, particularly as the levels of demand, and the true cost of service design could not be fully known until the new financial year commenced for the new organisation. The contingency is being held centrally within 'Centrally Controlled Budgets' and will be allocated to services as the discretion of the Executive Director of Finance and the portfolio holder for Finance.



As we emerge from the pandemic the collection rates for September are slightly below target at 56.47% against a target of 57.73%.

The Magistrates court have now allocated more court dates from January 2022 which will allow more active recovery to take place across West Northants.

The team are working with customer service colleague to make proactive outbound calls to customers who were issued a reminder in August that still have payments overdue.



The collection rates for business rates at the end of September are 47.74% against a target of 56.20% which equates to approximately £13.7m.

The collection rates have been impacted by the reduction of the amount of government reliefs awarded from the end of June, increasing the instalments for businesses from July 2021 for which government funding will be received.

The Magistrates court have now allocated more court dates from January 2022 which will allow more active recovery to take place across West Northants.

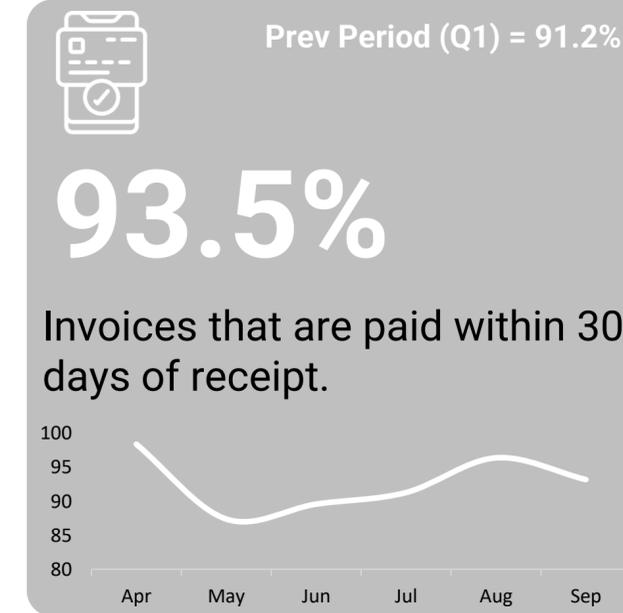
The team are currently making outbound calls to chase overdue payments and make sustainable arrangements.



There has been a reduction in the aged debt (90+ days) since the last report, the majority of the improvement is within Adult Social Care (ASC) where the overdue has reduced following a large payment amount from health partners.

An ASC Improvement project has led to improved collaborative working between ASC & the Debt Team to review and resolve some of the most complex cases. In addition a Deprivation Workshop held with Path Finders and TOLLERS Solicitors to look at how we maximise activity to tackle deprivation of Service Users cases of hardship.

These should start to show an improvement within the ASC recovery figures over future months.

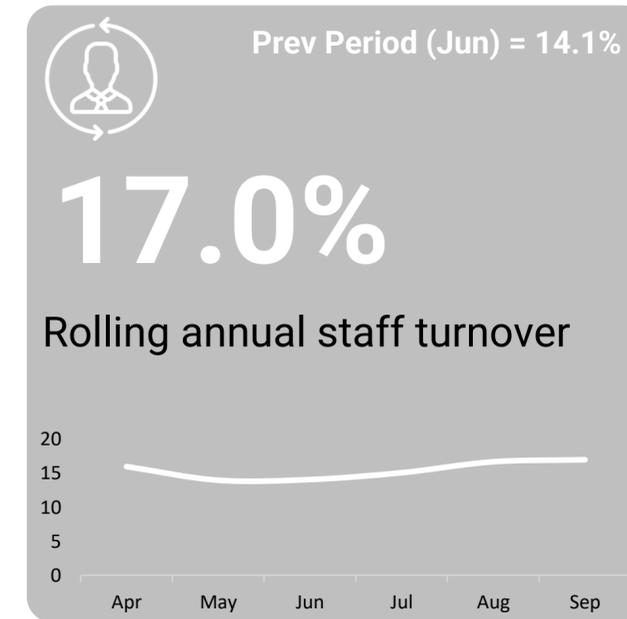
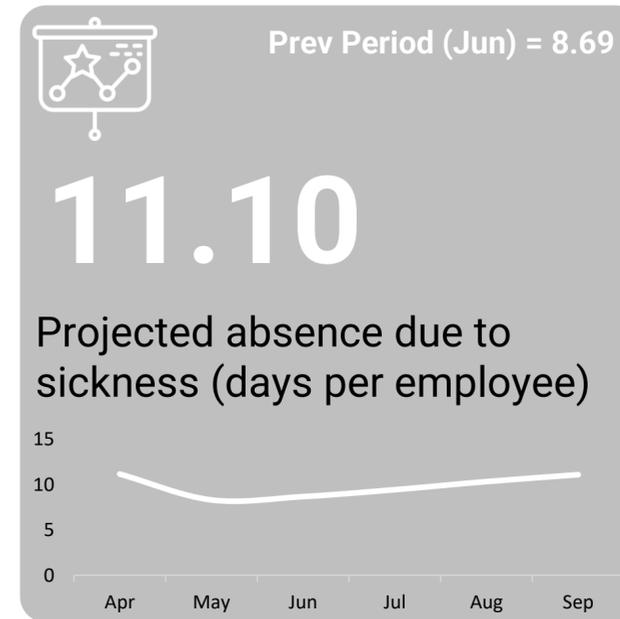
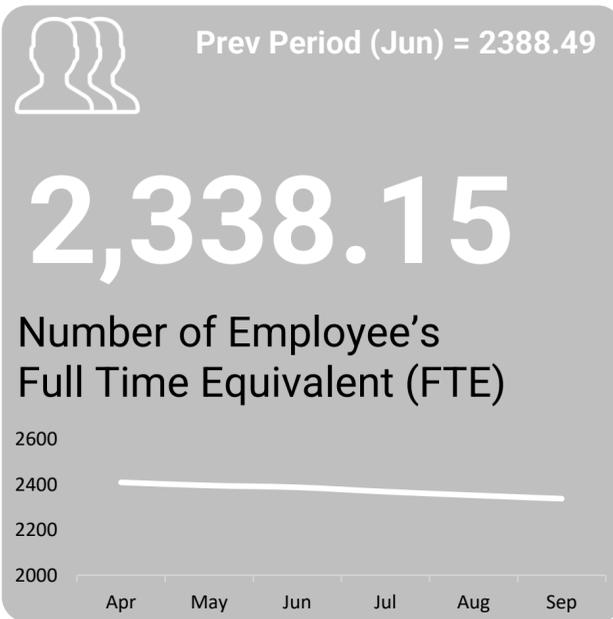


The most recent quarter has seen 93.5% of invoices paid within 30 days of receipt, up from 91.2% from the previous quarter.

This indicator has a 95% monthly target, however the expectation is that we would exceed each of the monthly indicators to be in the region of 98%+ but there is and continues to be a transition period as we work with service areas to fully understand new processes that are in place now that WNC is abiding by a 'No Purchase Order, No Pay Policy'.

Priority 6 – Robust Resource Management

Transparency & Financial Probity



These two indicators provide detail on the number of employee's within the council, both individual people (headcount) and the full time equivalent, which for West Northamptonshire Council refers to 37 hours per week.

The current establishment shows 2,620 employee's at the end of September 2021, an decrease of 60 to that reported at the end of June (2,680), there is a similar trend in the number of FTEs with a decrease to 2,338.15 at the end of September.

Due to the unitary transition and there are no trends available prior to the 1st April this year specifically for West Northamptonshire, this information will build in the coming months.

These two indicators provide both an actual absence average per month across the year and the second indicator is the projected absence due to sickness by the end of the year, each of these indicators is an average per employee.

Current sickness absence from work continue to be impacted by Covid-19 which will be directly impacting ability to attend work in parts of the organisation, typically those front line services. But also the current working arrangements with office based staff continuing to work from home for at least part of the week is likely to be resulting in less staff absence in parts of the organisation.

The average number of days lost due to sickness has had a consistent increase through the year with no months to date showing a particular rise or drop in absence, the year to date has seen 5.16 days on average per employee lost due to sickness and the current projected absence by the end of the year is 11.10 days per employee.

It is healthy for any organisation to have a level of staff turnover through staff moving on to other organisation and the council attracting new staff into the organisation.

Since the 1st April the annual staff turnover level has fluctuated between 14% (May) and 17% (Sep). The Majority of this turnover is voluntary turnover, part of a normal flow of staff in and out of the organisation with the only redundancies being part of the tier 1-3 structure changes completed in April and May, and those notice periods would have ended in quarter 2.

Corp Ref:	Metric Title	Priority	Lead Directorate	Better to be?	Target	Apr	May	Jun	Q1	Jul	Aug	Sep	Q2	YTD	Stat Neighbour	Regional	National
1.2	Percentage of household waste sent for re-use, recycling or composting	1. Green & Clean	Place & Economy	Higher		50.85%	52.32%	56.42%	53.33%					53.33%	-	43.41%	41.25%
1.3	Percentage of waste from HWRCs diverted from landfill	1. Green & Clean	Place & Economy	Higher					71.50%					71.50%			
1.4a	Net trees planted this year	1. Green & Clean	Place & Economy	Higher					49				-140	-91	-	-	-
1.5	Council vehicles that are electric or hybrid	1. Green & Clean	Place & Economy	Higher									22	22	-	-	-
1.6	Council owned parks and green spaces that have Green Flag accreditation	1. Green & Clean	Place & Economy	Higher	10 in 5 years				5				5	5	-	-	-
2.1a	Percentage of all referrals with a decision within 2 working days	2. Improved Life Chances	Children & Education	Higher	85%	97%	94%	88%		94%	93%	84%			-	-	-
2.1b	Percentage of referrals with a previous referral within 12 months	2. Improved Life Chances	Children & Education	Lower	29%	31%	32%	32%		34%	36%	35%		34%	23%	26%	23%
2.1c	Percentage of Single Assessments authorised within 45 days	2. Improved Life Chances	Children & Education	Higher	85%	99%	99%	97%		98%	97%	99%		98%	-	-	-
2.1d	Percentage of children that became the subject of a Child Protection Plan for the second or	2. Improved Life Chances	Children & Education	Lower	20%	24%	10%	35%		32%	45%	36%		29%	22%	24%	22%
2.1e	Percentage of children in care who were placed for adoption within 12 months of an agency decision	2. Improved Life Chances	Children & Education	Higher	72%				64%				54%	59%	-	-	74%
2.4	Proportion of people using social care who receive self-directed support	2. Improved Life Chances	Adults, Comm & Wellbeing	Higher	91.9%								67.6%		-	94.0%	92.2%
2.5	Proportion of people that return to their normal place of residence of discharge	2. Improved Life Chances	Adults, Comm & Wellbeing	Higher		94.8%	95.3%	95.4%	95.1%	95.4%	95.7%	95.7%	95.6%	95.4%	-	-	-
2.6	Proportion of older people (65+) offered reablement services following discharge from	2. Improved Life Chances	Adults, Comm & Wellbeing	Higher	2.5%										-	2.8%	3.3%
2.7	Proportion of older people (65+) who were still at home 91 days after discharge from hospital into	2. Improved Life Chances	Adults, Comm & Wellbeing	Higher	79.2%	44.7%	53.5%	31.6%	43.9%	74.4%	65.9%	70.5%	70.2%		-	82.3%	79.1%
2.8a	Number of homeless preventions	2. Improved Life Chances	Adults, Comm & Wellbeing	Higher	265	51	39	33	123	35	24	32	91	214	-	-	-
2.8b	Number of cases where homelessness was successfully relieved	2. Improved Life Chances	Adults, Comm & Wellbeing	Higher	312	45	40	39	124	31	41	43	115	239	-	-	-
2.10a	Percentage of in-year eligible population offered an NHS Health Check	2. Improved Life Chances	Adults, Comm & Wellbeing	Higher	100.0%	1.3%	2.4%	2.1%		2.1%	3.2%	2.4%			-	1.2%	1.5%
2.10b	Percentage of in-year eligible population who received an NHS Health Check	2. Improved Life Chances	Adults, Comm & Wellbeing	Higher	60.0%	0.7%	0.5%	1.0%		0.9%	1.0%	1.1%			-	0.5%	0.6%
2.11	Percentage Smoking quit rate at 4 weeks	2. Improved Life Chances	Adults, Comm & Wellbeing	Higher	60.0%	67.5%	63.3%	63.7%		55.0%	57.8%				-	-	-
2.12	Breastfeeding rate at 6-8 weeks	2. Improved Life Chances	Adults, Comm & Wellbeing	Higher	55.0%	52.0%	53.9%	53.5%		55.5%	55.7%	53.1%			-	n/a	47.6%

Detailed Scorecard Appendix

Corp Ref:	Metric Title	Priority	Lead Directorate	Better to be?	Target	Apr	May	Jun	Q1	Jul	Aug	Sep	Q2	YTD	Stat Neighbour	Regional	National
2.13	Number of school aged children who receive weight management advice and support 1:1	2. Improved Life Chances	Adults, Comm & Wellbeing	Higher	5,000	62	138	291	491	223	179	273	675	1,166	-	-	-
2.14	Percentage of mothers known to be smokers at the time of delivery	2. Improved Life Chances	Adults, Comm & Wellbeing	Lower	11.0%				11.9%				11.0%		-	11.4%	9.6%
3.1	Number of defects repaired in the highway network	3. Connected Communities	Place & Economy	Higher		2,900	2,271	1,790	6,961	1,766	2,097	1,965	5,828	12,789	-	-	-
3.2	Percentage of defects repaired within timescale (P1-P4)	3. Connected Communities	Place & Economy	Higher		98.41%	97.49%	96.54%	97.63%	99.49%	99.76%	99.39%	99.56%	98.51%	-	-	-
3.3a	Broadband gigabit connectivity	3. Connected Communities	Place & Economy	Higher	75% by end 2023				66.7%				67.3%	67.3%	-	-	57.6%
3.3b	Broadband Full Fibre	3. Connected Communities	Place & Economy	Higher	40% by end 2023				32.6%				34.8%	34.8%	-	-	26.1%
3.4a	Rural Broadband Coverage - Gigabit Connectivity	3. Connected Communities	Place & Economy	Higher									39.8%	39.8%	-	-	-
3.4b	Rural Broadband Coverage - Full Fibre	3. Connected Communities	Place & Economy	Higher									39.6%	39.6%	-	-	-
3.5	Number of charging points	3. Connected Communities	Place & Economy	Higher					11				19		-	-	-
3.6	Percentage of customers who are quite satisfied and extremely satisfied with the service received	3. Connected Communities	Corporate Services	Higher									91.5%	91.5%	-	-	-
3.7	Percentage of contacts received within Customer Services for the first time (unavoidable contacts)	3. Connected Communities	Corporate Services	Higher									87.0%	87.0%	-	-	-
4.1	Number of new council homes built	4. Thriving Villages & Towns	Place & Economy	Higher		2	5	1	8	5	4	0	9	17	-	-	-
4.4a	Total number of planning appeals received	4. Thriving Villages & Towns	Place & Economy	No Tolerance					30				19	49			
4.4b	Proportion of planning appeals that are successful	4. Thriving Villages & Towns	Place & Economy	Lower					30.0%				21.1%	26.5%			
5.1	Percentage of people (aged 16-64) who are economically active	5. Economic Development	Place & Economy	Higher	No Target			74.1%						79.6%	-	74.0%	74.4%
5.5	Number of apprentices employed in substantive roles	5. Economic Development	Corporate Services	Higher	No Target			44		67	67	74		44	-	-	-
6.1	Net Revenue budget delivery - Projected surplus/deficit (£m)	6. Robust Resource Management	Finance	Lower					0.00					0.00	-	-	-
6.2	Council Tax collection rate	6. Robust Resource Management	Corporate Services	Higher	57.73%	10.85%	19.81%	29.02%		38.11%	47.23%	56.47%		56.47%	-	-	-
6.3	Business Rates collection rate	6. Robust Resource Management	Corporate Services	Higher	56.20%	7.46%	16.28%	20.99%		30.43%	38.82%	47.74%		47.74%	-	-	-
6.4	Amount of debt owed to the council that is overdue by at least 90 days (£m)	6. Robust Resource Management	Finance	Lower						30.2	29.2	23.9		23.9	-	-	-

Detailed Scorecard Appendix

Corp Ref:	Metric Title	Priority	Lead Directorate	Better to be?	Target	Apr	May	Jun	Q1	Jul	Aug	Sep	Q2	YTD	Stat Neighbour	Regional	National
6.5	Percentage of invoices that are paid within 30 days of receipt	6. Robust Resource Management	All Directorates	Higher	95.0%	98.4%	87.4%	89.6%	91.2%	91.3%	96.4%	93.2%	93.5%	92.4%	-	-	-
6.7a	Number of Employee's - Full Time Equivalent (FTE)	6. Robust Resource Management	All Directorates	No Tolerance		2,410.30	2,396.49	2,388.49		2,369.32	2,353.17	2,338.15		2,338.15	-	-	-
6.7b	Number of Employee's - Headcount	6. Robust Resource Management	All Directorates	No Tolerance		2,705	2,689	2,680		2,656	2,636	2,620		2,620	-	-	-
6.7c	Average number of days lost due to sickness	6. Robust Resource Management	All Directorates	Lower		0.63	1.36	2.24		3.21	4.16	5.16		5.16	-	-	-
6.7ca	Projected sickness	6. Robust Resource Management	All Directorates	Lower		11.2	8.3	8.7		9.5	10.3	11.1		11.1	-	-	tbc
6.7d	Rolling Annual Staff Turnover	6. Robust Resource Management	All Directorates	No Tolerance		16.0%	14.0%	14.1%		15.1%	16.7%	17.0%		17.0%	-	-	tbc



WEST NORTHAMPTONSHIRE COUNCIL

CABINET

7TH DECEMBER 2021

CABINET MEMBER WITH RESPONSIBILITY FOR HR & CORPORATE SERVICES : COUNCILLOR MIKE HALLAM

Report Title	2021 Employee Survey Results and Draft People Strategy
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List of Appendices

- Appendix A** – Best Companies Survey Overview
- Appendix B** – Draft People Strategy – themes and activities
- Appendix C** – Early Impact Paper
- Appendix D** – Headline Employee Survey Results

1. Purpose of Report

- 1.1 The purpose of this report is to set out the activity that has been underway since June 2021 specifically relating to staff engagement. This has involved commissioning an in-depth Employee Survey through an independent professional provider using, academic, psychologically designed questions which will also enable the organisation to be benchmarked against other employers.

The headline results from the first Employee Survey for West Northants Council are shared in the report.

- 1.2 The report also delivers an update on the development of the council's first People Strategy and summarises the themes which have been drafted following organisational wide staff and manager focus groups as well as the early findings from the employee survey.

2. Executive Summary

- 2.1 West Northants Council's Corporate Plan sets out the ambitious plans for the new unitary to provide great services to residents. To be a high performing council relies on our employees and we aspire to be an employer of choice. Part of our journey is getting the culture right and living our THRIVE values. Culture reflects the shared assumptions about what is important, how things are done and crucially how people behave. Cultural assumptions are taken for granted and rarely spoken of directly and as such these can be difficult to identify.
- 2.2 WNC is a new organisation, formed from four different sovereign councils and their associated cultures, these associated cultures are likely to contain a few additional subcultures, including countercultures. The development of one organisational culture and the delivery of cultural change is deemed necessary to ensure the council can respond to the changing environment and support the delivery of the transformation and improvements that are required, enabling the organisation to operate more effectively.
- 2.3 The design and delivery of our first People Strategy for the council is vital to support the development of one culture. We want our workforce to feel engaged and committed to the delivery of the six corporate priorities from the Corporate Plan, to understand how they and their team contribute to their delivery, to be clear on the expectations and ensure their behaviours are aligned to the organisational THRIVE values. Ultimately, we want to enable an engaged, motivated, highly performing, and skilled workforce for West Northants who are open to innovation to drive service improvement.
- 2.4 The development of the People Strategy commenced in June 2021. There has been a significant amount of engagement across the workforce to understand the current employee perspective. A key part of this activity has been the commissioning of the first, fully independent, academically/psychologically rigorous employee survey for West Northants. The themes arising from the engagement over summer and autumn 2021 are being used to shape the draft People Strategy.

3. Recommendations

- 3.1 It is recommended that Cabinet
- a) Note the findings of the activity to date around employee engagement
 - b) Note the development of the draft People Strategy
 - c) Note the headline Employee Survey results
 - d) Agree to receiving a finalised People Strategy in early 2022.

4. Reason for Recommendations

- 4.1 To enable the Head of Paid Service to have a robust strategy in place to support all employees and help to become an employer of choice
- 4.2 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.
- 4.3 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.

5. Report Background

5.1 Employee Survey Update

- 5.1.1 As a new council it is important that we commence with a baseline of employee views for the following reasons:
- i) Asking employees about their views is a powerful engagement activity and gives encouragement that WNC is looking for change.
 - ii) It informs the People Strategy design
 - iii) To understand the immediate focus areas for employees and longer term aims by obtaining a raw reflection of employee opinion.
 - iv) To contribute to the council working toward becoming an employer of choice - employee engagement and acting on the responses will support growth towards this.
 - v) To base line post transfer employee views and feelings toward the new organisation which will provide areas for immediate action and as a baseline for future improvement measurement
- 5.1.2 Following a procurement exercise, Best Companies who are employee engagement specialists were selected to undertake the survey because they offered an academically rigorous methodology (designed with the University of Plymouth with help from the DTI) which also powers the national 'Best Companies to Work For' list and accreditation. It was felt that their survey offer would enable us to understand in detail where opportunities for improvement lie and would enable benchmarking. The company has over 20 years' experience in this field. Appendix one provides further information on the methodology.
- 5.1.3 The employee survey was launched on 11th October and closed on 27th October 2021 with significant effort between internal communications team and the HR team to publicise the

reasons for the survey and to encourage engagement. It is recognised that consistent engagement across the workforce is a challenge due to the high number of front-line operational roles that are harder to reach through an online communication strategy.

- 5.1.4 Whilst the survey did have to be completed on-line, it could be accessed from any personal smart phone, or laptop in addition to work devices. Staff not on email were provided with their log in details via letter which we asked managers to hand to them. We also asked managers specifically to ensure they encouraged complete of the survey by these groups, including setting time aside at the start or end of shifts and ensuring there was equipment available on site for them to complete it on.
- 5.1.5 The survey closed with a 54% completion rate, which was circa 1500 responses. Whilst the level of response was good across services who had been provided with online log ins to complete the survey, it was clear that those services with large numbers of operational roles had been unable to fully engage their teams on this. For example Adults, Communities and Wellbeing closed the survey with a 36% response rate overall. It also raises the question of whether those staff feel fully engaged as an employee of West Northants and suggests that significant further activity is required in this area as staff engagement and feeling part of one workforce is a powerful recruitment and retention tool.
- 5.1.6 In terms of completion rates by job grade, 49% of respondents classed as employees engaged in the survey, this rose to 63% at team leader/supervisor level and between 71 and 87% for managers, Assistant Directors and Directors. We were advised by Best Companies at the outset that a response rate of around 40-60% was usual.
- 5.1.7 WNC has overall got a good level of workforce data from our first employee survey, and the package offered by Best Companies means that we can run unlimited 'pulse surveys' over the next 12 months. We can use these to further target areas where engagement has been low, or where the results particularly show high areas of opportunity when benchmarked to the rest of the organisation or externally.
- 5.1.8 **Early Feedback**
- 5.1.9 At the time of writing and the December cabinet reporting deadline, Best Companies are analysing all the data including the thousands of free text comments from our workforce. Initial feedback was received on 17 November 2021.
- 5.1.10 First indications are that given the context of national results about the effects of COVID on engagement levels, and the fact that we are eight months in, and also a new the Council, our results are positive, with strong leadership and clarity across the senior management (Director and AD/heads of service) on our vision, plan and tasks. This sense of belonging and clarity weakens as we move down the organisation and there is work to do to engage managers and make sure they are bought into the plan and vision and they feel enthused to motivate others. This will require a focus on how we support staff development and personal growth, and the analysis helps us target where we need to do this. Our strategy will focus on how the Council can ensure everyone sees how they contribute to the plan and will form part of our people

strategy. But the overall response is we have a strong base to build on and have a good understanding of what we need to do in order to create a strong, engaged and happy workforce.

5.1.11 A further update on the full employee survey findings can be provided to cabinet once the data has been analysed. In addition, action planning will need to be undertaken by senior officers and their directorates, based on their individual survey outcomes to ensure that we take the necessary action now to intervene where there are areas of concerns and opportunity across our workforce.

5.2 **People Strategy Update**

5.2.1 The aim is to design a People Strategy for WNC that clearly sets out the strategy and practices that will enable our people to deliver the council's corporate plan and vision. It will need to be future proofed and designed so that it delivers both for our workforce as well as enabling us to get what we need from our workforce. The strategy will cover years 1-3 as a new organisation and should lay a solid base for our longer-term requirements.

5.2.2 HR ran 14 people strategy engagement sessions over July and August including sessions with ELT, ADs, trade unions, staff networks, change champions and all staff sessions. We communicated the sessions through Directors, Assistant Directors, Communications, the Chief Executive's blog and on MS Teams to invite as wide an attendee list as possible, and sessions were held both online and face to face (at Northampton, Daventry and Towcester offices).

5.2.3 We obtained a huge number of views from the focus groups with several consistent themes emerging including

- i) development (career pathways, graduate development, apprenticeships, talent management and succession planning)
- ii) pay and terms
- iii) recruitment
- iv) diversity & inclusion
- v) leadership
- vi) agile working
- vii) engagement
- viii) employee lifecycle.

5.2.4 We have taken the themes that emerged and are now developing these into a People Strategy. Appendix 2 summarises the key themes of the developing strategy. To deliver the People Strategy each of the themes will have supporting activities aligned underneath which will be delivered over the next three years. The final piece of activity connected to the development of the People Strategy is the analysis of the employee survey data which is imminent. At that point the People Strategy can be finalised and signed off.

5.3 **Early Impact**

5.3.1 As a result of initial feedback from the People Strategy sessions an Early Impact paper went to senior leadership in early September (See Appendix 3). This had been not been planned at the

outset of the programme of work however it was clear the staff who had been attending the sessions that there were some immediate areas for improvement requiring intervention, mostly based around transitioning employees to West Northants.

- 5.3.2 It has been noted that the focus for the Future Northants programme in the run up to transfer had been delivering 'safe & legal' which for the HR workstream had included the disaggregation of over 3000 NCC employees and ensuring the legally compliant transfer of staff under TUPE. But it was evident that this approach meant that much of the normal staff engagement activity to transition the workforce to a new employer had not been done on prior to day one. It should also be noted that due to the decision to restructure Tiers 1-3 on the lead up to vesting day, on 1st April there were new Directorate leadership teams in place, who only commenced in their new roles on 1st April, and have immediately had to focus on service stabilisation activity as the priority.
- 5.3.3 The Early Impact proposed that all senior managers undertook a number of immediate interventions (some had already done this), including publication of structure charts by directorate, directorate networking events, 'toolbox' talks so that employees understood their service and role in relation to delivery of the corporate priorities, more frequent updates on the transformation programme and re-setting of management expectations.

6. Issues and Choices

- 6.1 Work is continuing finalising the People Strategy and there will be choices made in terms of its key themes and activities once the employee survey data has been analysed.

7. Implications (including financial implications)

7.1 Resources and Financial

There are no resources or financial implications arising from the update currently.

7.2 Legal

A robust People Strategy supports the Council in delivery its wider legal obligations to staff

7.3 Risk

There are no significant risks arising from the proposed recommendations in this report. The work on assessing the workforce and developing the People Strategy are positive interventions in relation to our corporate risk around our workforce.

7.4 Consultation

- 7.4.1 Significant engagement and consultation has been undertaken with employees and wider staff groups as well as the employee survey being sent to all employees for their views.

7.5 **Consideration by Overview and Scrutiny**

7.5.1 The finalised people strategy will go to overview and scrutiny.

7.6 **Climate Impact**

7.6.1 This is a key consideration in relation to agile working that will be picked up in the People Strategy

7.7 **Community Impact**

7.7.1 This is a key consideration in relation to recruiting and retaining local talent and will be picked up in the People Strategy. This is also in relation to the employee's benefits scheme.

7.8 **Communications**

7.8.1 Considerable communications with employees has been a key element of the approach, in order to work with all employees and ensure two-way conversations.

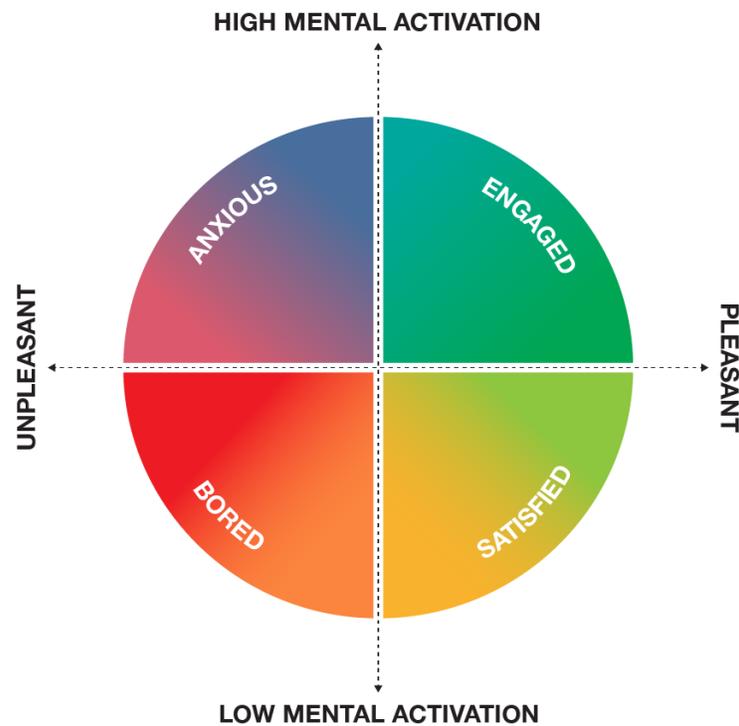
8. **Background Papers**

None

Appendix A – Best Companies Survey Overview

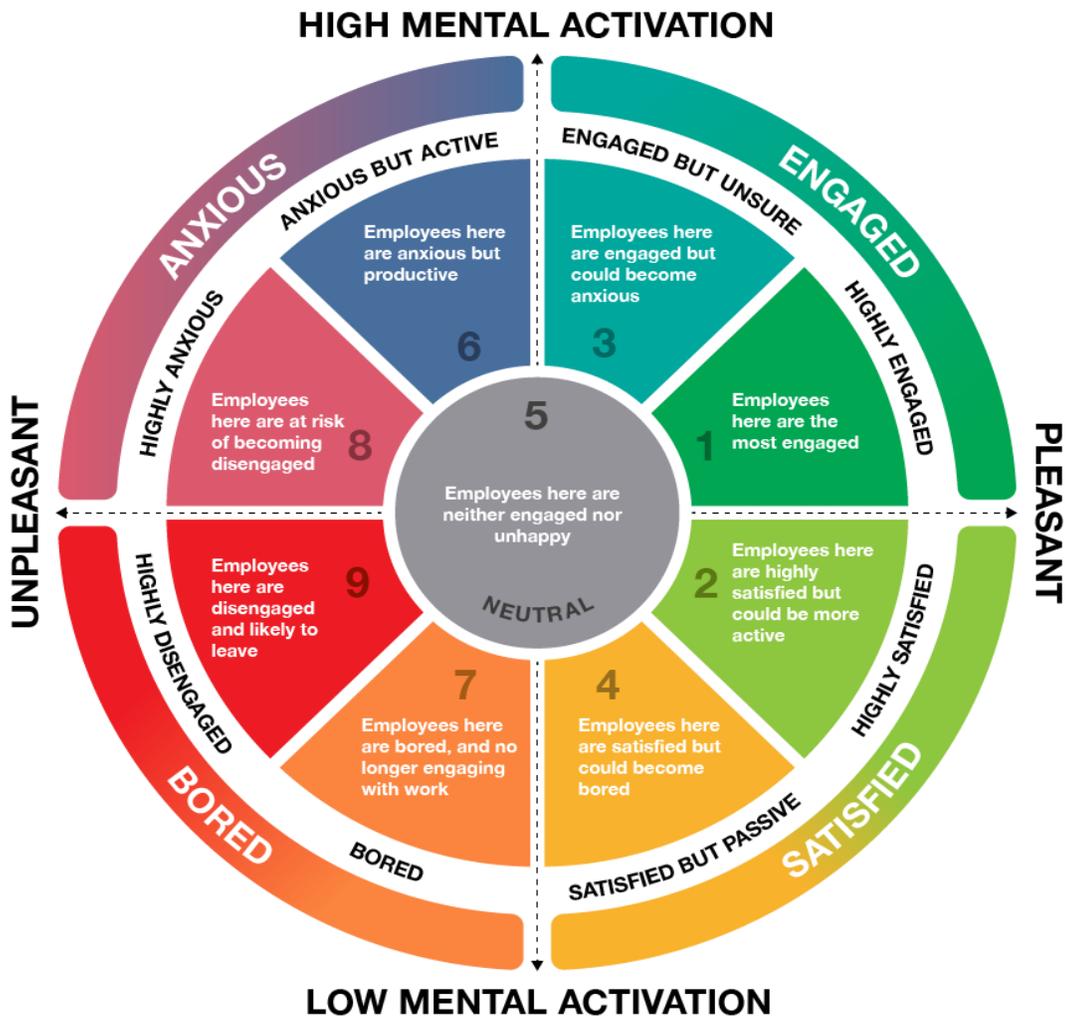
Engagement vs Satisfaction - Russell's Circumplex Theory of Affect (1980)

Engaged employees is the optimum place we need our employees to be, where they are experiencing high mental application but its pleasant as opposed to unpleasant and creating feelings of anxiety.



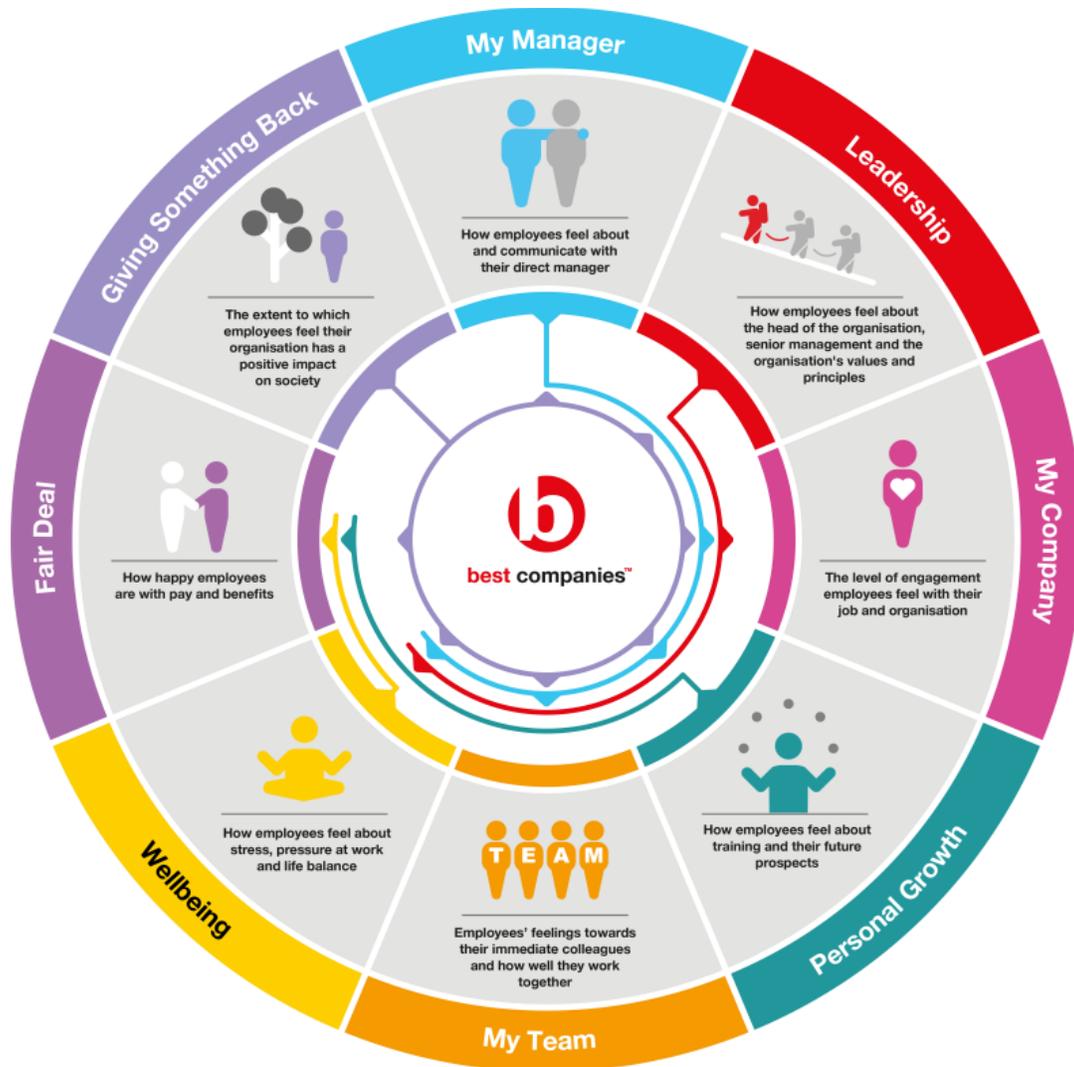
Best Companies Circumplex Model

Employees who are falling into the red categories are difficult to move their mindset over to the green satisfied /engaged categories (green ones) and may therefore may actively seeking alternative work and will not be high performing due to the level of disengagement. It is possible to move those employees falling into the orange or blue categories to become engaged/highly satisfied by understanding who these groups are and action planning with them. The Best Companies survey data analysis will be able to inform and offer clear and actionable insights into how we can engage these groups and we will be able to drill down into directorates and employee groups.



8 Factors of Engagement

Through Exploratory and Confirmatory Factor Analysis, Best Companies identify the deep and interdependent relationships between the 8 Factors of Workplace Engagement. It goes beyond simple assumptions of how people feel based on their response to a given statement, revealing instead the underlying reasons behind their responses and the complex associations between them. It's these patterns, connections and correlations that helps get to the heart of what people want and expect from their working lives.



Appendix B – People Strategy Emerging Themes

These are the emerging themes that are being developed to form the People Strategy. Each of the themes will have supporting activities aligned underneath which will be delivered over the next three years. The final piece of activity connected to the development of the People Strategy is the analysis of the employee survey data.

The How?

The creation of our new West Northamptonshire Council brings the opportunity to develop and set one organisational culture, that supports the delivery of the council's vision - to make West Northants a great place to live, work, visit and THRIVE. It important that we embed our values across our organisation and that these drive our behaviours, we value our employees and create an inclusive, learning environment, to contribute to becoming an employer of choice.

1) Attracting & Retaining Talent:

Talent Acquisition:

Retaining and attracting talent, recruiting the relevant skills and abilities for current and future needs is key to the long-term success of the Council. We have developed a Talent Acquisition and Management Team to lead and support the council in becoming an employer of choice.

Over the next year we will be developing an employer brand and employer value proposition, ensuring we are noticed in the markets to attract the best talent. We will be tapping into organisations that support inclusion including Stonewall and their programme of over 900 employers who are creating inclusive workplaces. To increase our pool of talent we need to ensure we are advertising in the right places. We established nine Staff Networks earlier in the year and working with this diverse range of our employees we will widen our advertising opportunities and our candidate pools.

To enable us to support our talent acquisition ambitions we are procuring a market leading recruitment and applicant tracking system that is scheduled to go live mid-2022. Supporting this the Acquisition Team will provide easily understandable tool kits for managers to navigate the new system.

Organisation Orientation:

The importance of onboarding our new talent cannot be underestimated. The best candidates are now won and lost in the period after their offer and acceptance of a role, prior to starting. How we manage this period is therefore more important than ever.

The delivery style and method of these first post-offer contacts will shape the candidates view of the true approach to engagement that the council takes. At this early stage it is key to create dialogues and start delivering on the employer brand experience, prepare the successful candidate on how to navigate the organisation in the early days and start contact with future colleagues. The intention over the next year is to design this programme of first contact to include a buddy system, alternative uses of technology to share and involve the new candidate in our culture, with information and contact that is informative and inclusive. Technology options will become clearer as the process of procuring the recruitment system develops.

The design of a new more formal induction process for new starters post start date will be launched in 2022. These will be run in three separate programmes, "Leaders", "Managers" and "All Employees", to include an inclusive introduction to the council and the West Ways of Working whilst setting expectations from the outset. The aim of these programmes is to ensure new starters are set up for success, which introduces them to the Council's vision, values, behaviours and cultural expectations as well as to the 'West way of working'.

Talent Management:

We are developing a defined, strategic approach to attracting, identifying, developing, engaging, retaining and deploying those people whose knowledge, skills and capabilities have been identified as key to the delivery of our objectives. The Talent and Succession strategy will include fully utilising apprenticeship opportunities.

Developing our internal and new talent by exploring available initiatives. To recognise ability and give opportunities to those who's skill sets can be developed and deployed across the organisation.

Over late 2021 and the first half of 2022 we are exploring initiatives including graduate schemes, apprenticeships, development of our care leavers.

The latter half of 2022 and early 2023 we will be designing our own Shining Stars Programme to develop internal employees, graduates or not, to become the West Northants leaders of the future.

Pay, Reward & Recognition:

Following the transfer of four councils into West Northants on a variety of terms, conditions and remuneration we are now in the process of designing a pay and reward strategy that provides financial wellbeing to all of our employees and is a key tool in attracting and retaining employees and motivating them to deliver consistently effective performance against the corporate objectives.

To achieve this the hard work underneath the pay and reward strategy will take us into 2023. This includes the creation of job family architecture and pay modelling, designing an affordable and attractive pay and reward model. Understanding how our employees flourish with recognition and how to maximise the opportunities to do this including life-style, benefits packages and flexibility.

This work will be the backbone of our career pathway design to understand the contracts and packages required to make these work.

2) Achieving Our Goals Through Our High Performing & Flexible Workforce:

Leadership & Management:

Leading whilst transferring four local authorities together into a new organisation during a global pandemic, whilst applying for the new tier 1-3 roles has been challenging for our teams. Six months in and the senior teams have become tight, positive and supportive, they are clear on the organisations future direction and have been carrying out an intensive programme of listening to employee views and thoughts.

Knowing that our transferred and new hire community will have a wide range of skills at different levels and the impact on the organisations employee retention, attraction, performance, engagement and motivation, throughout the first half of 2022 we are developing a programme of leadership development for our tier 1-3 leaders. This will include dedicated activities as well as the development of programmes that will be available to our leaders and managers across the organisation. These include the use of level 5, 6 and 7 apprenticeships in leadership and management, mentoring, partnering with organisations that have established programmes. Internal and external coaching programmes and continuing our peer group self-learning, action learning sets and developing this as a successful tool through the organisation.

Closely relating to the leadership programme activity is our Management Programme (MALP) workshops to ensure consistency of message and direction of travel. Feedback from our People Strategy Focus Groups unsurprisingly showed inconsistency in management approaches through our new organisation. Transferring managers have a variety of styles and skills and it is therefore a priority to set standards and expectations for

this group. Managing in a new organisation can be a difficult time, particularly post transfer, in a pandemic with huge swathes of the workforce still working from home. A twelve-week management development programme has been developed and has seen a number of cohorts start and complete the programme. The intention is for all managers to have completed this programme by the end of 2022. It will then be offered periodically for new managers.

Establishing High Performing Teams:

To establish consistent high performing teams we are looking internally and sharing our successes and how they've been achieved between directorates, services and teams, respecting and listening to our peers.

Key to high performance is to codesigned corporate, directorate and service plans. Listening to employees and providing safe spaces to share thoughts and ideas, developing agile environments to design and innovate.

Jointly setting clear objectives and reviewing and re-establishing direction where required will support the successes of high performing teams. To do this it is essential to develop a new, progressive and effective performance management programme for the Council. Supporting employees to achieve their potential, career goals and best selves to deliver for West Northamptonshire Council's residents. This work is taking place over late 2021 and early 2022.

Diversity & Inclusion:

Inclusion is the access to equal opportunity and treatment within the workplace. It is proven to improve the culture and success of organisations by bringing together a wealth of experience and ideas. How the Council approaches diversity and inclusion in the workplace should reflect our ambitions for residents and vice versa.

Staff Networks were set up at the point of transfer to West Northamptonshire in April 2021. There are nine networks covering a range of areas to enhance employee inclusion through peer-to-peer support and a collective voice. These networks are a safe space to share concerns whilst also initiating and supporting organisational feedback, policy change and increased opportunities.

As well as the deliverables around diversity and inclusion through our talent management workstream we will be developing a 5-year plan and target for inclusion in senior roles over the first half of 2022.

The starting position is a council wide review of the personal data held on our HR system ERP Gold, this is currently varied due to approaches at the transferring councils prior to April 2021. To develop a baseline, employees will be required to update their personal data using their self-service access. This will provide a complete set of personal data for all employees, to include the choice not to provide detail as a tick box. This update will be completed in the first quarter of 2022. This information will then be used to understand a full picture of the council and where greater efforts need to be directed to increase opportunity for all.

Diversity and inclusion is more than a set of tasks, the focus is weaved through all of our People Strategy workstreams and future thinking.

A Culture of Learning and development:

We encourage a learning culture across our workforce through the use of in-house training and development programmes, apprenticeships, clear career pathways and graduate development/shining stars programmes. This culture is a key attraction tool and also enables the organisation to deliver the corporate priorities through innovation and internally future proof and not solely rely on external options.

Starting from the beginning, we will be working with local schools and our closest universities to develop work experience, intern and volunteering programmes within a variety of services from Autumn 2022.

We will be researching and procuring appropriate apprenticeship programmes to meet the needs of our services, targeting hard to fill roles, supporting the delivery of career pathways and a range of personal development. Our strategy, as well as internal development, supports local residents into local government careers. Our Apprenticeship Strategy has been designed and planning is currently taking place. The programme will be developed from June 2022.

Fully developed learning cultures support and encourage self-directed learning. By the council ensuring the appropriate tools are in place and communicating where and how to use them effectively individuals can then identify their own learning goals and drive their own development.

3) **Creating A Culture of Engagement & Wellbeing:**

Culture & Engagement:

We aim to have one clearly defined, high performing organisational culture based on trust and a strong psychological contract. Employees are motivated and engaged, working in cohesive teams that collaborate across the organisation. Individuals and teams are clear on how they contribute to the success of the organisation, and their part in delivering the council priorities (the golden thread).

Council wide engagement opportunities across West Northants have been high. With regular "All Staff" briefings and Q&A with the Chief Executive, external employee survey, internal pulse surveys, People Strategy focus groups, the Staff Networks, Transformation coffee mornings, Directorate and Service engagement and networking events where possible to encourage face-to-face interaction. Whilst the opportunities are there for those who would like to get involved, the hard work is engaging those who are less willing or don't feel able for some reason to be part of these activities. Our Engagement Strategy will be developed for spring 2022 aiming to set a standard, process and plan to fully engage our workforce over the next three years at an individual, team and organisational level.

The employee survey that has just closed will give us clear feedback from employees on areas of success and where we need to jointly improve. Once the results have been analysed and shared by our survey partner, we have a post survey programme of activity including working with Clever Together on a Big Conversation, organisation wide engagement tool to deep dive into areas of the survey results where employees feel we have more work to do. This will be part of the co-design with employees of the action planning and next steps, including through focus groups, targeted pulse surveys and working with our trade union and staff network colleagues.

The integration of new behaviours coming out of our action planning to reflect how we work, living our values to deliver our vision. To enhance this work we will be providing values led feedback on the employee survey to start the thinking around this process. This work will take place over the end of 2021 and first quarter of 2022.

We are working towards one, new, embedded organisational culture focused on a high performing culture.

Work Environment:

We are working to create the right conditions for a modern, flexible and agile workforce to thrive, and in doing so drive productivity, improve service quality, customer experience and improve staff wellbeing.

To make best use of assets to achieve the Council's priorities. Supporting employees to succeed in a work: life balance that supports their role and our residents' requirements.

We will implement a hybrid working model based on worker profiles across WNC, ensuring staff have the *right* access to the *right* tools to work collaboratively and succeed in their role.

To support this model we will develop and deliver policies and training to enable managers to unlock potential of a hybrid workforce to drive productivity and improve quality standards and make best use of resources.

Wellbeing:

A holistic approach to wellbeing should be a key part of our employer value proposition and brand and will support us to retain and attract talent, support our employees and help them to reach their potential. This will increase resilience and improve performance.

Supporting employees through the initial changes to a blended work environment whilst supporting their performance, development and wellbeing. Ensuring the blended work environment enables the Council and its employees to be high performing and thrive

4) Embracing Change to Support West Northants Transformational Journey:

Organisational Design:

Business partnering the organisation for transformation. Supporting and advising on service design, spans and layers, following corporate wide direction and encouraging digital analysis as part of the design of services

Analytics & Digital:

Using people analytics to derive insights. Optimising and aligning decisions with the Corporate priorities. To understand the workforce element of the Councils Digital Strategy, supporting automation and innovation.

Organisational Maturity:

Not sitting on our laurels, continuing to measure culture and organisational maturity as WNC develops over the coming months and years ensuring a continuous cycle of improvement. Assessing effectiveness at gateway points and mapping improved capabilities and performance opportunities.

Appendix C – Early Impact Paper 6th September 2021

The feedback in the focus groups covered employee’s priorities for the future People Strategy and understandably their feelings about their current situations.

There seem to be several activities that could have a positive early impact and take a relatively short period of time to set up. Please see table below:

Feedback:	Proposal:	Timeline:
Services, individuals, teams, District & Boroughs are working in silos	Provide networking events across services and between closely linked services for face-to-face engagement with colleagues (Online to be available for vulnerable employees) Working with OD to deliver	September/October
Feeling of gaps in the structure of working due to transfer and without an alternative way of working provided	All Directors and ADs to complete and share structure charts within service, with Comms and on the intranet. Working with Transformation and Comms to deliver	September
Feeling of not knowing where roles fit in structure, service and the Council	Director, AD, Manager cascade, self-designed toolbox talks on where the directorate and services fit within the organisation and how they will work together. Interim/new ways of working. Working with Transformation and Comms to deliver	September/October
Isolation due to transfer and to Covid	Networking events, buddying within services for home working, using Teams to full capacity and not just for video calls	September/October
Employees feeling of a take-over, particularly NCC but mainly of the Council their senior managers came from. Those ways of working have been adopted with all other good practice side lined.	Management run focus groups within service to form West Ways of Working, taking the best of all Council’s previous working and adding in up-to-date best practise. Giving employees a voice and route to share their previous good practice.	October-December
Lack of Transformation communication is a cause of anxiety to many	Feedback shared with Transformation, coffee mornings, newsletter and enablers meetings have already been planned. Suggestions of timelines and transformation phases once working within a service have been superseded by Transformations recent coffee morning. Transformation and Comms main parties for delivery	September onwards
Management expectations	A review of transition activities and clear West Way of Working expectations set for	September

	<p>Directors, Ads, HoS and Managers. Ensuring basic transfer activities and communication took place and have continued, checklists and support. To include 1:1s, team meetings, direction setting. Working with HR, OD & Comms to deliver</p>	
<p>Vision, Corp priorities individuals not widely known. Values only known as THRIVE</p>	<p>Embedding programme in draft and a variety of deliver options being considered. Working with HR, OD, Comms to deliver</p>	<p>September - December</p>

Appendix D – High Level Employee Survey Results

1. Overall commentary

The Council shows 46% of people in degrees of “pleasant experience” vs 36% in degrees of “unpleasant” experience, but a larger than normal level of neutral people who are undecided, which is encouraging as they are most likely to become engaged if we work to motivate them and raise engagement and enthusiasm for the vision and our purpose. This split has become common in the post COVID world where so much has changed and a lot of anxiety and wellbeing focus has grown across businesses. Given this is a new council as well this creates further uncertainty and many staff will still feel a connection to their old council and leadership.

Given where we are and how new the Council is, our results are really good with strong leadership and clarity across the senior management (Director and AD/heads of service) of the leadership, vision and tasks to be done.

This is weaker as we move down the organisation and that there is work to do to engage managers and make sure they are bought into the plan and vision and they feel enthused to sell that onwards. This will require a focus on listening, inspiring, caring and personal growth. This will help everyone see how they contribute to the plan.

There is a strong sense that many staff feel they are reacting and not proactive enough and we need to look at how we make a shift. This finding is also increasingly common through COVID and as we recover.

We have a strong base to build on and clarity on where we need to focus.

2. Our responses by job group:

Your Defined Job Grade	Maps to	Number of Responses	Percentage of Responses
Team Member	Team Member	1039/2134	49%
Team Leader/Supervisor	Team Leader/Supervisor	149/238	63%
Manager	Manager	251/323	78%
Head of Service/Service Manager	Senior Manager	27/36	75%
Assistant Director	Senior Manager	13/15	87%
Director	Director	5/7	71%

The level of our responses at 54% overall was good but there is a need to engage more front line staff and get their feedback.

3. Our West Northants Council’s overall engagement score:

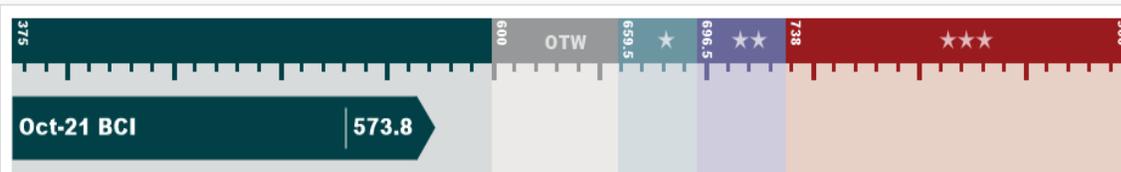
Your Engagement Scores

Description

This graphic shows the Best Companies Index (BCI) score for your organisation and how it relates to our Accreditation standard. The BCI is a score between 0 and 1000 and is directly comparable between surveys.

Survey types:
BCI - Best Companies Index Score

Ratings breakdown:
OTW is Good
★ is Very Good
★★ is Outstanding
★★★ is World Class



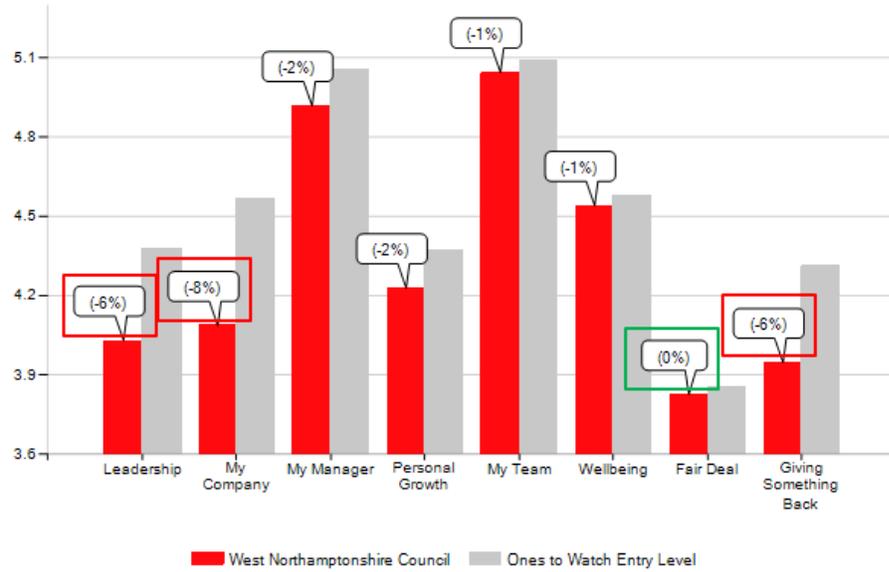
This is a good first response and normal for a new organisation starting its journey.

4. Best Companies '8 Factors of Engagement' – WNC benchmarked against the normal entry points for Best Companies 'Ones to Watch Entry Level'.

We are showing a strong match and starting point against “my team”, the sense of wellbeing, personal growth and “my manager”

We have work to do around “My Company” – how the organisation is seen but this is not unusual in a new organisation and when there is uncertainty (below managers in WNC). While overall Leadership needs some improvements, it is very strong at the top of the organisation and weakens as engagement lessens further down the organisations at or below managers. Some employees are yet to fully engage and connect with who WNC is as company, and will still identify in some cases with their sovereign councils.

West Northamptonshire Council vs. Ones to Watch Entry Level



5. Best Companies Findings – our three areas of strategic focus

Three Areas of Strategic Focus

Reinforce Organisational Clarity, by instilling confidence in the leadership skills of the senior management team

Encourage greater Managerial Engagement, by encouraging managers to care about the job satisfaction of their team

Encourage Managers to take more of an active interest in their colleagues' personal growth & wellbeing

6. What makes WNC a great place to work?

What makes this a great place to work?

Many colleagues feel passionate about working for the council as they believe their work is 'important' and they play a 'vital role in making people's lives better'. Although there are some disparities, employees are also excited about the 'new organisation' and are looking forward to tackling the 'challenges ahead'.

Many people do believe that this excitement is in part down to the CEO, as some employees commented on feeling "inspired" following a session with the CEO back in April. While people do believe this inspiration is not getting filtered down to the rest of the organisation, those that are receiving these messages are excited for the road ahead and more importantly, energised about building an 'inclusive' and 'aspirational' organisation where 'people are valued'.

There is a real sense of family amongst employees across the business, with many crediting "kind, considerate and thoughtful" colleagues as what makes this a great place to work. Everyone is said to be friendly and always willing to help, demonstrating a true sense of commitment, that 'invigorates' those around them.

Some employees describe their manager as 'approachable' and 'kind', with several members of staff stating they are given the praise they deserve for their hard work, but also appreciate the constructive criticism they receive as a way to better their performance. While many employees do believe their relationship with their manager could be improved, there are also many who believe their manager is a 'great sounding board for opinions and ideas', while others believe their manager is integral to being able to deliver 'life changing support to customers'.

While some believe that working from home has brought its challenges, those colleagues who still have the opportunity to work from home enjoy doing so. Employees feel as though the added level of 'flexibility' and 'time to concentrate' is contributing towards a better work life balance. Some employees also commented that the need for home working due to the pandemic has 'accelerated' the feeling of 'real trust in staff', which is appreciated.

7. What could make this a better place to work?

What could make this a better place to work?

Although some colleagues feel 'inspired', it is felt that these messages are not being efficiently communicated throughout the council. Many employees feel the ELT could be doing more to communicate the future vision and direction of the organisation, helping to mitigate any level of uncertainty that may be present as a result of the recent changes within West Northamptonshire Council. It is also felt that communications could be 'less corporate' and more consistent, while many employees feel the ELT would benefit from spending time 'on the ground' and 'actively engage' with the challenges colleagues face on a day to day basis.

Employees feel that more consistency is needed when managers communicate to their teams, as some people believe messages can often be different to those from senior management and that training could be more consistent to enable managers to better deal with particular situations. It is felt that managers should be promoting further team interaction, as the level of communication between colleagues has dwindled since the pandemic began, with some people stating that more cohesion between teams is needed as people are 'working in vastly different ways' to one another.

It is felt that more training could be provided, and in a more efficient manner, for those employees joining the organisation, while it is thought that more clearly defining responsibilities/roles would enable people, who have been in their role for a while, to focus on the most relevant training to keep up to date.

Some employees feel as though there should be greater room for progression, as many "feel stuck" and "stagnant" within their roles, leading to boredom. Many also believe the lack of progression to be a significant contributor to the amount of people that leave the organisation.

It is felt that employees can sometimes feel undervalued for their contribution and hard work, and while it may not be all about pay, there is a sense that pay could be more comparable to that of neighbouring local authorities. Some employees also call for a pay grading review, as it seems 'crazy' that unqualified staff can be earning more than qualified staff with many more years' experience.

There is a sense that facilities and equipment could be improved around all offices to help ensure that the most 'basic' tasks can be completed as efficiently as possible. It is felt that these 'basic' tasks like logging on to the systems and better equipping meeting rooms to connect with colleagues working remotely would go a considerable way to reducing time pressures within teams.

8. What can your organisation do to support you ?

What can your organisation do to support you at this time?

Whilst some employees are receiving communications regarding the future ambitions of the organisation, it is felt that the ELT could be doing more to ensure the messages are heard throughout the whole organisation. It is felt this would help reduce levels of anxiousness that people may be feeling following the most recent changes within the council.

It is felt that management should be checking in with staff regularly, asking their people how they are feeling and listening to their concerns, helping people to feel supported and valued. Many believe that if management teams across the organisation are fed consistent and clear messages, they will feel better prepared and equipped to continue communicating the messages down to the rest of the teams within the council.

When it comes to supporting the personal growth of individuals across the organisation, the council should consider the ways in which they can open more opportunities for career progression, as well as the training resources available to staff.

Whilst some believe they are fairly paid for their work, others feel that the organisation could do more to support their people financially, whether that be increasing or regularly reviewing employee pay to make it more comparable to the industry and to others within similar roles within the organisation.

After such a challenging year, it is felt that some sort of 'moral booster' would go a significant way towards people feeling valued for their contribution. While it is understood the individual teams are encouraged to organise their own 'away days', it is felt that organising something council wide would help bond and encourage a truly unified West Northamptonshire Council moving forward.

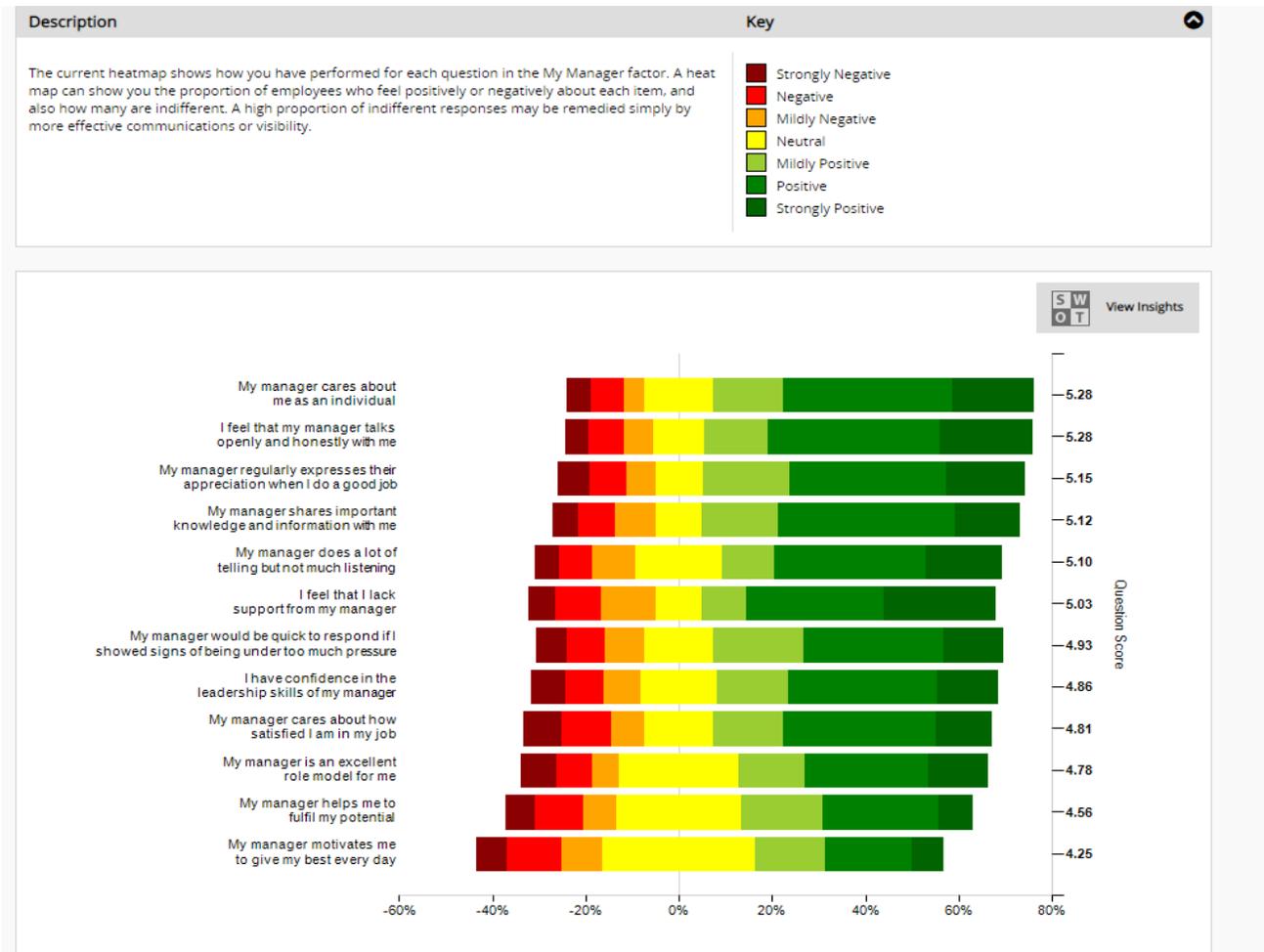
9. Leadership Heatmap

There are positive comments from staff about the Council's Leadership, clarity of vision and tasks. We know that we need to extend the visibility of the senior team to all of the organisation



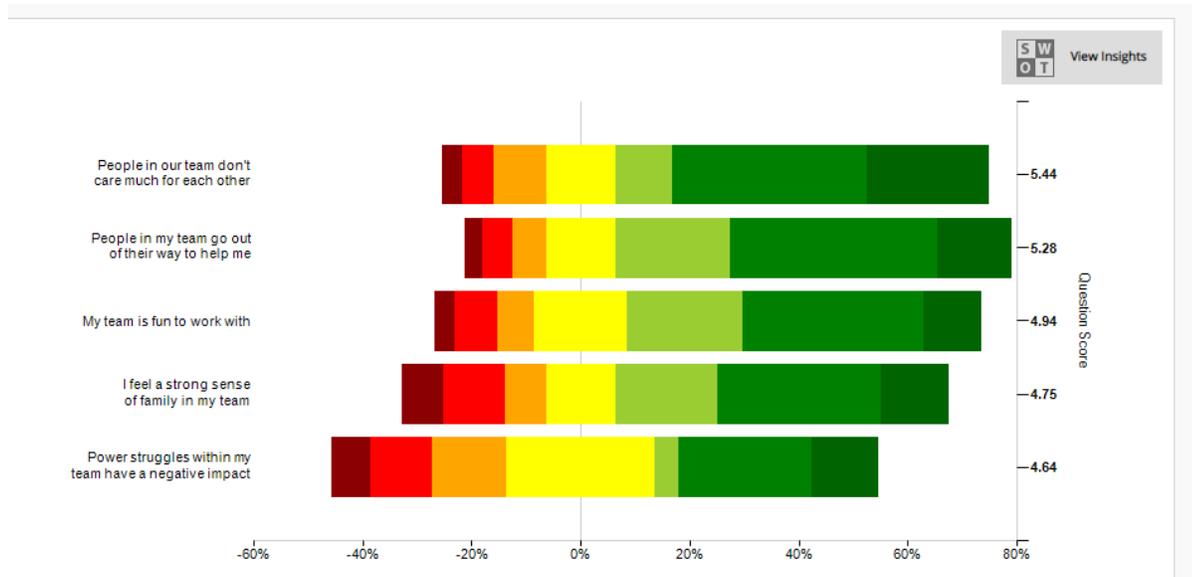
10. Management Heatmap

We have positive data about how managers in our organisation engage with their, team, we can also use this data to target Training and support to managers where it is needed most.



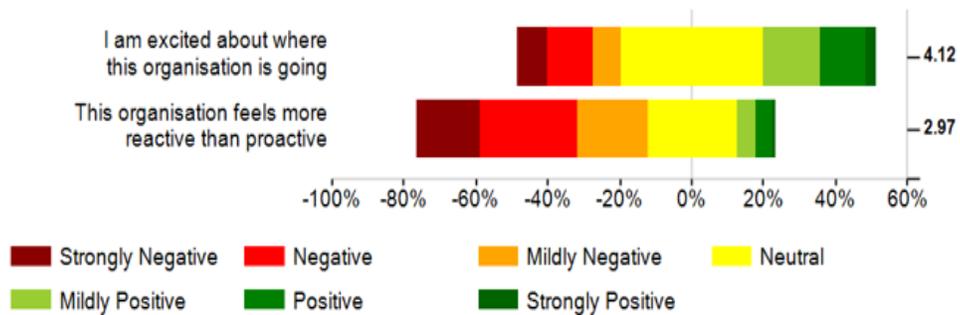
11. Teamwork

Given WNC is 8 months old, we have established that there are many positive aspects of teamwork, we can use this data to enhance this in the coming months.



12. My Company Heatmap

My Company Feedback Heatmap





WEST NORTHAMPTONSHIRE COUNCIL

CABINET

7 DECEMBER 2021

CABINET MEMBER WITH RESPONSIBILITY FOR ADULTS, COMMUNITIES AND WELLBEING: COUNCILLOR MATT GOLBY

Report Title	Blueprint Change – Director of Public Health
Report Author	Anna Earnshaw, Chief Executive, anna.earnshaw@westnorthants.gov.uk

Contributors/Checkers/Approvers

Portfolio Holder	Matt Golby	24/11/2021
West MO	Catherine Whitehead	24/11/2021
West S151	Martin Henry	24/11/2021
Exec Director Adults, Community and Wellbeing	Stuart Lackenby	24/11/2021
Assistant Director HR	Alison Golding	24/11/2021

1. Purpose of Report

- 1.1. The purpose of the report is to seek members' agreement for a change to the previously approved blueprint and move from having a single shared Director of Public Health (DPH) across West Northants Council, North Northants Council and the new Integrated Care System (ICS) to two DPHs employed by West Northants and North Northants respectively, but both working in conjunction with the ICS.

- 1.2. To seek members agreement to the creation of dedicated DPH Statutory Chief Officer role within the West Northants senior structure funded through the Public Health Grant.
- 1.3. To seek members agreement to commence the process to secure a DPH for West Northants overseen by the Senior Appointments Committee and with any recommended appointment being subject to the approval of Office for Health Improvement and Disparities at DHSC (previously part of Public Health England) in line with legislation.

2. Executive Summary

- 1.4. The role of the Director of Public Health (DPH) is a critical one for the Council. The DPH is the figurehead and senior statutory role responsible for Healthcare Public Health, Health Improvement and Health Protection. The importance of the role and leadership in these areas has never been more clearly demonstrated than during the COVID pandemic when the shared DPH has had to oversee the most significant public health issue the country has seen.
- 1.5. The DPH has also had an increasingly key role in the development of the design of our new Integrated Care System (ICS) and the underpinning principles since the government introduced the ***Integrating care – building strong and effective integrated care systems*** legislation earlier this year.
- 1.6. These design principles of the ICS were agreed by Cabinet at its meeting on 13th July 2021 and included the development of Population Health Management capabilities and a wider system outcome framework to be led by the DPH.
- 1.7. The creation of the unitary Councils also presented a significant opportunity to join up thinking and services across public health, adults, childrens, housing, communities and leisure in a way that was not possible when we operated as two-tier Local government.
- 1.8. The original Blueprint design had a shared Councils/CCG DPH and intelligence team but always planned that the Public Health Grant and wider Public health team would be split, with a dedicated North and West service and some specialist technical leads shared across the county.
- 1.9. While the original design recognised the value of a shared role between the two Councils and the CCG it has become clearer over time that although there are benefits of the shared role, with the emerging levelling up agenda and different population and inequality challenges, working across the two councils may make it challenging to address the populations need, areas of inequalities and ability to join up thinking and services for the benefit of each separate Council areas.
- 1.10. The differences in localities and areas of required improvement in North and West Northants, in terms of public health outcome measures, require different responses and alliances. This is recognised in the planned ICS designs using place based (Unitary footprints) as the focus of future service delivery.
- 1.11. Discussions between the Councils , and it was concluded that to ensure the right level of population focus for each area and to address the emerging thoughts and findings

levelling up agenda, the previously agreed blueprint and each Council should be amended to appoint its own dedicated DPH overseeing the team and budget for their council area.

- 1.12. This report therefore recommends that the blueprint is amended and each Council proceeds with securing its own dedicated and employed DPH.
- 1.13. The Council has also confirmed that it will continue to support a shared intelligence team so that the wider system health and wellbeing strategy and partners continue to benefit from the capabilities and specialisms that Public Health bring when setting County wide initiatives. These commitments to the ICS will form part of the updated Job Description for the role and duties of the DPH alongside the continued collaboration with partners

3. Recommendations

3.1 It is recommended that the Council:

- a) Agrees that the blueprint will be amended from 31st March 2022 to include a separate Director of Public Health for North and West Northamptonshire Councils.
- b) Notes 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) Notes 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) Note that the salary of the post will be in line with the Pay Policy agreed by Council in February 2021.

4. Reason for Recommendations

- 1.14. The reason for the recommendation is to ensure that each Council has their own dedicated Director of Public Health to ensure specialist capacity and capability to each authority. This will ensure that the Council can further build upon improving the health and wellbeing of residents and ensure the Council maximises the opportunity of public health working more closely with other services to improve the wellbeing of residents and support the emerging levelling up agenda.

5. Report Background

- 5.1 The original blueprints for Public Health in North and West Northamptonshire Councils, were signed off by the Shadow Cabinets from both Councils in September 2020.
- 5.2 The blueprints comprised of a shared Director of Public Health (DPH) & Intelligence function sitting within the Integrated Care System (ICS) and two operational teams for the remainder of the public Health's functions for North and West Northants respectively and working alongside other Council services and partners. The design assumed that there may also be shared specialisms where one

Council is employed as the lead in a particular Public Health specialism and outlined additional capacity in the public health team, including an Assistant Director for each of the three organisations covered by the shared post.

- 5.3 The proposed date for the disaggregation of the wider operational public health team is April 2022 following reviews by the member task and finish group and in order to avoid disrupting the public health effort during the height of the pandemic.
- 5.4 The public health Grant and budget was also disaggregated in order that each council could monitor and report of its expenditure against the grant conditions and retain accountability for how the grant was spent.
- 5.5 The role of the Director of Public Health is a critical one for the Council as the senior statutory role responsible for
 - **Healthcare Public Health** - Clinical effectiveness, Service planning, Clinical governance, Equity of access, Audit and Evaluation
 - **Health Improvement** – Inequalities, Education & employment, Housing, Health education & empowerment, Community development, Healthy lifestyles & Surveillance & monitoring of specific risk factors & diseases
 - **Health Protection** - Infectious disease prevention/reduction, Outbreak management, Environmental health hazard reduction, Emergency response, Screening and Vaccination
- 5.6 The creation of the unitary Councils presented a significant opportunity to join up thinking and services across Public Health, Adults, Childrens, Housing, Communities and Leisure in a way not possible when we operated as two-tier Local Government.
- 5.7 It is well known that the wider determinants of health: where people live, their employment status, their access to leisure and green spaces and the preventative services that we can offer in a locality are key to resident’s wellbeing and to ensuring we improve life outcomes. The new Directorate of Adults, Community and Wellbeing was also created to reflect this and ensure that we could start looking at our place shaping, and wider wellbeing offer now that so many interrelated services sit together.
- 5.8 Prior to Vesting Day, the Director of Public Health was seconded half time to the Clinical Commission Group (CCG) whilst still undertaking their statutory role within the Council..
- 5.9 Early in 2021 and after the Blueprint was agreed the Government also published a white paper Integrating care – building strong and effective integrated care systems.
- 5.10 This legislation required that each area developed its plans for an Integrated Care System (ICS) and the principles of how it would operate. Work commenced on the Northamptonshire ICS design and included the development of Population Health Management capabilities and a wider system outcome framework. These design principles of the ICS were agreed by Cabinet at its meeting on 13th July This work with the ICS and in the shared CCG post of Director of Population Management has required significant focus and time of the existing DPH.

- 5.11 The legislation required us to formalise ICS arrangements for the County and highlighted the key role that Population Health Management needed to play in shaping designs and future delivery. Our DPH has provided valuable leadership and capability in helping shape this and the outcomes framework that will support our ICS and underpin our system Health and Wellbeing Strategy to improve outcomes and reduce inequalities.
- 5.12 The agreement for the current DPH to fulfil the dual role of DPH and the CCG role of Director of Population Health Management has added significant workload and responsibility to the DPH including wider line management of health intelligence staff and budgets alongside maintaining responsibility for both North Northamptonshire and West Northamptonshire public health duties, COVID response, commissioning, and public health grant. Although this was understood when the continuation of the secondment was agreed with the CCG, with the emerging levelling up agenda and different population needs and inequalities in the two council areas, it is now considered a sensible time to review the arrangement across the three organisations and consider the specific needs and ambitions of each authority.
- 5.13 The Director of public Health will retain responsibility for the following blueprint functions currently listed under the constitution
- Public Health
 - Public Health Intelligence and Local Sustainability and Transformation Partnerships
 - Public Health Management and Commissioning
 - Wellbeing Advisors
 - Adults Learning (North Lead service)

6. Issues and Choices

- 6.1 As part of the discussions and review we have 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.

- 6.2 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.
- 6.3 There are 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.
- 6.4 Each unitary now delivers adults social care, public health, economic development, education, housing, leisure and community services and this enables each council to positively influence

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.

- 6.5 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.
- 6.6 There is also 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.
- 6.7 The new ICS design recognises 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.
- 6.8 However, it is also recognised that there will be two "places" (set on the unitary boundaries) that will 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 reflect that local need.
- 6.9 It is a statutory duty of each Council to meet the needs of residents and it is important in the emerging Council strategies that there is a focus on local need and how resources and assets are deployed to ensure that people of all ages have the best life chances. It is the view of the Executive these aims would be better supported by having a dedicated North and West DPH.
- 6.10 While sharing a DPH provides joined up thinking and alignment across the county and with health partners working at county footprint levels, there is a risk that there is less focus on unique characteristics and needs of each unitary boundary and the specific wider determinants of health that affect them.
- 6.11 It is important that the DPH works closely with other Council officers responsible for People and Place. Whilst these relationships have been progressed by the current postholder, working across organisations reduces the DPH's capacity to achieve even greater integration and the best possible use of assets and resources to improve outcomes.
- 6.12 This is 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

- 6.13 The above option (which was part of the original Blueprint) has been considered and was the recommendation of the existing DPH, this option is not however recommended as the statutory responsibility for North and West Northamptonshire Council remains in a shared post and

creates 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

- 6.14 Creating dedicated DPH roles in each Council is the preferred option of the Executive. The considerations above regarding the reasons why a shared DPH is not considered to be the best option highlight that a single DPH will ensure the best accountability and focus on resident outcomes. It should however be noted that an additional cost will result from this option.
- 6.15 There will be an increasing need for the Council and members, who are 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 will not always be aligned between the Councils and a single DPH has been recommended so sole focus and decisions can be based on a single council area.
- 6.16 Having a single DPH in each Council addresses the needs outlined within the report and creates clear accountability for residents in West Northamptonshire. It will also provide a clear line of sight for members and a clearer alignment of roles, budget, services and focus.
- 6.17 When health leaders and chairs were advised of the proposal to move to a single DPH, they raised that the split may 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.
- 6.18 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.
- 6.19 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" (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.
- 6.20 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 will be developed further with the ICS.
- 6.21 This option has 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 have confirmed this change can be executed, assisted with the development of a new Job Description and will be part of the planned recruitment processes as this is a jointly appointed role between OHID, a Faculty Assessor and the Council.

6.22 5.22 The current postholder has been consulted throughout the process. Employment policies and procedures will be followed with regard to the current postholder.

7. Implications (including financial implications)

7.1 The main implication of the recommendation is that each Council will need to fund the full cost of a DPH from within its Public Health Grant (estimated as an additional £90,000) over and above the 33% salary currently contributed in the current shared arrangement with West Northamptonshire and the CCG.

7.2 This will be subject to confirmation of the final grading set by the workforce panel used for this purpose. The total estimated recurring cost of £92,000 will be funded through Public Health Grant.

7.3 The Council's agreed Pay Policy states that the Head of Paid Service has authority to agree and make severance payments. Decisions will be exercised in consultation with the Monitoring Officer and Section 151 Officer. If a severance payment is required due to the recommended decision the cost will be shared between North Northamptonshire Council and West Northamptonshire Council. Any costs associated with the changes outlined in this report will be met from within existing Council resources and use of the Public Health Grant where appropriate.

7.4 Recruitment costs for the new DPH roles will be funded through the Public Health Grant.

Legal

7.5 The appointment of the DPH is a chief officer role and appointment will therefore meet the Staff Employment Procedure rules requirements and be made in conjunction with the Office for Health Improvements and Disparities at DHSC and the Faculty of Public Health.

7.6 The DPH must have the following statutory functions and the dedicated role will have delegated responsibility for these functions and hold the proper officer function of each council. The Monitoring Officer for each Council will make any necessary amendments to the Constitution to give effect to this decision.

7.7 the Council's duties to take steps to improve the health of the people in its area;

- public health protection or health improvement functions that the Secretary of State delegates to local authorities, either by arrangement or under regulations – these include services mandated by regulations made under section 6C of the 2006 Act, inserted by section 18 of the 2012 Act;
- exercising the Council's functions in planning for, and responding to, emergencies that present a risk to the public's health;

- exercising the Council's role in co-operating with the police, the probation service and the prison service to assess the risks posed by violent or sexual offenders;
- Exercising the Council's public health response as a responsible authority under the Licensing Act 2003, such as making representations about licensing applications
- if the Council provides or commissions a maternity or child health clinic responsibility for providing Healthy Start vitamins
- To service on the Council's Health and Wellbeing Board as the Council's Public Health representative; and
- such other public health functions as the Secretary of State specifies in regulations.

7.8 The authority's power to appoint staff and to determine their terms and conditions of employment is under Section 112 of the Local Government Act 1972.

7.9 There are mandatory Standing Orders governing the recruitment, appointment, and dismissal of senior management staff in a local authority, as set out in the Council's Officer Employment Procedure Rules in the Council Constitution. These derive from the Local Authorities (Standing Orders) (England) Regulations 2001, as amended by the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015.

7.10 The Openness and Accountability in Local Pay: Guidance under section 40 of the Localism Act makes clear that full council should be given the opportunity to vote before large salary packages offered in respect of a new appointment. This is also included within the Council's approved Pay Policy

Risk

7.11 The main risk to this decision is the inability to recruit to the new Director of Public Health role and the council will commence a recruitment campaign following approval to attract candidates.

Consultation

7.12 The appointment of a DPH is subject to the agreement of the Faculty of Public Health (FPH) and Office of Health Improvement and Disparities (OHID). The Regional director for PHE and faculty have been consulted on the proposal and agreed it in principle. They have also reviewed and agreed the content of the proposed Job description.

7.13 The proposal has also been subject to consultation with the current DPH who has had the opportunity to review the proposal and make comments and suggestions. The current post holder will be entitled to express an interest in one of the new roles. The new posts will however have a smaller staff base and smaller budget than the current shared role and the salary will need to be commensurate.

Consideration by Overview and Scrutiny

7.14 Not applicable.

Climate Impact

7.15 Not applicable.

Community Impact

7.16 The proposal is likely to result in greater focus on the communities and needs of West Northants residents. This will be realised by having more dedicated resource and capability working alongside the other services and directors to deliver our corporate priority of maximising peoples' life chances.

8. Background Papers

8.1 None



WEST NORTHAMPTONSHIRE COUNCIL CABINET

7TH DECEMBER 2021

CABINET MEMBER WITH RESPONSIBILITY FOR HR AND CORPORATE SERVICES: COUNCILLOR MIKE HALLAM

Report Title **Customer Experience Strategy 2021-24**

Report Author **Luiza Morris-Warren, Assistant Director for Customer Services**

Contributors/Checkers/Approvers

West MO	Catherine Whitehead	19.11.2021
West S151	Martin Henry	21.11.2021
SME	Sarah Reed	22.11.2021
Communications Lead	Claire Hughes	23.11.2021

List of Appendices

Appendix A – Customer Experience Strategy 2021-2024

1. Purpose of Report

- 1.1. This report introduces the Customer Experience Strategy for West Northamptonshire Council, for the period 2021-2024. This sets out the Council's approach to identifying, meeting and exceeding the engagement needs of residents and customers, and our vision for the type of experience we want to deliver.

2. Executive Summary

- 1.2. As a new organisation, we have an ambition to become an exemplar council in how we design and deliver our services, recognised for putting people at the centre of all we do.

- 1.3. One of the main ways to achieve this is the way we engage with customers (be they residents, partner organisations, Elected Members, businesses or employees), and the way we meet their expectations and contribute to preventing needs from escalating in complexity or urgency.
- 1.4. The Customer Experience Strategy will play an important role in how we meet our vision and outcomes for the council, alongside our People Strategy, the Transformation Strategy and our digital innovation. Ultimately, the aim of the strategy is to enable the organisation to understand the needs of individuals and communities, design and implement accessible contact channels and facilitate early intervention through the provision of the right advice or service at the right time in the right manner.
- 1.5. The success of its implementation will be measured by significant reduction in failure demand (unnecessary contact due to inadequate information provision, delays or poor standards of service), reduction in hand-off points and a simplification of customer journeys.
- 1.6. By focusing on the customer, we will design and implement processes which reduce duplication, bottlenecks and unnecessary touch points, and give customers access to the right solution in the most time and cost effective way.
- 1.7. Our ambition is to become an agent in building resilience within individuals (residents and staff) and communities, by facilitating their access to advice and information, responsive services and the natural network of support available in their immediate geographical or social communities.

3. Recommendations

- 3.1 It is recommended that Cabinet approves the Customer Experience Strategy 2021-2024 and supports 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.

4. Reason for Recommendations

The Strategy allows us to align activity at the front door with the wider Council vision and priorities, and facilitates the delivery of the Council plan in the following ways:

- Green and clean: the strategy will allow people to contact us in the most effective way, in line with their needs, and will provide localised customer services where they are needed, thus reducing the need for people to travel to our offices.
- Improving life chances: increasing access to the right information and advice, at the right time, and providing 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 will 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 of what we will be focusing during the implementation of the strategy. This is 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 can contribute to making our areas of the county economically and

socially vibrant. We also want 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 are 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 will not only effectively manage demand, by directing people to the most effective channel, but will 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 are 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 are assisted while navigating our services, so they get the right response, at the right time, in the right way.

5. Report Background

- 5.1 Nationally, following the Covid pandemic, there has been a significant shift in how people, even those in vulnerable categories, access information and services. People have had to become a lot more technologically resilient, and this applies to residents as well as employees.
- 5.2 It is important that we don't lose the opportunity to apply what we have learnt over the past 18 months, which is that we need to re-deploy our resources to support those people with the most complex needs and circumstances, whilst giving everyone else the tools to self-serve and interact with us in the manner most suited to their needs and expectations.
- 5.3 Feedback from residents shows that people value an individualised service ('someone took the time to listen and understand'), complete solutions and responses which are preventative rather than reactive ('the member of staff went the extra mile') and that complaints arise when people get frustrated with overcomplicated structures ('I got pushed from pillar to post') or services which don't consider individual needs and circumstances ('I had to jump through hoops').
- 5.4 Engagement activities carried out with Councillors also showed that disjointed services and incomplete responses cause a lot of additional work and escalations.
- 5.5 We also want to build on the success of the 'Three Conversations Model' deployed in Adult Social Care, and model our offer to incorporate a much wider range of information and support sources than just council services.

6. Issues and Choices

- 6.1 As a new organisation, West Northamptonshire Council has a unique opportunity to set out its intention on the type of authority it wishes to be. Bringing together four different customer services cultures, whilst all focused on resident outcomes, would be difficult in the absence of a shared vision. The strategy will allow us to focus our activities and spend to those areas which will have the greatest impact on people's outcomes.
- 6.2 The implementation of the strategy will carry a cost which will need to be fully understood against the potential efficiencies it will unlock across the whole organisation, by simplifying customer pathways, reducing waste and making it easier for people to self-serve.

6.3 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.

7. Implications (including financial implications)

7.1 Resources and Financial

The Customer Experience Strategy will be delivered through the Customer, Intelligence and Innovation programme, which will carry its own financial requirements and benefits. Should any additional funding be identified as part of the implementation of the strategy, this would be subject of approval at a future Cabinet meeting once quantified.

7.2 Legal

There are no legal implications arising from the proposals.

7.3 Risk

There are no significant risks arising from the proposed recommendations in this report.

7.4 Consultation

The Strategy was developed following repeated engagement with the Customer Services division over the first 6 months of the organisation, workshops with the Executive Leadership Team and Assistant Directors, as well as two sessions with Councillors carried out in early November. Early piloting of the approach highlighted in the strategy took place with Revenues and Benefits services, with the Customer Services hub in Towcester contacting customers who found themselves in payment arrears, and proactively taking payments and offering advice where other issues were identified. Engagement with other service areas will continue throughout the implementation of the strategy, to ensure that it aligns with new ways of working deployed across the organisation.

7.5 Consideration by Overview and Scrutiny

Engagement with the Elected Members has also included members of the Overview and Scrutiny Committee. This was an opportunity to discuss the design principles of the strategy and apply some of these to worked case studies relevant to constituents.

7.6 Climate Impact

The implementation of the Customer Experience Strategy will have a positive climate impact by reducing travel to our offices, and where this is necessary, by placing outreach activity where the need is highest.

7.7 Community Impact

The Strategy will have a positive impact on community development and cohesion, as one of its building blocks is the ambition to put people in touch with resources available on their doorstep, in their local community.

7.8 Communications

The Strategy will form the basis of ongoing communications with residents and staff, as its implementation progresses.

8. Background Papers

Appendix A: Customer Experience Strategy 2021-2024

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**West
Northamptonshire
Council**

Fresh Start

Bright Future

**Customer
Experience
Strategy
2021–2024**



Placing customers at the heart of everything we do



I am delighted to introduce our first Customer Experience Strategy which sets out how we will become a council which places you, the customer, at the heart of everything we do.

Our Council's vision is to make West Northamptonshire a great place to live, work, visit and thrive, and this document will show some of the ways we will be doing this, by working with our employees, other agencies and businesses in the county, but most importantly you, our residents, to make the vision a reality. I am confident we can make this vision a reality and as a result make things better for all.

**Councillor Mike Hallam
Cabinet Member Human Resources
and Corporate Services**

Introduction

We want to be ambitious in what we set out to achieve as a new council, and over the next 3 years we want to make West Northants an exemplar council across the country, one that puts you, the customer, at the centre of what it does and how it behaves, providing a new standard of customer experience in local government.

Customer Experience is how you feel when you interact with us. Maybe you need to get in touch to let us know you are moving, or you want to ask us to collect some bulk waste for you, or you find out on your social media account about something we are doing – regardless of your reasons, and the way you engage with us, we want this to be a positive experience.

We want everyone who interacts with us to receive

the high levels of service we all expect as people living in the county, visiting or working here, as employees for the Council, or whether we represent businesses, organisations or communities.

We will do this by providing a consistent, outstanding customer experience across the organisation, regardless of who you are, or what service you may require. This means that it is not just our Customer Services Department who will work towards delivering this strategy, but all our employees and partners, so that whenever and wherever you interact with us, the West Northamptonshire Council brand is one you trust.

We are keen to engage with our communities to understand their needs, and how they want to reach us, or for us to reach them, so that we can deliver intelligent services, which help people find answers to questions, get services they need and have the tools they need to stay independent and help each other.

We want to be quick to react to your needs, but even more, be able to prevent some of these needs from occurring. We can only do this by being flexible in how we work, and by focusing our limited resources where they are most needed. We know people would rather do things for themselves whenever possible, so we will make sure this option is there. Where it isn't safe or possible to give you the tools to resolve these issues, or where you want to speak to someone, we will make sure that our people are trained well, have the tools needed and the passion to work with you.

Our customers are...

- People who live in West Northants
- Visitors to the area
- Employees of WNC
- Businesses
- Other agencies (Police, Health, Central Government)
- Elected Members and Councillors

The background of the page features several paper cutouts of human figures in various shades of brown and tan, arranged in a line and holding hands, symbolizing community and support.

Why we need to focus on customer experience

Society is changing and so is our way of communicating

How do you stay in touch with your extended family? How do your children talk to friends? How do you find a new job? As a council we are just one of the many organisations you may need to interact with.

Prevent needs from getting worse

It is a lot better for people to have their issues resolved at the earliest opportunity than allow them to get worse and cause a distress, cost money or require a lot of time. In the same way, it is better for us as a council to step in early, whenever possible, and not allow matters to escalate.

Resident trust

As public services, it is important that we can demonstrate value and that our residents trust us to do the right things for them and advocate for them.

Affordability

With an ever-increasing population and more complex economical pressures, it is more important than ever that we get it right first time. Chasing a response, having to contact us repeatedly because we made a mistake, complaining – these are all costly actions, for you, as customer, and us as a service.

Wellbeing, health and wealth

Access to the right information and advice, and early access to support are key in helping us all stay healthy, make the right choices for ourselves and our families, and make it easy to access the support of our local communities.

What we want to achieve

To offer the same range of customer services no matter how you contact us or where you live, in a way which is recognisable by all and at a high standard of quality.

- To understand what people want and need so that we can plan appropriately.
- To increase your satisfaction by focusing on you, as a person, and your strengths and needs, rather than our processes.
- To do the right thing, at the right time, in the right way and make the most of the West Northants pound.
- To make sure that your issue is resolved as quickly as possible, and whenever possible, by the first person you speak to or the first to pick up your case.
- To provide you with the information you may need through our website and social media, in a way that makes it easy to find what you are looking for.
- To guide you towards information which may also be useful so that you don't spend time having to contact numerous teams and departments, be it on the website, through our phone lines or through social media.
- To allow you to access information and services in the way which works for you, and in the place that's accessible to you – this may be on your phone, 24/7, over the telephone or by speaking to someone face-to-face
- To give our employees the means to provide excellent services by recruiting the right people, training them well, building on their knowledge and skills and giving them the power to do the right thing
- To live and breathe our council values of THRIVE (Trust, High Performance, Respect, Innovation, Value and Empowerment) and model these in our behaviours as employees of West Northants Council, regardless of what we do in our job, where we work across the county or which service we are employed in.



What we will do

It is important that firstly, we understand you and what is important to you as a person, to your family or your neighbourhood. That we know how you like to contact us, and for us to respond, and that whenever possible we anticipate these preferences and make them available to people.

We know that most people in the county will only need to get in touch very rarely – to make an appointment for a birth registration, to apply for a school place or to make a planning application for a house extension. These people will, often, have access to a smart phone and be comfortable completing these requests online, at a time and from a place that's convenient to them. We want to make information and services available in this format as often as possible, so that you have choice and the power to act in your own interest.

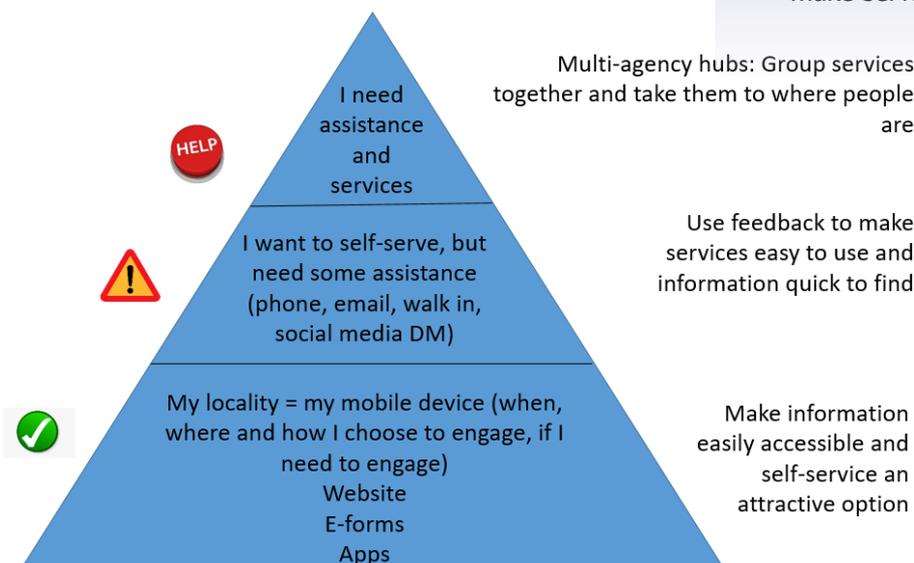
At the other end of the spectrum, some of our residents are very vulnerable, have high needs and complex situations. These are the people we want to support in a more hands-on way, by being where they are (at the end of the phone, in our One Stop Shops or present in community hubs in their immediate neighbourhood).

Our employees should have the knowledge and access to systems which will allow them to meet people half-way, and wrap around the right support at the right time. It may be that an elderly person becomes more frail and needs help accessing some support to live at home.

We would ensure that not only we refer to the relevant services within and outside of the Council, but also that we make them aware of the benefits that may be entitled to and help them apply for them, discuss their housing options if appropriate, and also put them in touch with local voluntary or community groups which may be of interest.

How we aim to achieve this

- **Simple questions or requests receive a fast response** – this might be through self-service, and easy to find and understand content online (FAQs, interactive navigation, videos showing you how to complete forms etc).
- **Complex issues receive a complete solution from all the relevant agencies** – where needs and requests are complex and touch on a number of services, we will ensure that these services work together to resolve the issues in full. This may mean that we operate in multi-agency hubs, where other partners come together to support you – Citizen Advice, Job Centre Plus, Community Law, Health providers etc.
- **We act on feedback** – we will not only respond to complaints or comments, but will also review how we do things so that we avoid other people having the same experience. Where possible, we will make changes to how we work based on what you tell us.
- **We meet you where you are** – you might prefer to speak to us via SMS, or live chat, rather than having to call us. Equally you might want guidance to find your way around our website yourself. We will make these options available and support all customers regardless of how they choose to contact us.
- **Make every interaction count** – if we send you a leaflet about our waste collection schedules over the Christmas period, we should also use this opportunity to let you know about other related services which might be relevant, such as assisted bin collection, which could prevent frail or disabled residents from having to go out in cold and slippery conditions to put their bin at the bottom of their drive.
- **Build resilience in each person, in communities and in our employees** – give everyone the information they need to make the right choices for themselves, connect people with their communities and make services accessible and easy to use.



For our residents

We will meet you half-way: We will work with you to prevent issues from getting worse, and will make ourselves available in the ways that you want to contact us, including by having a presence in those areas where we know the need is greater

The first port of call for the majority of people should be the Council's website.

Most people will go online and search for the service or information they need. We know that usually what causes confusion is the fact that whilst we all know what we need help with, we might not know what the answer or solution is. This is why it is important to make it really easy for everyone to find the right information online.

This means that if you type into the search function 'help at home', our website should guide you to those answers and contacts which will help you. The traditional way of organising services and information is in line with council services. But people's lives are organised around live events (moving to a new house, the birth of a child, bereavement etc.), and we should present our information in ways that mirror this.

Therefore searching for 'help at home' should show you available domestic help in your area (privately arranged and paid for, voluntary and community organisations, information about the process of referrals to adult social care etc.), but also assistive technology (for example, a personal safety pendant), equipment to make life easier around the house, adaptations – for private owners or tenants, as well as social housing tenants. And so on. You may not have been aware that simple equipment around the house is available to support, and we should always ensure that we inform you of all the relevant information for your situation.

The website should also offer you the option of live chat – so that if you need advice navigating the different pages, you get immediate assistance.

It may be that your situation is more complex than a simple online service – in that case, we would recommend that you contact us, so that an advisor can discuss your needs over the telephone. The way you contact us should always be your choice, and the most appropriate to your situation.

When you ring us, our interactive call systems should allow you to select the option closest to your need, but also guide you towards the quickest way to answer or

resolve your query. For example, you may have logged a complaint with us via our website, received a confirmation email to tell you we are investigating it, but would now like to find out what is happening. The voice recordings on our phone line should guide you by asking if you are looking to log a new complaint, or get an update on an existing one. For existing ones, we should find out if you want to give us additional information, or just get an update. If an update is what you are looking for, we should always offer you the option of emailing or texting you when the complaint moves to the next stage. Alternatively, we might need to advise you if we are still working on it, and are within the advised 20 working days. It may be that you hadn't realised that it is yet too early to have received a response, and once this information is shared by the automated recording, you are happy to hang up. This is quicker than waiting to speak to an advisor, and gives you a full answer immediately.

- **West Northants Council website – e-forms, citizen account, updates**
- **Live chat**
- **SMS**
- **Phone with intelligent screening and routing**
- **Email – with mail-bots resolving a large proportion of queries**
- **Face-to-face in multi-agency local hubs in those areas where we know the needs are high – walk-ins for emergency situations, appointments**

If you need to speak to one of our staff, we will make sure that we have already directed you to the right agent, who will be trained to deal with your issues in full, and only transfer to someone else when absolutely necessary. If your situation (personal needs, complex circumstances etc) makes it easier to discuss and resolve issues face-to-face, we will encourage you to meet with us.

Our walk-in venues will be welcoming, located in areas that are easy to access by public transport, and will offer access to a number of other services (Adult Social Services, Children's Early Help, financial and debt advice services, community law, and many more). This means that not only we have the information and skills to resolve your request, but you can also easily access other sources of information and support, as needed.

For our colleagues

For our employees

Our customer service advisors want to be able to respond and resolve issues in full. This means they need the right information at their fingertips, access to the right colleagues and the skills to get to the root of a problem. We want to develop the environment which allows them to do the best possible job and provide you as a customer with an outstanding experience.

It is also important that anyone in West Northants Council shares our values and a passion for doing the right thing, and is enabled to deliver a high standard of service. We will work with employees across all services and at all levels to ensure that we recruit, train and help develop people in line with our values and a commitment to put people at the heart of everything we do.

- Phone and IT systems which can be used anywhere
- Access to information about the resident and their open cases
- Access to colleagues within the Council and other organisations
- Skills, knowledge and the power to resolve issues they are equipped to resolve
- Fast ways of giving feedback to the rest of the organisation and the power to influence how we do things based on what people tell us
- Support to all employees through self-service and easy and fast access to their employment information
- A consistently high level of service to support them in all matters related to employment – recruitment, training, payroll etc.

For our elected members

Our Councillors are valued ambassadors of our values and strategy, as well as customers. It is important that what we are doing to support you and our staff is also supporting Members to serve their constituents and gives them the access and resources they need.

Responsiveness and completeness of responses is essential. If you contact your Councillor to get them to intervene on your behalf, we want to know what led to the need to escalate. It may be that we failed to provide a response when you contacted us directly – this is important to know so that we can improve how we work.

- Members enquiries channel
- Direct phone line
- Escalation routes
- Reports produced for Cabinet and Council Leader to improve engagement and communications

Next steps

Over the next 3 years, our priorities will be achieved by focusing on the following areas:

- Upgrading our telephony so that we can offer you easier and faster access to our agents when you need to speak to someone.
- Making our website easy to use, accessible and organised in a way which helps you navigate to the right information.
- Automated tools to help you find your way around our website and telephone options, so that you get the answers you need as quickly as possible (ChatBots, PhoneBots).
- Artificial Intelligence to route and deal with your contact (MailBot).
- Rolling out a single system across the Council which helps us identify you and the cases you have open with us, but also allow us to keep you up to date.
- Web forms which not only allow us to collect information from you, but also allocate the work to the right person and keep you updated on progress.
- Developing our locality presence, working with other services within and outside of the Council, so that we can run surgeries where you are.
- Training our teams so they can give advice and guidance on a range of services, in line with relevant events in your life, and not have to transfer you unnecessarily.
- Recruit, train and develop our employees to have the skills and values which put all customers at the centre of everything we do.
- Member Caseload system which allows Elected Members to manage queries from their constituents.
- Integrated helpdesk for our employees, so that we can support them effectively, regardless of what service they need.

MAKE IT HAPPEN

Case study:

Doris

Doris is in her late 70s, and lives in a village. She lost her husband, Michael, three months ago. They were married for 50 years.

Michael previously dealt with all the finances, including any direct debits and standing orders for utilities and bills. The majority showed Michael as the sole liable party.

When Doris registered Michael's death, she used the Council's Tell Us Once service, which passes the notification onto certain Government departments to update their systems.

The Revenues team of the Council received a notification and updated the council tax account to be in Doris's name as the form showed she was still living at the property. An opening bill was sent to the property, which confused Doris, because a bill had already been received in March. Knowing that Michael dealt with that at the time, Doris discarded the letter.

A month passed and Doris received a reminder letter for unpaid tax from the Council. Doris was certain that this had already been sorted out by Michael, so again disregarded the letter.

A couple of weeks later, Doris received a Court summons for unpaid tax. This came as a shock and caused her severe distress.

Doris phones the Council and discovers that the direct debit for the account was cancelled because it was in Michael's name. The advisor can see how distressed Doris is and gets the summons removed. They also check that Doris is the only person at the address, and apply a 25% single occupancy discount which immediately reduces the amount due.

During the conversation, Doris reveals that she is struggling financially and is finding it hard to pay her bills. She is also feeling isolated in the village because she is not a confident driver and avoids longer journeys.

The advisor encourages her to apply for council tax reduction. Doris is happy to use her laptop at home to do this, so the advisor sends her the details. With Doris's permission, they also complete a referral to the Money Advice team so they can discuss any help available to her.

The advisor also suggests speaking to family members and neighbours to see if they can help. Doris hadn't wished to bother anybody but could now see how this could help her. By the end of the call Doris is clear on what she needs to do, is happier and feel supported.



Case study:

Jade

Jade is 22 and has two children under three. She approached the One Stop Shop at 2:30pm on a Tuesday, accompanied by the Police as she had been made homeless.

She had to leave her previous address in Rugby due to experiencing domestic and financial abuse from her ex-partner, who upon release from serving a prison sentence, located her via Instagram.

On arrival at the One Stop Shop she was clearly distressed and had only one small bag that had a few documents and her anxiety medication, and one suitcase containing some items of clothing for herself and the children.

Due to the circumstances, Jade was taken to the Family Room – a large, bright, child-friendly space with play seating – so her three-year-old could stay in the room and be occupied while the Advisor talked to Jade about her situation and the help available.

Having captured information about Jade's situation, the officer emails the details to the Housing Options team so they can complete a full homeless assessment and locate suitable temporary accommodation.

During the conversation, Jade revealed that the Police removed her and the children from the property at 10am that morning, and they hadn't eaten since the previous day. The One Stop Shop holds a mini foodbank with provisions provided by a local charity, so Jade and the children were given something to eat while they waited to be seen by the Homeless Assessment team.

Because Jade disclosed that she had been experiencing financial abuse and did not have any money or a bank card, the advisor also made a referral to the foodbank and raised an order for a foodbank voucher.

The officer was also able to provide a mini food parcel for Jade and the children containing food and toiletries that they could take with them to the temporary accommodation that the Homeless Assessment team sourced.

With Jade's permission, the advisor also arranged an appointment for Jade with an outreach worker from the Department of Work and Pensions based in the One Stop Shop, who provides a drop-in advice surgery for Universal Credit claims.



Case study:

Norris

Norris has a physical disability, and learning difficulties. Norris lives alone and has been struggling to move his bins by himself. He has carers who visit a couple of times a day but only one of them is happy to put his bin out for collection.

This caused confusion as one crew were used to the bin being left out, and the other crew were recording on the system that the bin wasn't out and therefore wasn't being emptied.

Norris called the Council a number of times to report a missed bin collection and has become very frustrated, both with the crew and with himself. He feels useless because he can't do the things that he has previously managed to do for himself.

The advisers have spoken to Norris a few times recently and have a good rapport with him. He enjoys telling them about the ladies that help him around his bungalow. The advisor gets agreement that the crews would collect Norris' bins from his back gate and

return them to the same place once they had been emptied. The adviser emailed the crew's team leader to explain what had been causing the confusion and what had been agreed with Norris and his carers.

Norris is incontinent which results in extra waste, and the confusion had particularly impacted his general waste collection to the point where there was now significant additional waste.

The advisor offered to order him an additional bin on the grounds of medical requirements. After a courtesy call to check that he had received the extra bin and how the arrangements were working, Norris reported that he was very happy.

His carers also reported that Norris is much more relaxed because he is no longer worrying about his bins. These days he enjoys looking out for the crew and waving to them as they pass his living room window to collect and return his bin.

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WEST NORTHAMPTONSHIRE COUNCIL CABINET

7TH DECEMBER 2021

**CABINET MEMBER WITH RESPONSIBILITY FOR ENVIRONMENT, HIGHWAYS
TRANSPORT & WASTE SERVICES: COUNCILLOR PHIL LARRATT**

Report Title **Bus Lane Enforcement Update**

Report Author **Nick Henstock; Head of Highways and Transport**
nick.henstock@westnorthants.gov.uk

Contributors/Checkers/Approvers

West MO	Catherine Whitehead	24/11/21
West S151	Martin Henry	25/11/21
Other Director/SME	Stuart Timmiss	Emailed 29/11/2021
Communications Lead/Head of Communications	Becky Hutson	24/11/21

List of Appendices

- Appendix A – Northamptonshire County Council Cabinet report dated 13th August 2019
- Appendix B – Northamptonshire County Council cabinet report dated 17th December 2019
- Appendix C – St James Road, Northampton Bus Lane – Results of vehicle survey
- Appendix D – Bus Lane Enforcement Statistics to 31-10-2021
- Appendix E – Bus Lane Enforcement Consultation
- Appendix F – Table of St James Bus Lane timing options considered with benefits and disbenefits for each option

1. Purpose of Report

- 1.1. To renew delegations previously bestowed in Northamptonshire County Council Cabinet papers
- 1.2. To update on the Bus Lane Enforcement Project progress
- 1.3. To present options to amend St James' Road Bus Lane Arrangements

2. Executive Summary

- 2.1 Northamptonshire County Council implemented Bus Lane Enforcement on 2 streets in West Northamptonshire early in 2021. The enforcement is proving to be effective in reducing infringements at both locations. By reducing infringements, the bus lanes are fully available for the traffic permitted to use them e.g. buses, motorcycles, hackney carriages, taxis and bicycles which in turn increases usage because of increased certainty of journey time and an increased feeling of safety.
- 2.2 However, some concern has been raised by residents and councillors with regards to the implementation on St James' Road Northampton, mainly due to its proximity to a turning into a filling station. As a result, a study has been undertaken of the usage of the Bus Lane and adjacent general traffic lane to inform the recommendations in this report.
- 2.3 A public consultation has also been undertaken to gauge the view of residents, businesses and interested organisations, this has also been used to inform the recommendations in this report.

3. Recommendations

- 3.1 It is recommended that the Cabinet:
 - a) Note 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) Agree that the recommendations in paragraph 6.3 should be implemented as soon as possible to include:
 - i. that the necessary steps are 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 also permits private hire taxis and scooters to use the bus lane. In order to amend the TRO, it is necessary to follow a statutory process which involves publishing a proposed revised order and consulting on the contents, however given the responses to the consultation recently undertaken it is not expected that this will prevent the TRO from being amended.
 - ii. the camera on St James' Road is 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 will cease following the expiration of the call-in period relating to this report.

- c) Support the continued use of Bus Lane Enforcement in West Northamptonshire at suitable sites.
- d) Agree 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 consider 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.
- e) Agree 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.

4. Reason for Recommendations

- 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 promote bus lane priority in order to enable efficient public transport and sustainable, low carbon travel options;
- For the Council to act in accordance with legislation and manage its resources.

5. Report Background

5.1 Legal Position

- 5.1.1 Regulations made under Section 144 of Transport Act 2000, which came into force on 1st November 2005, make it possible for approved Local Authorities to set up and operate civil enforcement of bus lane contraventions using approved capture devices.
- 5.1.2 Prior to the establishment of the Bus Lane Enforcement Project, any bus lane contraventions in West Northamptonshire were dealt with by the Police as they still retained the ability to take criminal proceedings against certain offences in areas of civil enforcement.
- 5.1.3 Northamptonshire County Council was originally cited in The Bus Lane Contraventions (Approved Local Authorities) (England) Order 2005 as authorised to undertake bus lane contravention enforcement as a result of it being authorised to carry out civil parking enforcement. As a result of the Structural Change Order West Northamptonshire Council is now cited in the Order.
- 5.1.4 These powers are commonly used to enable sustainable and safe travel for low carbon transport with 5 of West Northamptonshire's neighbouring authorities enforcing contravention of bus lanes.
- 5.1.5 For the purposes of this report a bus lane is any section of the highway which has traffic orders to restrict all or part of the general use of a road in favour of buses.
- 5.1.6 The enforcement of bus lane contraventions enables bus priority which increases journey time reliability and encourages modal shift, and it encourages more sustainable forms of transport such as cycling, motorcycling and electric scooters. This positively supports the Council's Climate Change Strategy.

5.2 Bus Lane Enforcement Project

- 5.2.1 A project was initiated by Northamptonshire County Council with a view to taking enforcement action when vehicles used existing bus lanes. The aims of the project were to reduce the current level of moving traffic contraventions in bus lanes, resulting in improved journey times and journey time reliability for bus passengers therefore enhancing the attractiveness of public transport to potential users. It also benefits cyclists and motorcyclists by reducing the number of vehicles in bus lanes and contributes towards an uptake in the use of these more sustainable modes of transport.
- 5.2.2 The project resulted in the installation of Closed-Circuit Television (CCTV) cameras that utilise Automatic Number Plate Recognition (ANPR) technology on the Drapery and St James' Road in Northampton. The sites were chosen to be in the initial phase of installation as they had been part of a study conducted in 2017.
- 5.2.3 Bus Lane Enforcement commenced on February 1st 2021 with a period of a week during which motorists who contravened the Bus Lane Orders were sent warning letters rather than receiving Penalty Charge Notices (PCNs). On February 15th 2021 PCNs began to be issued.

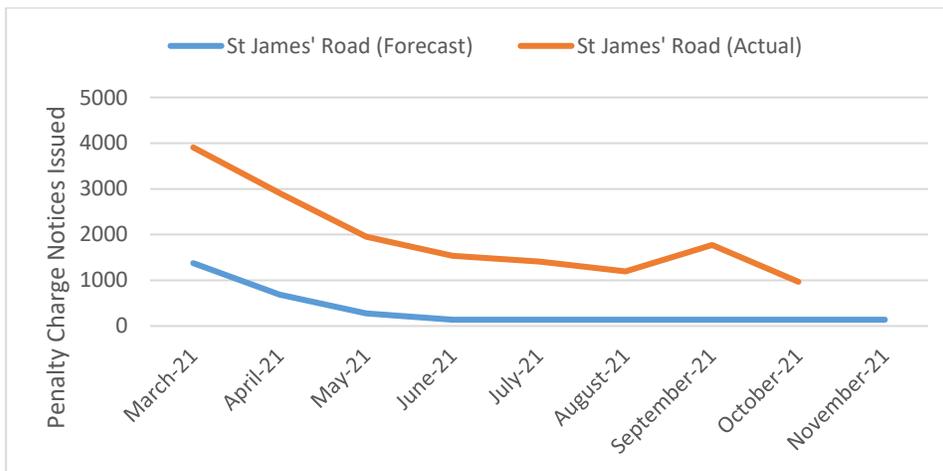
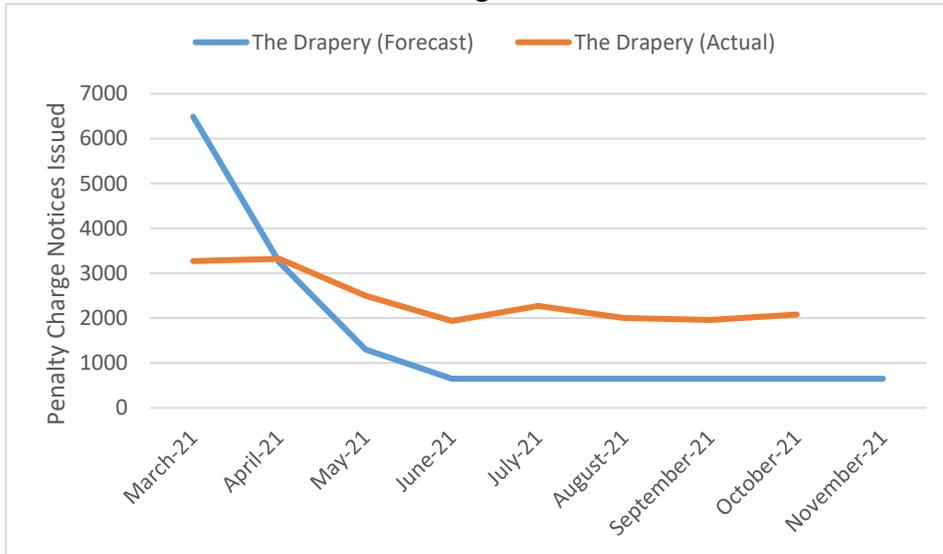
5.3 Weedon Road / St James' Road Bus Lane

- 5.3.1 Prior to the implementation of the Bus Lane Enforcement the traffic order relating to the bus lane on Weedon Road / St James' Road had been extended from its original morning peak hours to be a 24-hour restriction – this was not related to the Bus Lane Enforcement project but was part of a number of measures introduced to encourage Active Travel as part of the response to the COVID Pandemic. Initially this was implemented using a Temporary Traffic Order in October 2020, but this was later advertised and made a permanent Order in March 2021.

5.4 Enforcement Notice Data

- 5.4.1 The business case suggested that there would be an income in 2021/22 from West Northamptonshire Sites of approximately £370,000. Any annual surplus revenue should be spent in accordance with The Bus Lane Contraventions (Penalty Charges, Adjudication and Enforcement) (England) Regulations 2005 by:
- a) returning to the general fund any money provided to cover a deficit in the bus lane enforcement account in the four years immediately before the financial year in question;
 - b) meeting costs incurred, by the authority or some other person, to provide or operate public transport services or facilities; and
 - c) highway improvements in the authority's area
- i.e. any income must be directly invested in highways and transport services.
- 5.4.2 The original business case for the project predicted the number of PCNs that were expected to be issued and how this would decrease over time as residents became more aware of the enforcement and stopped driving in the bus lane.

5.4.3 The business case predicted that over the first 3 months of operation the number of PCNs would decrease to 10% of the original number, however, the drop off has not been as steep as predicted. By the end of month 8 of operation in the Drapery the figure is 63.5% of the original value whilst at St James' it is 25%, this may be due to the timing of the implementation in relation to COVID lockdowns and subsequent opening up. Graphs of the actual Penalty Charge Notices Issued versus the Forecast figures for each site are show below.



5.4.4 Appendix D contains a table of data relating to the 2 sites in West Northamptonshire where enforcement is currently taking place, it shows that in total 34985 PCNs have been issued up until the end of October 2021, of these by the end of October 2021:

23992 had been paid,

5692 (16%) have been appealed of which 1311 have been accepted, 3702 have been rejected and 679 are yet to be considered,

109 second stage appeals have been made to the Independent Adjudication Service of which 52 have been successful, 16 have been unsuccessful and 31 were not contested by WNC

As these figures demonstrate, of just under 35,000 PCNs issued to date, less than 0.25% have been cancelled following a stage 2 appeal to the Independent Adjudication Service. These figures are likely to increase as a Stage 2 appeal cannot be made until after a Stage 1 has been rejected but as a percentage of the rejected Stage 1 appeals this figure would still be under 2.5%.

- 5.4.5 Infringements are generally low between 10:30pm and 6:30am (totalling less than 10 recorded each hour over the month of July) – reflecting the volume of traffic on the road, they increase steadily from 7am through rush hour until around mid-day when they appear to peak (75-80), they decrease slowly through the afternoon until 6pm (58) when they begin to decrease more rapidly until 8:30pm (17).
- 5.4.6 Buses utilise the Bus Lane on St James' Road from 5.30am until 11.09pm with up to 18 buses an hour running throughout the day. There is also a single bus service that operates at 2.55am.
- 5.4.7 Buses utilise the Drapery on an almost 24-hour basis – the only period of greater than one hour when there is no activity is between 0.46am and 1.55am.

5.5 **Public Consultation**

- 5.5.1 A public consultation was carried out between 6 October 2021 and 2 November 2021 in order to gauge the views of residents, businesses and interested organisations. The consultation asked for respondents' opinions regarding the enforcement of bus lanes in general and specifically concerning the enforcement activity at St James' Road. 2725 responses were received. A copy of the consultation questions and a summary of the responses is included at Appendix E.
- 5.5.2 The responses from the consultation show that 50% of respondent believe that the bus lane on St James' Road should continue to be enforced to some degree. However, of those that responded in favour of enforcement continuing 62% said that this should be limited 7.30-9.30am only.
- 5.5.3 It should be noted that a public consultation is not a referendum on the subject matter but a means to hear stakeholders views so that the decisions the Council makes are informed by stakeholder feedback, and this feedback is then taken into consideration alongside several other factors.

6. **Issues and Options**

6.1 **St James' Road Enforcement Camera Location**

- 6.1.1 Since the beginning of enforcement at St James' Road there has been a considerable number of press articles and complaints resulting from the location of the camera. The most frequent point raised relates to vehicles waiting in the town-bound traffic lane to turn right into the petrol filling station and drivers then taking the decision to undertake the stationary vehicle using the bus lane.
- 6.1.2 This undertaking contravenes the Traffic Regulation Order and so has led to these drivers receiving a PCN. A number of these drivers have appealed the PCN claiming that they felt



be unsafe to remain in the lane behind the stationary car and that doing so would lead to a tailback of traffic that would impact the junction of St James' Road with Byfield Road and St James' Mill Road.

- 6.1.3 In order to investigate this claim and to inform this report, a traffic survey was undertaken during early July collecting 7 days' worth of data, the traffic survey demonstrated that during this period at no point did cars queuing (as a result of vehicles waiting to carry out this turning movement) cause a queue reaching back to the junction with St James' Mill and Byfield Road.
- 6.1.4 On average, 582 vehicles turned right into the filling station, causing 121 queues with an average waiting time of a little under 13 seconds. The longest recorded waiting time on any one day was 114 seconds but this was an outlier with the next longest recorded waiting time being 44 seconds.
- 6.1.5 A review has also been undertaken of the siting of the CCTV camera to consider whether or not it could be sited away from the point in the road where traffic is attempting to turn into the filling station and remain effective in reducing the likelihood of legitimate users of the bus lane being disadvantaged by illegitimate users of the bus lane.
- 6.1.6 The location of the camera was originally chosen for a number of reasons:
- a) In order to carry out enforcement of the bus lane it is necessary to be able to view a sufficient length of the bus lane
 - b) Initial empirical evidence suggested that the main cause of illegitimate use of the bus lane was due to traffic being reluctant to queue at the Black Lion Hill traffic lights and believing that by undertaking the queue in the bus lane they would gain an advantage on the approach to these traffic signals; therefore, to be most effective the camera needs to capture drivers using the bus lane on the approach to this junction rather than near to the St James' Mill / Byfield Road junction.
 - c) There were significant challenges with mounting the camera in the optimum location due to the bridge structure carrying the road over the River Nene and railway.
- 6.1.7 Options considered as part of this review were:
- Re-siting the camera close to the junction with St James' Mill Road and Byfield Road facing inbound – however this does not tackle issue b above.
 - 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 is not an optimal view as it is 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 / St James' Road bus lane at an alternative position or at an alternative suitable location.

6.2 **Weedon Road / St James Road Bus Lane Operation Times**

- 6.2.1 Consideration has also been given to amending the timings of the bus lane along Weedon Road/ St James' Road, as described above the bus lane is utilised by buses between 5.30am and 11.09pm.

- 6.2.2 The traffic survey reviewed the type of vehicles using the bus lane during the period of the survey including buses, Hackney Carriages, bicycles and motorbikes that are lawfully allowed to use the bus lane as well as cars, vans and lorries that are not. This showed that on average each weekday 275 buses, 96 cyclists and 53 Hackney Carriages use the bus lane, motorcycle usage is low and many motorcyclists seem to be continuing to use the main traffic lane perhaps as they are not aware that they are allowed to use the bus lane.
- 6.2.3 The survey shows that there is a steady legitimate usage of the bus lane between the hours of 7am and 7pm and little usage between 11pm and 5am.
- 6.2.4 The survey also captured usage data from the general traffic lane and this shows a similar pattern.
- 6.2.5 A table of the options considered with benefits and disbenefits for each option is included in Appendix F.

6.3 **Recommended Options**

- 6.3.1 It is recommended that the necessary steps are 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 also permits private hire taxis and scooters to use the bus lane. In order to amend the TRO, it is necessary to follow a statutory process which involves publishing a proposed revised order and consulting on the contents, however given the responses to the consultation recently undertaken it is not expected that this will prevent the TRO from being amended.
- 6.3.2 It is recommended to remove the camera 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. Enforcement utilising the camera in its current location will cease following the expiration of the call-in period relating to this report.

7. **Implications (including financial implications)**

7.1 **Resources and Financial**

- 7.1.1 As a result of making the proposed changes to the operation of the bus lane on St James' Road it is expected that in the remainder of 2021/22 approximately £117k income will be lost and in following years the income from the enforcement cameras will be reduced by approximately £467k per annum. A proposed £250k pressure has been added to the draft budget and Medium Term Financial Plan for 2022/23, which is anticipated to be the net pressure on this service taking into account all of the bus lane enforcement including the potential re-siting of the camera once a new site is identified and agreed.

7.2 **Legal**

7.2.1 There are no legal implications arising from this report other than those discussed elsewhere in the report and in particular in sections 5 and 7.3. The implementation and enforcement of the bus lanes has been carried out in accordance with the relevant legal requirements.

7.3 **Risk**

7.3.1 The key risk associated with this report is one of the Council's public reputation; as previously discussed, there has been significant interest relating to the Bus Lane Enforcement site on St James' Road. If no changes are made, then complaints by residents and subsequent media interest may continue. However, often when this issue is covered by the press and highlighted on social media the negative aspects are balanced by many supportive comments from residents about the council taking supportive action.

7.3.2 There is also a risk that in making changes to either the installation or the timing of the order that the Council comes under pressure to refund PCN payments that have already been made. It is clear that the purpose of the camera and enforcement were reasonable and that the scale of infringement required action. It is important to recognise that the rationale for the change is partly due to the reduction seen over time but also the new political priorities as set by the new authority established to oversee traffic enforcement and not due to any error. The legal position on this is clear, the PCNs were validly issued in line with the TRO in place at the time. When a recipient receives a PCN and pays it they have accepted liability for the offence as described and the matter is closed. There is no option to reopen this matter and a refund obtained. Any PCNs that have been issued prior to the ceasing of enforcement at this particular location on St James' Road will be processed and the normal procedures will be followed.

7.4 **Consultation**

7.4.1 Northamptonshire County Council undertook all necessary consultation prior to implementing the Bus Lane Enforcement.

7.4.2 A public consultation was carried out between 6 October 2021 and 2 November 2021 in order to gauge the views of residents, businesses and interested organisations. The consultation asked for respondents' opinions regarding the enforcement of bus lanes in general and specifically concerning the enforcement activity at St James' Road. 2725 responses were received. A copy of the consultation questions and a summary of the responses is included at Appendix E. The results of the consultation are discussed above (5.5).

7.4.3 If the operating times of the bus lane in St James' Road are to be altered this will require an amendment to the Traffic Regulation Order and the formal consultation process will need to be followed; this process is likely to take approximately 8 weeks to complete.

7.5 **Consideration by Overview and Scrutiny**

7.5.1 Overview and Scrutiny have not considered this issue.

7.6 **Climate Impact**



- 7.6.1 Bus Lane Enforcement should result in a more reliable bus service and so attract bus patronage, reducing car usage. The existence of the bus lanes and their enforcement also encourages cyclists and motorcyclist as they can ride in the bus lanes (where allowed) unhindered by other traffic which also reduces car usage.
- 7.6.2 It is possible that as there are less lanes available for general traffic queues at junctions will increase and cause additional pollution, however at this stage due to the changes in traffic patterns caused by the COVID pandemic it is not yet possible to know if this will occur and this was not demonstrated in the traffic survey which was completed.
- 7.6.3 Data from the survey carried out shows that each weekday on average 275 buses, 96 cyclists and 53 taxis use the bus lane thereby providing alternative more sustainable modes of travel into the centre of Northampton.
- 7.6.4 There is also a negative impact due to part of the carriage way capacity being reserved for buses etc in that this will lead to longer queuing times at junctions for general traffic resulting in the potential for increase pollution. However, the queues and the availability of good reliable alternatives are the stimuli to create modal shift away from the car to more sustainable forms of transport.

7.7 **Community Impact**

- 7.7.1 There are no further community impacts other than those discussed elsewhere in this report.

7.8 **Communications**

- 7.8.1 Residents, businesses and other stakeholders are being kept regularly informed and updated on the actions being taken by the council to review and address the bus lane issues, including extensive promotion of the recent consultation. Failure to address and resolve the ongoing issues for residents around the St James bus lane will result in negative publicity and a detrimental impact on the council's public reputation.

8. **Background Papers**

- 8.1 None



**West
Northamptonshire
Council**

Appendix A – NCC Cabinet report dated 13th August 2019



CABINET

13 AUGUST 2019

EXECUTIVE DIRECTOR FOR PLACE & COMMERCIAL: DOMINIC DONNINI

**CABINET MEMBER WITH RESPONSIBILITY FOR HIGHWAYS AND PLACE:
COUNCILLOR JASON SMITHERS**

Subject:	Approval for the introduction of civil enforcement of bus lane contraventions
Recommendations:	That Cabinet: <ol style="list-style-type: none"> 1. Approve the introduction of civil enforcement of bus lanes contraventions in the areas identified within the report; and 2. To note the steps required to implement civil enforcement; and 3. Agree that delegated authority be given to the Executive Director for Place & Commercial, in consultation with the Cabinet Member for Highways and Place, to take all steps necessary to commence bus lane civil enforcement.

1. Purpose of report

1.1 The purpose of the report is to seek Cabinet approval to introduce civil enforcement of vehicle contraventions pertaining to sections of the highway used as bus lanes, this will be by means of CCTV cameras using ANPR technology. This will be implemented at:

- The Drapery in Northampton Town Centre
- The Bus Gate linking Church Street to Cambridge Street in Wellingborough Town Centre

2. How this decision contributes to the Council plan

The Council's vision is to make Northamptonshire a great place to live and work. This is achieved through increasing the wellbeing of your county's communities and/or safeguarding the county's communities.

This initiative specifically delivers increased wellbeing and/or safeguarding by ensuring that:
<ul style="list-style-type: none"> • Working in partnership with other public sector organisations (such as the seven district and borough councils, the local NHS bodies, and Northamptonshire Police). • Using innovation to find better and more sustainable ways of delivering services ensuring they are efficient and affordable in the long term. • Using technology and digital solutions to meet the needs of residents. • Commissioning and procuring services and goods with partners. • Utilising the Council's assets effectively.



3. Background

- 3.1 Regulations made under Section 144 of Transport Act 2000, which came into force on 1st November 2005, make it possible for approved Local Authorities to set up and operate civil enforcement of bus lane contraventions using approved capture devices. At present, in Northamptonshire, any bus lane contraventions are dealt with by the Police as they still retain the ability to take criminal proceedings against certain offences in areas of civil enforcement.
- 3.2 Northamptonshire County Council is cited in The Bus Lane Contraventions (Approved Local Authorities) (England) Order 2005 as authorised to undertake bus lane contravention enforcement as a result of it being authorised to carry out civil parking enforcement.
- 3.3 For the purposes of this report a bus lane is any section of the highway which has traffic orders to prevent the general use of the road in favour of buses.
- 3.4 Civil enforcement of bus lane contraventions is proven to reduce the current level of moving traffic contraventions in bus lanes, resulting in improved journey times and journey time reliability for bus passengers therefore enhancing the attractiveness of public transport to potential users. It will also benefit cyclists by reducing the number of vehicles in bus lanes and contribute towards an uptake in the use of more sustainable modes of transport.
- 3.5 A Transport for London study identified that routine enforcement of bus lanes can result in a 15% reduction in delays to buses and an 85% improvement in compliance with the TROs.
- 3.6 Three trial sites had cameras installed in 2017 to check the level of contraventions to the existing traffic regulation orders. The results were:-
- | | |
|--|--|
| Site 1 Bus gate Wellingborough Town Centre | 793 vehicles per day
(over 14 days) |
| Site 2 Weedon Road (junction with Duston Rd) | 52 vehicles per day
(over 14 days) |
| Site 3 The Drapery | 427 vehicles per day
(over 7 days) |
- 3.7 Before enforcement can commence it will be necessary for the Council to:-
- a) Review the Traffic Regulation Orders covering the relevant areas to ensure that they are compliant with the law, current, reflect the road layout and that nothing has invalidated them and to ensure the wording of the Traffic Regulation Order reflects the offence which is to be enforced;
 - b) Install appropriate equipment (approved devices in accordance with The Bus Lanes (Approved Devices) (England) Order 2006);
 - c) Ensure that procedures are in place to ensure that all approved devices installed are operated correctly and able to produce evidence to be used in enforcement action.



- d) Check signage in the enforcement areas is up to date, visible and properly mounted. This may also require additional or amended signage to be installed.
- e) Set out processes and procedure for the issuing of penalty charge notices including training for the Parking Services Team.

3.8 Penalty Charges will be levied on the basis of £60 (reduced to £30 if paid within 14 days). There will be a short period of two weeks once the equipment is installed during which warning PCNs will be issued without charges being levied.

4. Consultation and Scrutiny

- 4.1 As the Bus Lane Enforcement proposal is an extension of the existing parking enforcement controls, external consultation has not been required.
- 4.2 Communication will be important in ensuring the successful introduction of Bus Lane Enforcement in the County. A communications plan will be developed to inform Members, the general public, businesses and key stakeholders and the wider public. This communication plan will include details of what publicity will take place to inform the public of the civil enforcement scheme and the start date for such enforcement.

5. Equality Screening

- 5.1 The impacts of the proposal have been assessed under an Equality Impact Assessment which can be found at the link shown below.
- 5.2 In summary the proposal is assessed as having generally neutral impacts.
- 5.3 The Assessment for Environment, Place & Transport can be found at:

[http://www3.northamptonshire.gov.uk/councilservices/council-and-democracy/equalities/equality-impact-assessments-eqias/Pages/environment,-planning-and-transport-equality-impact-assessments-\(eqias\).aspx](http://www3.northamptonshire.gov.uk/councilservices/council-and-democracy/equalities/equality-impact-assessments-eqias/Pages/environment,-planning-and-transport-equality-impact-assessments-(eqias).aspx)

6. Alternative Options Considered

- 6.1 **Do nothing.** There is no statutory requirement to undertake the civil enforcement of bus lanes. The responsibility for undertaking criminal proceedings could remain with the Police.
- 6.2 However this option is unlikely to reduce the current level of contraventions due to the sporadic nature of enforcement, and it would fail to deliver any improvements in services to bus passengers and cyclists.

7. Financial Implications

- 7.1 The trial data suggests that the cost of implementing a comprehensive enforcement system and the ongoing annual costs would be offset by the income from enforcement activity.

7.2 Using the data generated from these trials the number of contraventions and subsequent income has been projected and is detailed below. This projection assumes that 5% of the contraventions seen in the trials are consistent, month by month and that there is an initial drop from the levels seen in the trial down to this level with 4 months.

NB: The data shown below assumes that the proposal can be implemented by January 2020, leaving 2 full months of financial year 2019/ 2020 remaining for forecasting.

	Current Year	Forecast	
	2019/20	2020/21	2021/22
	£000	£000	£000
Capital Investment			
Costs	148		
Funded By	There is a requirement for capital investment from the Parking Enforcement Service revenue surplus.		
Ongoing Costs (Revenue)			
Total Ongoing Costs	28	192	192
Funding By	Operational surplus generated by the Parking Enforcement Service revenue income		
Income Projections			
The Drapery, Northampton	269	215	215
Wellingborough Bus Gate	389	310	310
Total	658	525	525
Surplus Generated			
Surplus Allocation	482	333	333
	Any surplus generated from this proposal will be reinvested back into the Highways Budget.		

7.3 Government guidance states that revenue raised from bus lane enforcement penalty charge notices should initially be used to recover the costs of setting up, operating and maintaining the bus lane enforcement scheme. Therefore it is hoped that any costs incurred in setting up this process will be recovered in the first year of operation.

7.4 Any surplus revenue should then be spent in accordance with The Bus Lane Contraventions (Penalty Charges, Adjudication and Enforcement) (England) Regulations 2005. The purposes set out are:

- a) returning to the general fund any money provided to cover a deficit in the bus lane enforcement account in the four years immediately before the financial year in question;
- b) meeting costs incurred, by the authority or some other person, to provide or operate public transport services or facilities; and
- c) highway improvements in the authority's area.



<p>What benefits will the proposal deliver?</p>	<ul style="list-style-type: none"> • Value for money • Cost effectiveness • Efficiency savings (cashable and non-cashable) • Return on investment • Payback period of investment • Impact on service risk register • Other benefits realised <p>Other factors are considered below:</p> <ul style="list-style-type: none"> • Impact on performance indicators <p>By implementing the proposal there is no adverse impact on performance indicators</p>
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8. Risk and Business Continuity Management

8.1 Significantly increased compliance could result in a decline in the projected income from paid penalty charge notices. Evidence from Transport for London has shown an improvement in compliance, but not at levels that would significantly affect budget projections. In Northamptonshire it is proposed that spending is restricted to the income levels projected over the first three years of undertaking this operation. Monthly monitoring of income and expenditure will be used to manage this risk.

1. Risk(s) associated with the proposal

Risk	Mitigation	Residual Risk
Impact on Customers	None	Green
Financial impacts	None	Green
Service operational impacts	None	Green
Data Protection	None	Green
Regulatory	None	Green

2. Risk(s) associated with not undertaking the proposal

Risk	Risk Rating
Customer Impacts – failure to respond to customer needs for reliable transport times and reduce the potential for traffic / pedestrian conflicts	Red
Public transport, taxi and private hire operators – failure to manage and enforce traffic restrictions and mitigate travel time delays	Red
Not supporting bus priority measures may adversely affect the viability of commercial bus services.	Red



Author:	Name: Chris Groves Team: Transformation
Contact details:	Email: cgroves@northamptonshire.gov.uk
Background Papers:	<ul style="list-style-type: none"> Provisional guidance on bus lane (including tramway) enforcement in England outside London - Department for Transport, November 2005 (Revised 2008);
Does the report propose a key decision is taken?	YES
If yes, is the decision in the Forward Plan?	YES
Will further decisions be required? If so please outline the timetable here	NO
Does the report include delegated decisions? If so, please outline the timetable here	YES Implementation of proposal - decision date planned to follow Cabinet approval of this report.
Is this report proposing an amendment to the budget and/or policy framework?	NO
Have the financial implications been cleared by the Strategic Finance Manager (SFM)? Have any capital spend implications been cleared by the Capital Investment Board (CIB)?	YES Name of SFM: Rosemary Pallot YES
Has the report been cleared by the relevant Director?	YES Commercial Director: Dominic Donnini
Has the relevant Cabinet Member been consulted?	YES Cabinet Member: Jason Smithers
Has the relevant scrutiny committee been consulted?	NO
Has the report been cleared by Legal Services?	YES Name of solicitor: Debbie Carter-Hughes
Have any communications issues been cleared by Communications and Marketing?	YES Name of officer: Liz Fitzgerald
Have any property Issues been cleared by Property and Asset Management?	Not applicable
Procurement/ Contractual Implications: <ul style="list-style-type: none"> Have you evidenced compliance with the Council's Contract Procedures Rules? 	Yes



<ul style="list-style-type: none"> • Have you identified where you are seeking Cabinet to approve an exemption from the Contract Procedure Rules and detailed the risks and mitigations? • Have you identified any EU or UK legislative risks associated with the exemption process such as non-compliance with the Public Contract Regulations Act 2015, transparency and open competition? • Have you identified the procurement or contractual risks associated with a contract? • Has the contract/procurement been subjected to the Council's Commercial Board? 	<p>Exemption n/a</p> <p>There are no identified risks</p> <p>Yes</p> <p>No</p>
<p>Are there any community safety implications?</p>	<p>The delivery of an effective bus lane enforcement service will have a positive impact on highways safety for local communities.</p>
<p>Are there any environmental implications:</p>	<p>Yes – positive. The scheme aims to improve the reliability of bus services and deter unauthorised vehicles, the scheme aims to improve air quality, encourage the use of more sustainable transport modes, particularly bus patronage and cycling.</p>
<p>Are there any Health and Safety Implications:</p>	<p>NO</p>
<p>Are there any Human Resources Implications:</p>	<p>NO</p>
<p>Are there any human rights implications:</p>	<p>NO The Parking Service serves all the community.</p>
<p>Constituency Interest:</p>	<p>Countywide</p>



**West
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Appendix B – NCC cabinet report dated 17th December 2019



**CABINET
17 DECEMBER 2019
EXECUTIVE DIRECTOR FOR PLACE & COMMERCIAL: NEIL TAYLOR
CABINET MEMBER WITH RESPONSIBILITY FOR HIGHWAYS AND PLACE:
COUNCILLOR JASON SMITHERS**

Subject:	Approval for the further introduction of civil enforcement of bus lane contraventions
Recommendations:	That Cabinet: <ol style="list-style-type: none"> 1. Approve the further introduction of civil enforcement of bus lanes contraventions in the County 2. To note the steps required to implement civil enforcement; and 3. Agree that delegated authority be given to the Executive Director for Place & Commercial, in consultation with the Cabinet Member for Highways and Place, to take all steps necessary to commence bus lane civil enforcement at suitable sites across the County.

1. Purpose of report

The purpose of the report is to seek Cabinet approval to introduce further civil enforcement of vehicle contraventions pertaining to sections of the highway used as bus lanes. This will be by means of CCTV cameras using ANPR technology and will be implemented at suitable sites identified across the County.

Civil enforcement of bus lane contraventions is proven to reduce the current level of moving traffic contraventions in bus lanes, resulting in improved journey times and journey time reliability for bus passengers therefore enhancing the attractiveness of public transport to potential users. It will also benefit cyclists by reducing the number of vehicles in bus lanes and contribute towards an uptake in the use of more sustainable modes of transport.

2. How this decision contributes to the Council plan

The Council's vision is to make Northamptonshire a great place to live and work. This is achieved through increasing the wellbeing of your county's communities and/or safeguarding the county's communities.

This initiative specifically delivers increased wellbeing and/or safeguarding by ensuring that:
<ul style="list-style-type: none"> • Working in partnership with other public sector organisations (such as the seven district and borough councils, the local NHS bodies, and Northamptonshire Police). • Using innovation to find better and more sustainable ways of delivering services ensuring they are efficient and affordable in the long term. • Using technology and digital solutions to meet the needs of residents. • Commissioning and procuring services and goods with partners. • Utilising the Council's assets effectively.



3. Background

Regulations made under Section 144 of Transport Act 2000, which came into force on 1st November 2005, make it possible for approved Local Authorities to set up and operate civil enforcement of bus lane contraventions using approved capture devices. At present, in Northamptonshire, any bus lane contraventions are dealt with by the Police as they still retain the ability to take criminal proceedings against certain offences in areas of civil enforcement.

Northamptonshire County Council is cited in The Bus Lane Contraventions (Approved Local Authorities) (England) Order 2005 as authorised to undertake bus lane contravention enforcement as a result of it being authorised to carry out civil parking enforcement.

For the purposes of this report a bus lane is any section of the highway which has traffic orders to prevent the general use of the road in favour of buses.

The enforcement of bus lane contraventions is essential to reduce journey times and encourage modal shift.

A Transport for London study identified that routine enforcement of bus lanes can result in a 15% reduction in delays to buses and an 85% improvement in compliance with the Traffic Regulation Orders (TROs).

Three trial sites had cameras installed in 2017 to check the level of contraventions to the existing TROs. The results were:-

Site 1 Bus gate Wellingborough Town Centre	793 vehicles per day (over 14 days)
Site 2 Weedon Road (junction with Duston Rd)	52 vehicles per day (over 14 days)
Site 3 The Drapery, Northampton.	427 vehicles per day (over 7 days)

Before enforcement can commence at a particular site it will be necessary for the Council to:-

- a) Review the TROs covering the relevant areas to ensure that they are compliant with the law, current, reflect the road layout and that nothing has invalidated them and to ensure the wording of the TRO reflects the offence which is to be enforced;
- b) Install appropriate equipment (approved devices in accordance with The Bus Lanes (Approved Devices) (England) Order 2006);
- c) Ensure that procedures are in place to ensure that all approved devices installed are operated correctly and able to produce evidence to be used in enforcement action.
- d) Check signage in the enforcement areas is up to date, visible and properly mounted. This may also require additional or amended signage to be installed.



- e) Ensure that processes and procedures for the issuing of penalty charge notices (PCNs) including training for the Parking Services Team are in place.

Penalty Charges will be levied on the basis of £60 (reduced to £30 if paid within 14 days). There will be a short period of two weeks once the equipment is installed during which warning PCNs will be issued without charges being levied.

Cabinet agreed in August 2019 to introduce civil enforcement of vehicle contraventions pertaining to sections of the highway used as bus lanes in two locations – Bus gate, Wellingborough town centre and The Drapery, Northampton. Work is progressing in the introduction of these schemes. It is now proposed to delegate authority to the Executive Director for Place & Commercial, in consultation with the Cabinet Member for Highways and Place to introduce this type of enforcement at other suitable sites across the County.

4. Consultation and Scrutiny

As the Bus Lane Enforcement proposal is an extension of the existing parking enforcement controls, external consultation has not been required.

Communication will be important in ensuring the successful introduction of Bus Lane Enforcement in the County. A communications plan will be developed to inform Members, the general public, businesses and key stakeholders and the wider public. This communication plan will include details of what publicity will take place to inform the public of the civil enforcement scheme and the start date for such enforcement.

5. Equality Screening

The impacts of the proposal have been assessed under an Equality Impact Assessment which can be found at the link shown below.

In summary the proposal is assessed as having generally neutral impacts.

The Assessment for Environment, Place & Transport can be found at:

[http://www3.northamptonshire.gov.uk/councilservices/council-and-democracy/equalities/equality-impact-assessments-egias/Pages/environment,-planning-and-transport-equality-impact-assessments-\(egias\).aspx](http://www3.northamptonshire.gov.uk/councilservices/council-and-democracy/equalities/equality-impact-assessments-egias/Pages/environment,-planning-and-transport-equality-impact-assessments-(egias).aspx)

6. Alternative Options Considered

Do nothing. There is no statutory requirement to undertake the civil enforcement of bus lanes. The responsibility for undertaking criminal proceedings could remain with the Police.

However, this option is unlikely to reduce the current level of contraventions due to the sporadic nature of enforcement, and it would fail to deliver any improvements in services to bus passengers and cyclists.



7. Financial Implications

The trial data suggests that the cost of implementing a comprehensive enforcement system and the ongoing annual costs would be offset by the income from enforcement activity.

At this stage as the additional locations for enforcement are not yet known and no data exists to provide estimates of the number of contraventions that are likely to occur, it is not possible to forecast the level of income as a result of this proposal. It will be necessary to carry out a financial assessment of each site to ensure that it will be viable before the Executive Director agrees to the implementation at that new site.

Government guidance states that revenue raised from bus lane enforcement penalty charge notices should initially be used to recover the costs of setting up, operating and maintaining the bus lane enforcement scheme. Therefore it is hoped that any costs incurred in setting up this process will be recovered in the first year of operation.

Any surplus revenue should then be spent in accordance with The Bus Lane Contraventions (Penalty Charges, Adjudication and Enforcement) (England) Regulations 2005. The purposes set out are:

- a) returning to the general fund any money provided to cover a deficit in the bus;
Lane enforcement account in the four years immediately before the financial year in question;
- b) meeting costs incurred, by the authority or some other person, to provide or operate public transport services or facilities; and
- c) Highway improvements in the authority's area.

<p>What benefits will the proposal deliver?</p>	<ul style="list-style-type: none"> • Value for money • Cost effectiveness • Efficiency savings (cashable and non-cashable) • Return on investment • Payback period of investment • Impact on service risk register • Other benefits realised <p>Other factors are considered below:</p> <ul style="list-style-type: none"> • Impact on performance indicators <p>By implementing the proposal there is no adverse impact on performance indicators</p>
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8. Risk and Business Continuity Management

Significantly increased compliance could result in a decline in the projected income from paid penalty charge notices. Evidence from Transport for London has shown an improvement in compliance, but not at levels that would significantly affect budget



projections. In Northamptonshire it is proposed that spending is restricted to the income levels projected over the first three years of undertaking this operation. Monthly monitoring of income and expenditure will be used to manage this risk.

1. Risk(s) associated with the proposal

Risk	Mitigation	Residual Risk
Impact on Customers	None	Green
Financial impacts	None	Green
Service operational impacts	None	Green
Data Protection	None	Green
Regulatory	None	Green

2. Risk(s) associated with not undertaking the proposal

Risk	Risk Rating
Customer Impacts – failure to respond to customer needs for reliable transport times and reduce the potential for traffic / pedestrian conflicts	Red
Public transport, taxi and private hire operators – failure to manage and enforce traffic restrictions and mitigate travel time delays	Red
Not supporting bus priority measures may adversely affect the viability of commercial bus services.	Red

Author:	Name: Nick Henstock Team: Highways and Transport
Contact details:	Email: nhenstock@northamptonshire.gov.uk
Background Papers:	<ul style="list-style-type: none"> Provisional guidance on bus lane (including tramway) enforcement in England outside London - Department for Transport, November 2005 (Revised 2008);
Does the report propose a key decision is taken?	YES
If yes, is the decision in the Forward Plan?	YES
Will further decisions be required? If so please outline the timetable here	NO
Does the report include delegated decisions? If so, please outline the timetable here	YES Implementation of proposal - decision date planned to follow Cabinet approval of this report.
Is this report proposing an amendment to the budget and/or policy framework?	NO



Have the financial implications been cleared by the Strategic Finance Manager (SFM)?	YES Name of SFM: Rosemary Pallot
Have any capital spend implications been cleared by the Capital Investment Board (CIB)?	YES
Has the report been cleared by the relevant Director?	YES Executive Director Place and Commercial: Neil Taylor
Has the relevant Cabinet Member been consulted?	YES Cabinet Member: Jason Smithers
Has the relevant scrutiny committee been consulted?	NO
Has the report been cleared by Legal Services?	YES Name of solicitor: Debbie Carter-Hughes
Have any communications issues been cleared by Communications and Marketing?	YES Name of officer: Liz Fitzgerald
Have any property Issues been cleared by Property and Asset Management?	Not applicable
Procurement/ Contractual Implications: <ul style="list-style-type: none"> • Have you evidenced compliance with the Council's Contract Procedures Rules? • Have you identified where you are seeking Cabinet to approve an exemption from the Contract Procedure Rules and detailed the risks and mitigations? • Have you identified any EU or UK legislative risks associated with the exemption process such as non-compliance with the Public Contract Regulations Act 2015, transparency and open competition? • Have you identified the procurement or contractual risks associated with a contract? • Has the contract/procurement been subjected to the Council's Commercial Board? 	Yes Exemption n/a There are no identified risks Yes No
Are there any community safety implications?	The delivery of an effective bus lane enforcement service will have a positive impact on highways safety for local communities.



Are there any environmental implications:	Yes – positive. The scheme aims to improve the reliability of bus services and deter unauthorised vehicles, the scheme aims to improve air quality, encourage the use of more sustainable transport modes, particularly bus patronage and cycling.
Are there any Health and Safety Implications:	NO
Are there any Human Resources Implications:	NO
Are there any human rights implications:	NO The Parking Service serves all the community.
Constituency Interest:	Countywide



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Appendix C - St James Road, Northampton Bus Lane – Results of vehicle survey

St James Road, Northampton Bus Lane – Results of vehicle survey

Introduction

This report has been prepared following a request to carry out a survey of vehicles using St James Road in Northampton, in the vicinity of the bus lane enforcement camera positioned near to the entrance of the BP petrol Station.

The survey was carried out using cameras between Tuesday 7th July 2021 and Sunday 11th July. A further survey was carried out on Monday 19th July 2021 to obtain a full weeks data (a camera battery fault occurred on Monday 6th resulting in incomplete footage). A summary of the data using all 3 lanes in this location has been provided along with video footage.

Survey results – Weekdays

Figures 1 to 5 below shows the number of users legally using the bus lane starting to increase significantly from 6am and continue through until 9pm across all 5 days. During this same period, vehicle numbers in the adjacent running lane begin to increase at the same time but drop off earlier from 7pm onwards (shown in Figures 6 to 10).

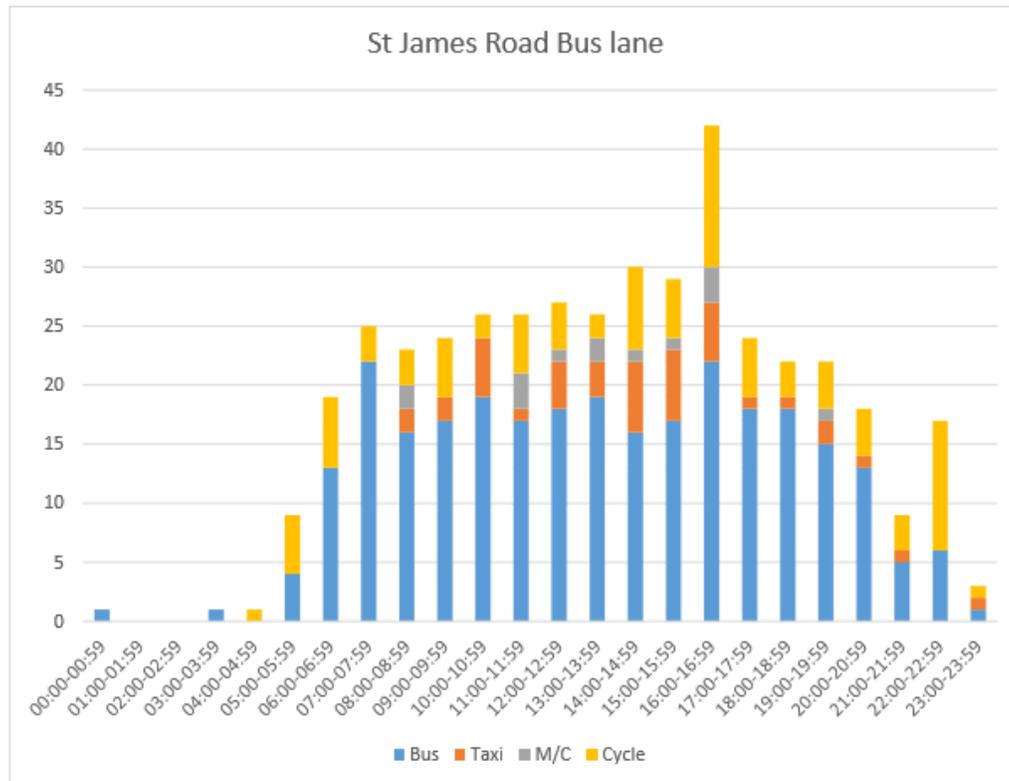


Figure 1 – Bus Lane usage – Tues 6th July



St James Road, Northampton Bus Lane – Results of vehicle survey

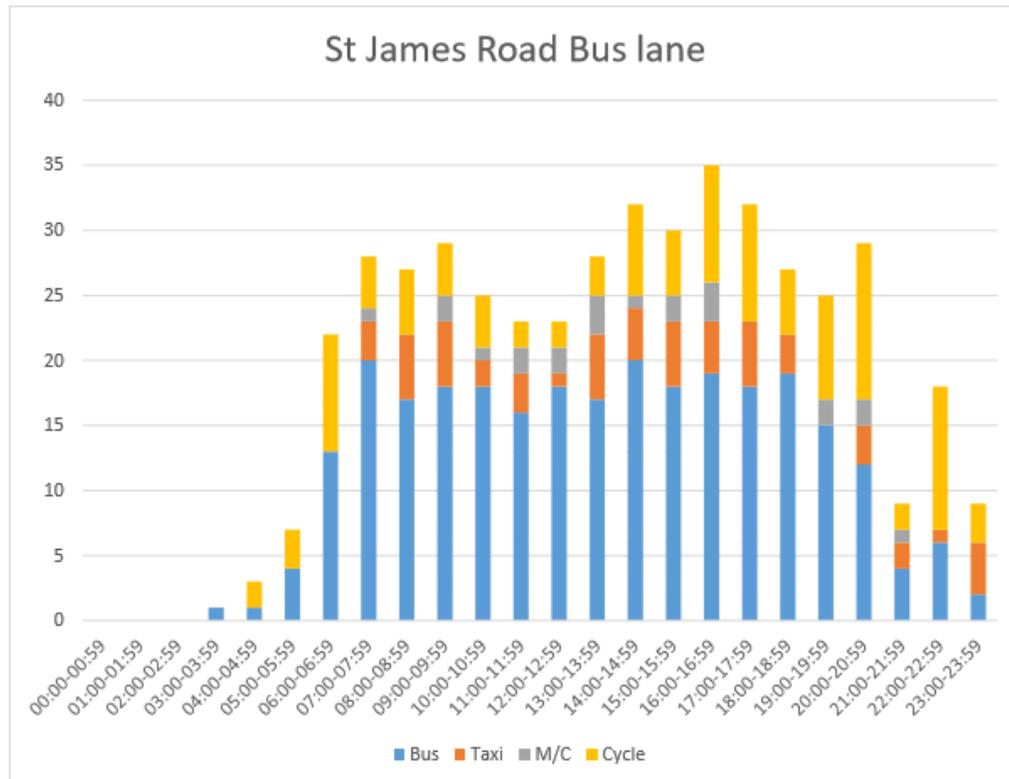


Figure 2 – Bus Lane usage – Wed 7th July



St James Road, Northampton Bus Lane – Results of vehicle survey

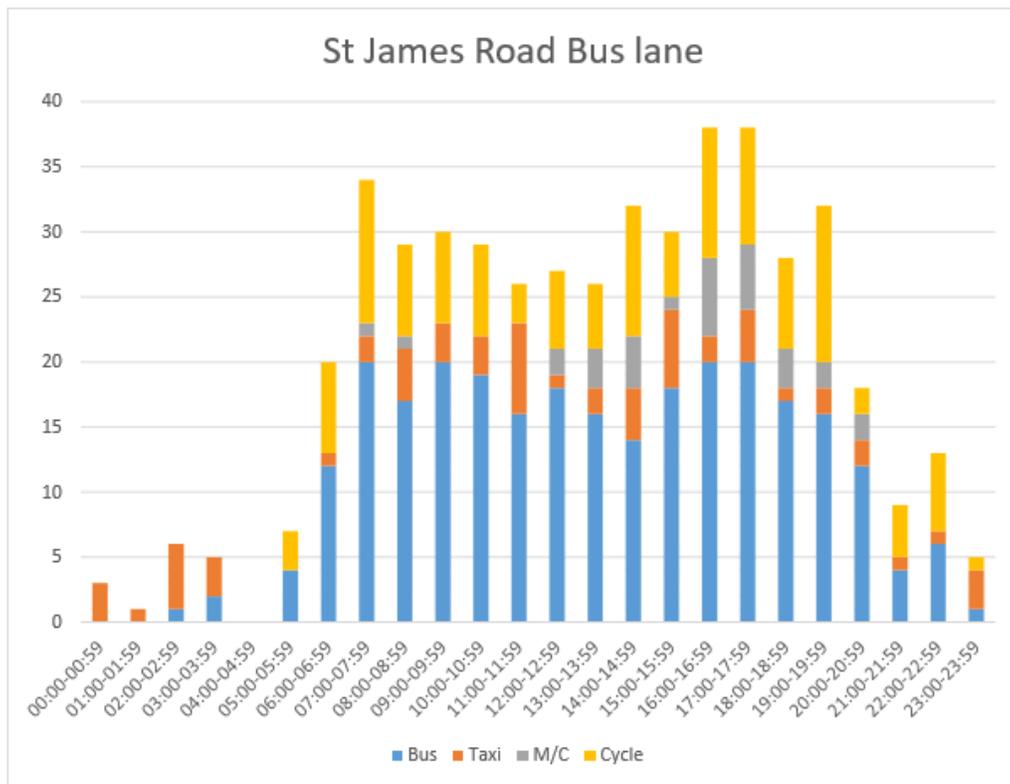


Figure 3 – Bus Lane usage – Thurs 8th July



St James Road, Northampton Bus Lane – Results of vehicle survey

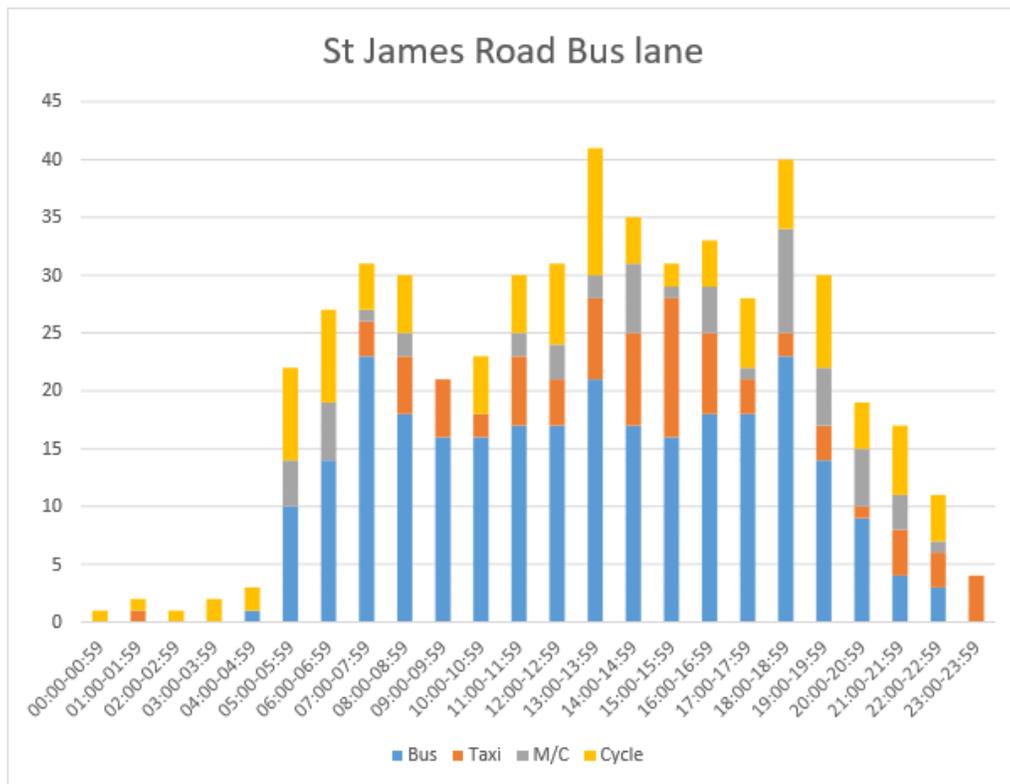


Figure 4 – Bus Lane usage – Friday 9th July



St James Road, Northampton Bus Lane – Results of vehicle survey

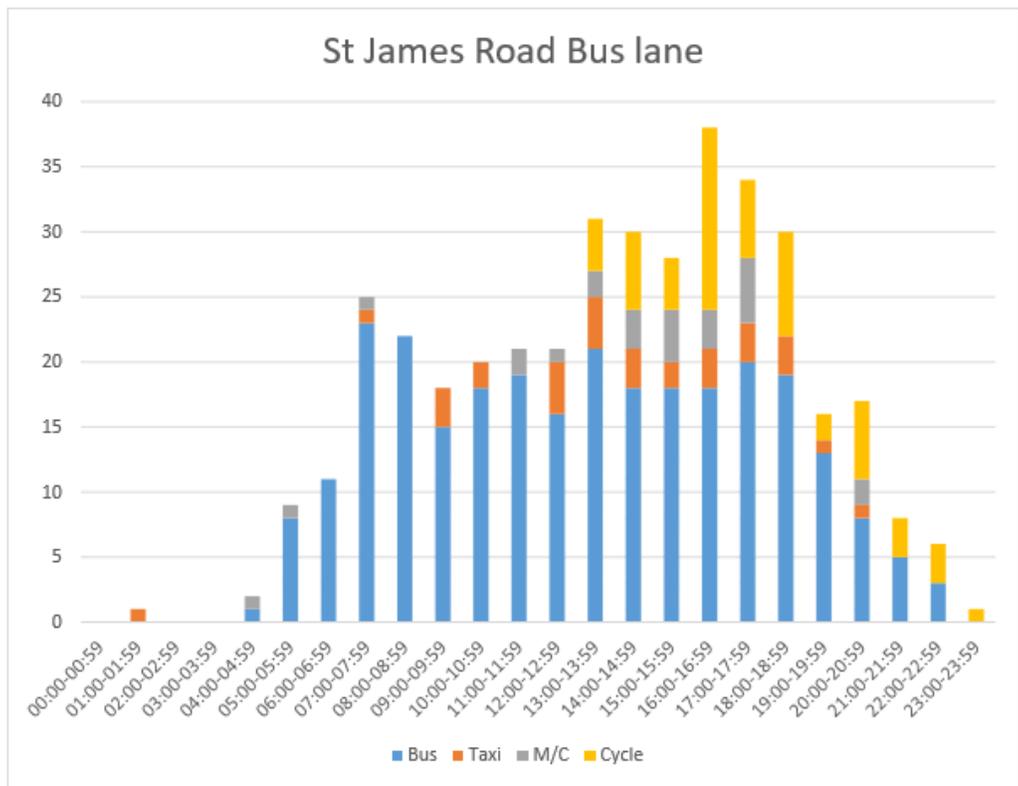


Figure 5 – Bus Lane usage – Monday 19th July

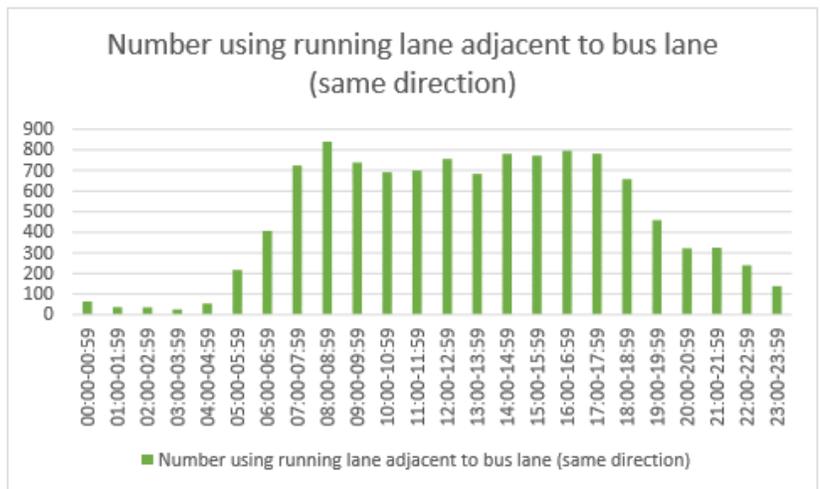


Figure 6 – Adjacent running lane usage (all vehicles) – Tues 6th July



St James Road, Northampton Bus Lane – Results of vehicle survey

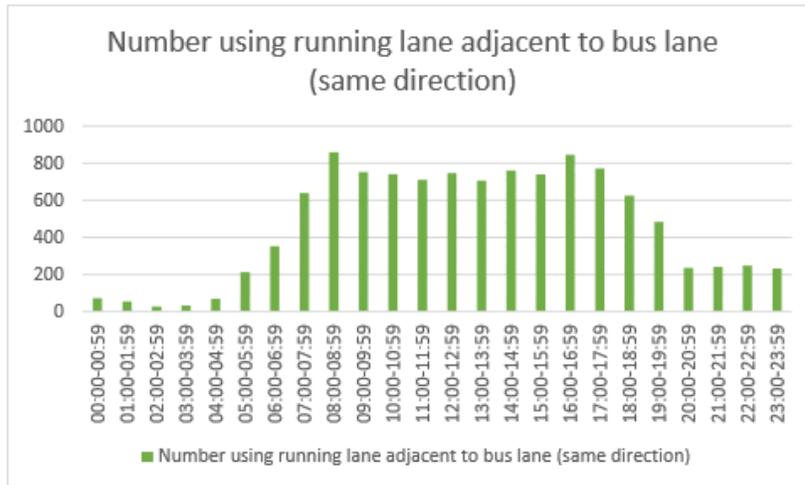


Figure 7 – Adjacent running lane usage (all vehicles) –Wed 7th July

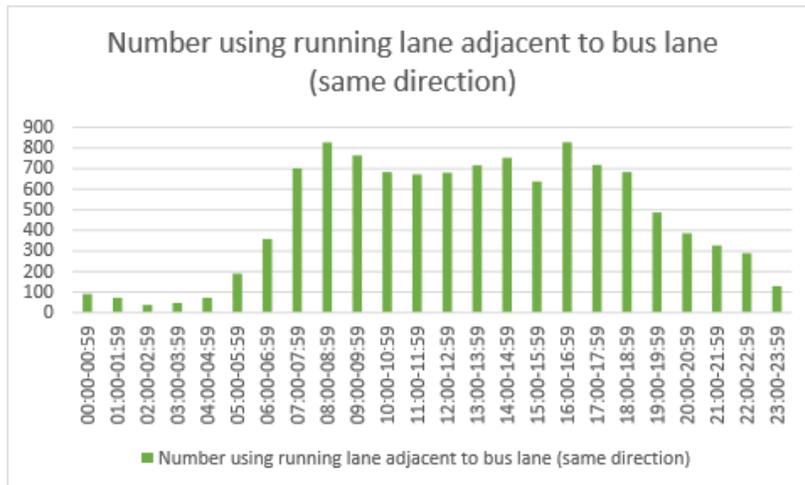


Figure 8 – Adjacent running lane usage (all vehicles) –Thursday 8th July

St James Road, Northampton Bus Lane – Results of vehicle survey

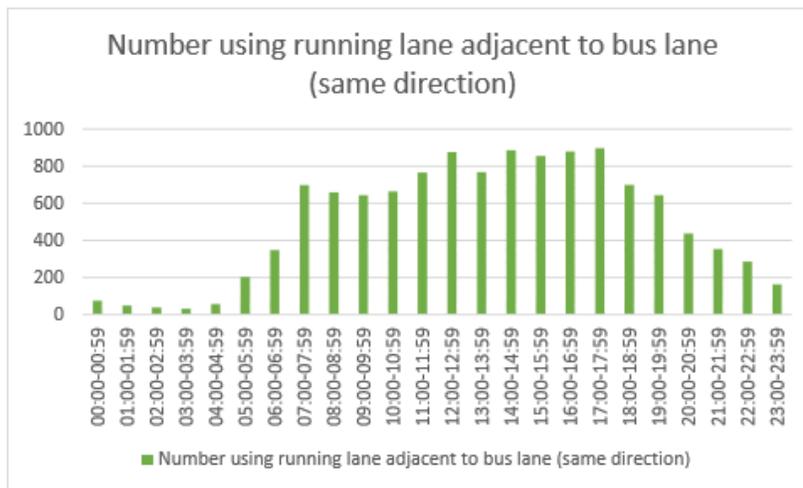


Figure 9 – Adjacent running lane usage (all vehicles) –Friday 9th July

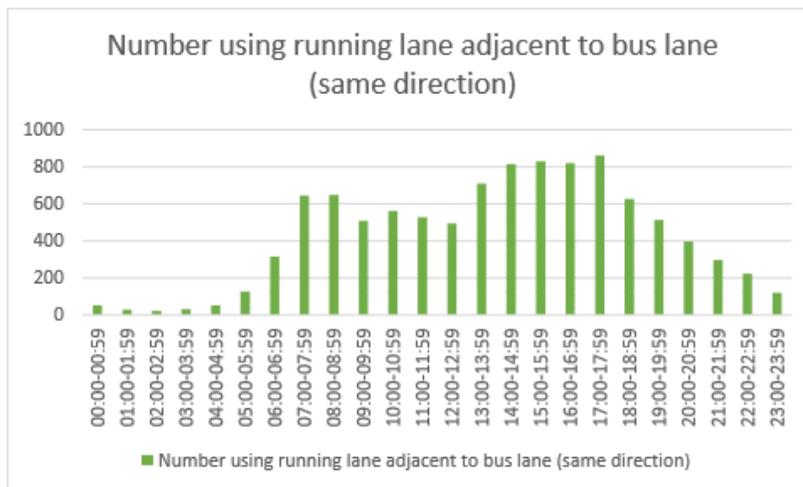


Figure 10 – Adjacent running lane usage (all vehicles) –Monday 19th July

Survey results – Weekends

Figures 11 and 12 below shows the number of users legally using the bus lane and Figures 13 and 14 show the numbers of vehicles using the running lane adjacent to the bus lane. Although there is a slight reduction to both sets of numbers on the Saturday, Sunday see a reduction of approx. 50% on the weekday figures for the bus lane and approx. 30% reduction on the adjacent running lane.



St James Road, Northampton Bus Lane – Results of vehicle survey

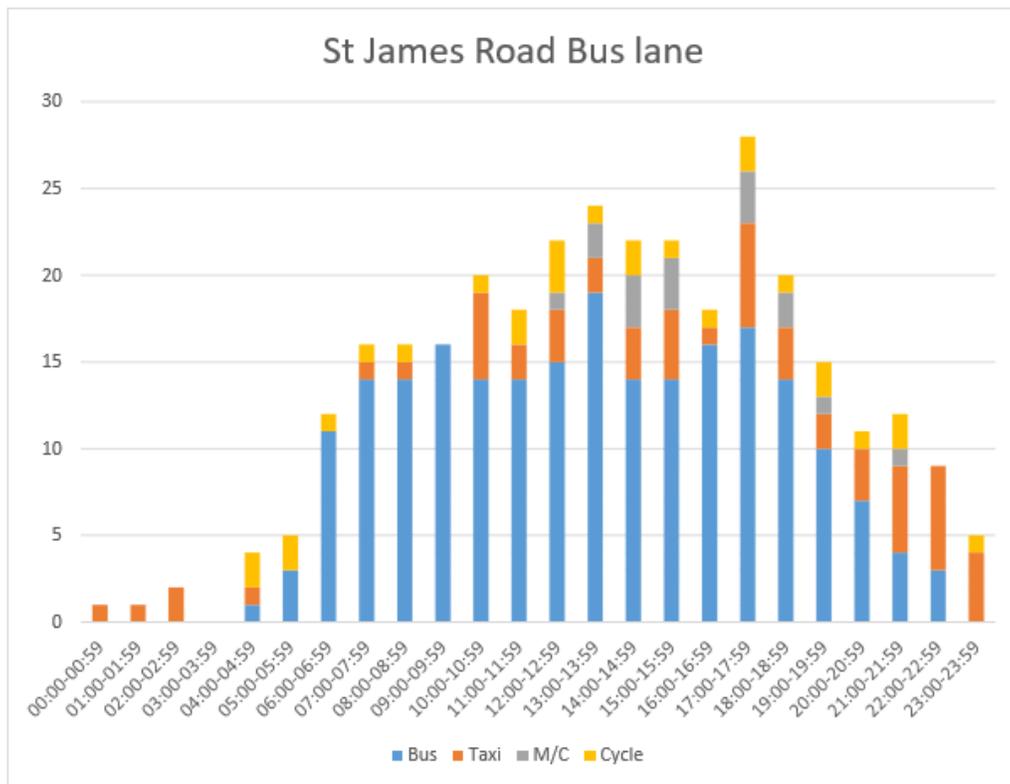


Figure 11 – Bus Lane usage – Saturday 10th July



St James Road, Northampton Bus Lane – Results of vehicle survey

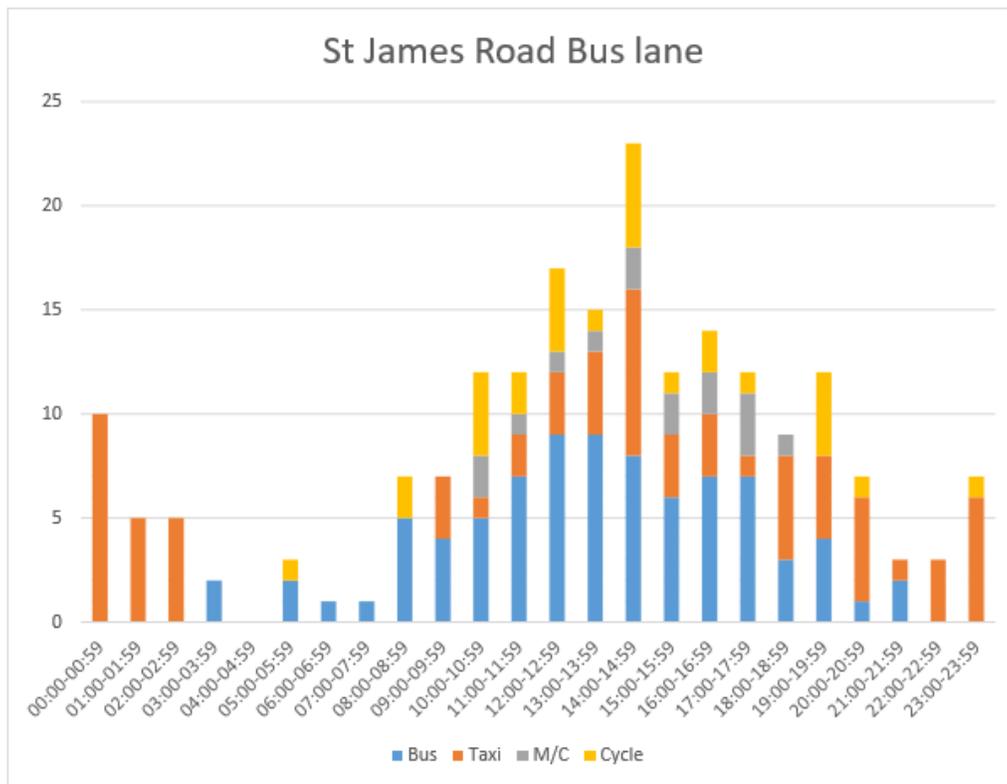


Figure 12 – Bus Lane usage – Sunday 11th July

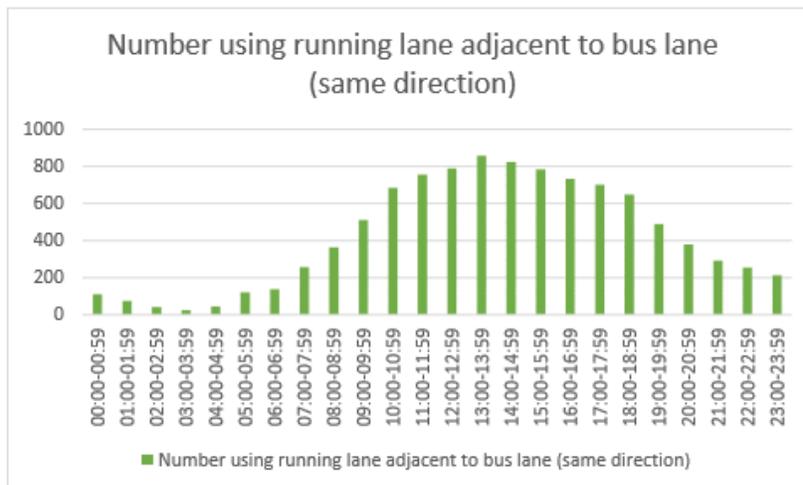


Figure 13 – Adjacent running lane usage (all vehicles) –Saturday 10th July

St James Road, Northampton Bus Lane – Results of vehicle survey

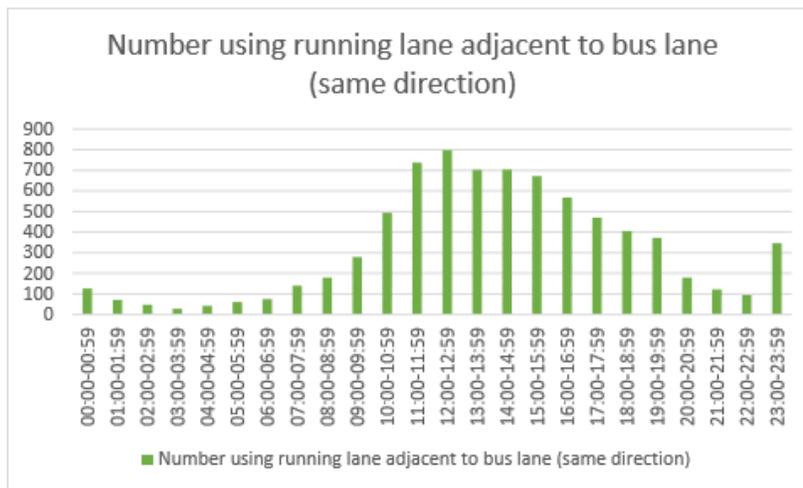


Figure 14 – Adjacent running lane usage (all vehicles) –Sunday 11th July

During the survey a number of vehicles were recorded using the lane illegally as detailed in Table 1 below:

Date	Number
Tuesday 6 th July	39
Wednesday 7 th July	29
Thursday 8 th July	66
Friday 9 th July	75
Saturday 10 th July	105
Sunday 11 th July	46
Monday 19 th July	68

Table 1

Table 2 show the number of vehicles that have illegally used the bus lane when queues formed by vehicles turning right into the petrol station were present.

Date	Number
Tuesday 6 th July	21
Wednesday 7 th July	13
Thursday 8 th July	13
Friday 9 th July	22
Saturday 10 th July	61
Sunday 11 th July	21
Monday 19 th July	27

Table 2

St James Road, Northampton Bus Lane – Results of vehicle survey

Table 3 below shows the earliest and latest times of the above infringements. There are no recorded instances outside of these times. Although there are a couple of spikes across data available, these are generally formed as a result of multiple vehicles undertaking the same queue of traffic but are not consistent with each other to form any significant pattern.

Date	Earliest	Latest
Tuesday 6 th July	08:07	20:42
Wednesday 7 th July	06:36	21:29
Thursday 8 th July	05:27	22:39
Friday 9 th July	05:42	22:34
Saturday 10 th July	00:45	22:14
Sunday 11 th July	01:28	23:16
Monday 19 th July	07:56	21:52

Table 3

Bus services

Table 3 below provides details of the bus services using the bus lane. The majority of these services are running between 6am and 9pm. There are generally 18 services running per hour throughout the day and in consistent with the survey data.

During the COVID pandemic, the number of services has been slightly reduced and is expected to increase in the future.

Provider	Service	First Bus	Last Bus	Buses Per hour during the day	NOTES
Stagecoach	96	06:58	18:41	1	
Stagecoach	9/9A/9B/9C	05:38	23:09	4	usually 6 buses per hour, but reduced during COVID
Stagecoach	5	05:31	20:17	2	
Stagecoach	7	02:55	20:55	0	workers bus only, doesn't run during the day
Stagecoach	8	06:13	20:53	3	usually 4 buses per hour, but reduced during COVID
Stagecoach	15	06:35	20:08	2	usually 3 buses per hour, but reduced during COVID
Uno	18	07:10	20:24	2	
Stagecoach	55	05:30	22:37	1	At certain times of day, multiple buses run the same journey to give extra capacity
Stagecoach	87	07:45	13:28	0	Runs infrequently



St James Road, Northampton Bus Lane – Results of vehicle survey

Stagecoach	D1/D2	07:05	08:28	2	
Stagecoach	D3	06:45	22:30	1	
OVERALL		02:55	23:09	18	

Table 3 – Bus services

Queues

Table 4 shows details regarding queues generated by vehicles turning right into the BP petrol station

Date	No of vehicles that turned right	No of queues generated	Longest waiting time in seconds	Average waiting time in seconds
Tue 6 th	545	134	30	12
Wed 7 th	531	86	114 (2 nd is 31)	16 (15 when longest is removed)
Thu 8 th	624	87	26	15
Fri 9 th	669	114	32	14
Sat 10 th	614	191	43	9
Sun 11 th	491	114	29	9
Mon 19 th	598	122	44	14

Table 4

The above numbers occur at all hours but with the majority generated during the daytime as expected. However, there are no significant peaks within the daytime hours.

Other

Although 176 motorcycles were recorded using the bus lanes across the 7 days, a further 430 were recorded traveling in the adjacent running lane suggesting that there is uncertainty from motorcyclists about permitted usage.

In addition to the numbers given above, 226 scooters were observed using the bus lane in the 7 day period. There were none observed in the adjacent running lane.



St James Road, Northampton Bus Lane – Results of vehicle survey

APPENDIX 1-Traffic Numbers

Tuesday 6th July 2021

Time	Bus	Taxi	M/C	Cycle	Total	Number using running lane adjacent to bus lane (same direction)
00:00-00:59	1	0	0	0	1	64
01:00-01:59	0	0	0	0	0	37
02:00-02:59	0	0	0	0	0	36
03:00-03:59	1	0	0	0	1	25
04:00-04:59	0	0	0	1	1	54
05:00-05:59	4	0	0	5	9	217
06:00-06:59	13	0	0	6	19	406
07:00-07:59	22	0	0	3	25	724
08:00-08:59	16	2	2	3	23	839
09:00-09:59	17	2	0	5	24	738
10:00-10:59	19	5	0	2	26	691
11:00-11:59	17	1	3	5	26	699
12:00-12:59	18	4	1	4	27	755
13:00-13:59	19	3	2	2	26	683
14:00-14:59	16	6	1	7	30	780
15:00-15:59	17	6	1	5	29	772
16:00-16:59	22	5	3	12	42	796
17:00-17:59	18	1	0	5	24	781
18:00-18:59	18	1	0	3	22	658
19:00-19:59	15	2	1	4	22	459
20:00-20:59	13	1	0	4	18	322
21:00-21:59	5	1	0	3	9	326
22:00-22:59	6	0	0	11	17	239
23:00-23:59	1	1	0	1	3	139
Total	278	41	14	91	424	11240



St James Road, Northampton Bus Lane – Results of vehicle survey

Wednesday 7th July 2021

Time	Bus	Taxi	M/C	Cycle	Total	Number using running lane adjacent to bus lane (same direction)
00:00-00:59	0	0	0	0	0	72
01:00-01:59	0	0	0	0	0	54
02:00-02:59	0	0	0	0	0	27
03:00-03:59	1	0	0	0	1	33
04:00-04:59	1	0	0	2	3	69
05:00-05:59	4	0	0	3	7	212
06:00-06:59	13	0	0	9	22	352
07:00-07:59	20	3	1	4	28	639
08:00-08:59	17	5	0	5	27	859
09:00-09:59	18	5	2	4	29	752
10:00-10:59	18	2	1	4	25	741
11:00-11:59	16	3	2	2	23	710
12:00-12:59	18	1	2	2	23	746
13:00-13:59	17	5	3	3	28	706
14:00-14:59	20	4	1	7	32	760
15:00-15:59	18	5	2	5	30	739
16:00-16:59	19	4	3	9	35	846
17:00-17:59	18	5	0	9	32	772
18:00-18:59	19	3	0	5	27	625
19:00-19:59	15	0	2	8	25	484
20:00-20:59	12	3	2	12	29	236
21:00-21:59	4	2	1	2	9	241
22:00-22:59	6	1	0	11	18	248
23:00-23:59	2	4	0	3	9	232
Total	276	55	22	109	462	11155



St James Road, Northampton Bus Lane – Results of vehicle survey

Thursday 8th July 2021

Time	Bus	Taxi	M/C	Cycle	Total	Number using running lane adjacent to bus lane (same direction)
00:00-00:59	0	3	0	0	3	91
01:00-01:59	0	1	0	0	1	72
02:00-02:59	1	5	0	0	6	38
03:00-03:59	2	3	0	0	5	47
04:00-04:59	0	0	0	0	0	72
05:00-05:59	4	0	0	3	7	190
06:00-06:59	12	1	0	7	20	359
07:00-07:59	20	2	1	11	34	701
08:00-08:59	17	4	1	7	29	826
09:00-09:59	20	3	0	7	30	764
10:00-10:59	19	3	0	7	29	682
11:00-11:59	16	7	0	3	26	672
12:00-12:59	18	1	2	6	27	680
13:00-13:59	16	2	3	5	26	715
14:00-14:59	14	4	4	10	32	752
15:00-15:59	18	6	1	5	30	637
16:00-16:59	20	2	6	10	38	827
17:00-17:59	20	4	5	9	38	718
18:00-18:59	17	1	3	7	28	682
19:00-19:59	16	2	2	12	32	486
20:00-20:59	12	2	2	2	18	386
21:00-21:59	4	1	0	4	9	327
22:00-22:59	6	1	0	6	13	289
23:00-23:59	1	3	0	1	5	129
Total	273	61	30	122	486	11142



St James Road, Northampton Bus Lane – Results of vehicle survey

Friday 9th July 2021

Time	Bus	Taxi	M/C	Cycle	Total	Number using running lane adjacent to bus lane (same direction)
00:00-00:59	0	0	0	1	1	75
01:00-01:59	0	1	0	1	2	48
02:00-02:59	0	0	0	1	1	39
03:00-03:59	0	0	0	2	2	31
04:00-04:59	1	0	0	2	3	56
05:00-05:59	10	0	4	8	22	203
06:00-06:59	14	0	5	8	27	347
07:00-07:59	23	3	1	4	31	698
08:00-08:59	18	5	2	5	30	659
09:00-09:59	16	5	0	0	21	644
10:00-10:59	16	2	0	5	23	664
11:00-11:59	17	6	2	5	30	766
12:00-12:59	17	4	3	7	31	876
13:00-13:59	21	7	2	11	41	769
14:00-14:59	17	8	6	4	35	886
15:00-15:59	16	12	1	2	31	856
16:00-16:59	18	7	4	4	33	879
17:00-17:59	18	3	1	6	28	897
18:00-18:59	23	2	9	6	40	699
19:00-19:59	14	3	5	8	30	643
20:00-20:59	9	1	5	4	19	438
21:00-21:59	4	4	3	6	17	353
22:00-22:59	3	3	1	4	11	285
23:00-23:59	0	4	0	0	4	163
Total	275	80	54	104	513	11974



St James Road, Northampton Bus Lane – Results of vehicle survey

Saturday 10th July 2021

Time	Bus	Taxi	M/C	Cycle	Total	Number using running lane adjacent to bus lane (same direction)
00:00-00:59	0	1	0	0	1	111
01:00-01:59	0	1	0	0	1	75
02:00-02:59	0	2	0	0	2	41
03:00-03:59	0	0	0	0	0	25
04:00-04:59	1	1	0	2	4	46
05:00-05:59	3	0	0	2	5	121
06:00-06:59	11	0	0	1	12	139
07:00-07:59	14	1	0	1	16	258
08:00-08:59	14	1	0	1	16	363
09:00-09:59	16	0	0	0	16	511
10:00-10:59	14	5	0	1	20	684
11:00-11:59	14	2	0	2	18	756
12:00-12:59	15	3	1	3	22	790
13:00-13:59	19	2	2	1	24	859
14:00-14:59	14	3	3	2	22	824
15:00-15:59	14	4	3	1	22	784
16:00-16:59	16	1	0	1	18	733
17:00-17:59	17	6	3	2	28	701
18:00-18:59	14	3	2	1	20	648
19:00-19:59	10	2	1	2	15	490
20:00-20:59	7	3	0	1	11	380
21:00-21:59	4	5	1	2	12	293
22:00-22:59	3	6	0	0	9	255
23:00-23:59	0	4	0	1	5	212
Total	220	56	16	27	319	10099



St James Road, Northampton Bus Lane – Results of vehicle survey

Sunday 11th July 2021

Time	Bus	Taxi	M/C	Cycle	Total	Number using running lane adjacent to bus lane (same direction)
00:00-00:59	0	10	0	0	10	126
01:00-01:59	0	5	0	0	5	71
02:00-02:59	0	5	0	0	5	48
03:00-03:59	2	0	0	0	2	28
04:00-04:59	0	0	0	0	0	43
05:00-05:59	2	0	0	1	3	61
06:00-06:59	1	0	0	0	1	75
07:00-07:59	1	0	0	0	1	140
08:00-08:59	5	0	0	2	7	180
09:00-09:59	4	3	0	0	7	279
10:00-10:59	5	1	2	4	12	493
11:00-11:59	7	2	1	2	12	738
12:00-12:59	9	3	1	4	17	798
13:00-13:59	9	4	1	1	15	702
14:00-14:59	8	8	2	5	23	703
15:00-15:59	6	3	2	1	12	672
16:00-16:59	7	3	2	2	14	568
17:00-17:59	7	1	3	1	12	470
18:00-18:59	3	5	1	0	9	405
19:00-19:59	4	4	0	4	12	372
20:00-20:59	1	5	0	1	7	179
21:00-21:59	2	1	0	0	3	122
22:00-22:59	0	3	0	0	3	95
23:00-23:59	0	6	0	1	7	347
Total	83	72	15	29	199	7715



St James Road, Northampton Bus Lane – Results of vehicle survey

Monday 19th July 2021

Time	Bus	Taxi	M/C	Cycle	Total	Number using running lane adjacent to bus lane (same direction)
00:00-00:59	0	0	0	0	0	54
01:00-01:59	0	1	0	0	1	30
02:00-02:59	0	0	0	0	0	23
03:00-03:59	0	0	0	0	0	31
04:00-04:59	1	0	1	0	2	53
05:00-05:59	8	0	1	0	9	128
06:00-06:59	11	0	0	0	11	316
07:00-07:59	23	1	1	0	25	646
08:00-08:59	22	0	0	0	22	649
09:00-09:59	15	3	0	0	18	509
10:00-10:59	18	2	0	0	20	563
11:00-11:59	19	0	2	0	21	528
12:00-12:59	16	4	1	0	21	494
13:00-13:59	21	4	2	4	31	710
14:00-14:59	18	3	3	6	30	816
15:00-15:59	18	2	4	4	28	830
16:00-16:59	18	3	3	14	38	820
17:00-17:59	20	3	5	6	34	862
18:00-18:59	19	3	0	8	30	627
19:00-19:59	13	1	0	2	16	514
20:00-20:59	8	1	2	6	17	398
21:00-21:59	5	0	0	3	8	298
22:00-22:59	3	0	0	3	6	224
23:00-23:59	0	0	0	1	1	120
Total	276	31	25	57	389	10243

Appendix D – Bus Lane Enforcement Statistics to 31-10-2021

PCN Data relating to The Drapery

	Business Case Assumed Level of contravention	Actual level of Contravention	Percentage of Original Contraventions	Number of Cases Paid	Number of Appeals Received	Number of Appeals Accepted (case cancelled by WNC)	Number of Appeals yet to be considered by WNC	Number of Appeals to Adjudicator	Number of Appeals to Adjudicator Accepted (successful)	Number of Appeals to Adjudicator Dismissed (unsuccessful)	Number of Appeals to Adjudicator Not Contested by WNC
March-21	6490	3269	100	2210	693	231	24	6	1	2	0
April-21	3245	3322	102	2172	619	218	10	21	8	2	9
May-21	1298	2500	76	1669	364	116	13	3	0	2	0
June-21	649	1936	59	1266	263	77	8	1	1	0	0
July-21	649	2271	69	1426	450	209	43	8	6	1	1
August-21	649	1999	61	1212	313	130	38	0	0	0	0
September-21	649	1959	60	1107	261	43	106	0	0	0	0
October-21	649	2078	64	658	109	15	96	0	0	0	0
November-21	649										
December-21	649										
January-22	649										
February-22	649										

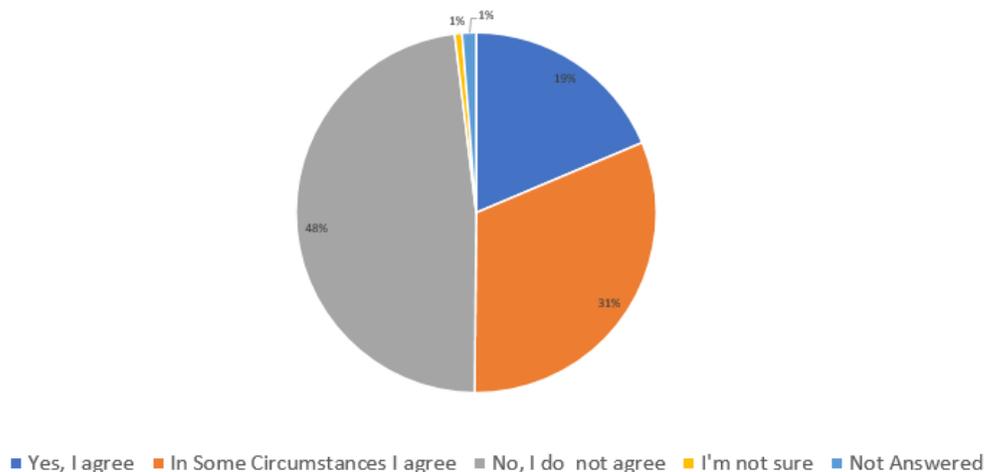
PCN Data relating to St James' Road

	Business Case Assumed Level of contravention	Actual level of Contravention	Percentage of Original Contraventions	Number of Cases Paid	Number of Appeals Received	Number of Appeals Accepted (case cancelled by WNC)	Number of Appeals yet to be considered by WNC	Number of Appeals to Adjudicator	Number of Appeals to Adjudicator Accepted (successful)	Number of Appeals to Adjudicator Dismissed (unsuccessful)	Number of Appeals to Adjudicator Not Contested
March-21	1375	3906	100	3332	755	68	5	13	11	1	1
April-21	688	2909	74	2301	508	91	12	15	10	3	2
May-21	275	1954	50	1577	303	32	10	16	10	3	0
June-21	138	1536	39	1269	253	18	8	9	3	1	4
July-21	138	1412	36	1161	209	34	7	8	2	0	6
August-21	138	1196	31	951	195	20	17	9	0	1	8
September-21	138	1771	45	1179	295	8	189	0	0	0	0
October-21	138	967	25	502	102	1	93	0	0	0	0
November-21	138										
December-21	138										
January-22	138										
February-22	138										

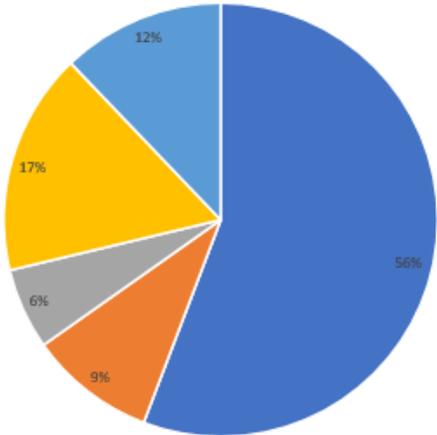
Appendix E – Bus Lane Enforcement Consultation

1. A public consultation was carried out between 6 October 2021 and 2 November 2021 in order to gauge the views of residents, businesses and interested organisations regarding the enforcement of the bus lane in St James.
2. A copy of the questionnaire is provided at the end of this Appendix.
3. The key headlines from the consultation are as follows:
 - 3.1. 2725 responses were received.
 - 3.2. 48% did not agree with enforcement.
 - 3.3. 50% said they either agreed with maintaining enforcement, or agreed in some circumstances.
 - 3.4. Of those that responded in favour of enforcement continuing 62% said that this should be limited 7.30-9.30am only.
 - 3.5. Many other suggestions for enforcement time were made (in a free text field) with a common theme being evening 'rush hour' enforcement in addition to mornings.
 - 3.6. The majority of respondents would not support enforcement if we used the income to support highways and transport services.
 - 3.7. Common suggestion was to allow private hire taxis to use the bus lane as well as hackney carriages.
4. It should be noted that a public consultation is not a referendum on the subject matter but a means to hear stakeholders views so that the decisions the Council makes are informed by stakeholder feedback, and this feedback is then taken into consideration alongside several other factors.

Do you think that the Council should maintain enforcing the bus lane in Weedon Road / St James' area in Northampton?

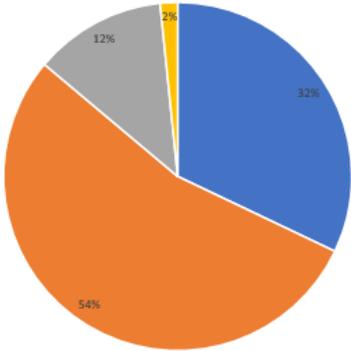


Which time do you think we should operate enforcement of bus lane?



■ From 07:30 - 09:30 ■ From 07:00 - 19:00 ■ 24 hour ■ Other (suggested time) ■ Blank

Would you support enforcement if we used the income generated to support highways and transport services?



■ Yes ■ No ■ Don't know ■ not answered

Have your say on bus lane enforcement at Weedon Road / St James' Road, Northampton

Overview

West Northamptonshire Council is seeking views on its Bus Lane Enforcement Scheme as part of a review of the arrangements for Northampton Town.

We would like to hear your views about current enforcement in the Weedon Road / St James' Road area of Northampton.

The purpose of the bus lane and enforcement is to ensure that bus services run to time and provide an alternative to car travel, thereby reducing congestion and improving choice. It also allows taxis, cyclists and scooters to access at all times. There are currently almost 10,000 incidents of drivers using the bus lane and have been subject to a fine.

As part of the review, the Council wants to ensure that it gets the balance right for everyone, whether they're a car driver, a bus passenger or a cyclist.

In particular, we want to hear views on whether we should:

- reduce the enforcement hours to a minimum period from 7:30am to 9:30am (the original hours which were in operation until February 2021)
- reduce the enforcement hours to 7am to 7pm (this is when we have the most bus services operating and could experience difficulties due to the volume of traffic)
- leave the enforcement hours as they currently operate, 24 hours and 7 days a week (which is the current operational hours)

The consultation is open to all residents, stakeholders and people representing organisations.

This consultation will run from Wednesday 6 October to midnight on Tuesday 2 November 2021.

Have your say

You can tell us your views on bus lane enforcement in Weedon Road / St James' Road area of Northampton by completing this survey – using the link below.

You do not have to answer all of the questions or give us your feedback on every section. If you do not wish to answer a question or give feedback on a specific section, then you can skip those questions and section.

You can email or send your comments in by post using the contact details below.

If you have any queries, comments or would like a copy of this survey in another format, you can contact us by email or post. Our contact details are as follows:

Email address: Parkingenquiries@kierwsp.co.uk

Postal address:

Northampton Bus Lane Enforcement Scheme Review 2021
West Northamptonshire Council
One Angel Square
Angel Street
Northampton
NN1 1ED

What happens next

Once the consultation closes, we will collate all the feedback received and present this information to the West Northamptonshire Council Cabinet, most likely in December 2021.

Your feedback will be part of a report with many other people's feedback, so you will not be personally identified.

Councillors will consider this information as part of their review and will subsequently make further decisions about bus lane / bus street enforcement in Northampton.

We will share the feedback received and how this has helped to shape our services in due course. Details of this will be published on our 'We asked, you said, we did' web page.

For information about how consultation and engagement responses are managed, please see the [consultation and engagement privacy notice](#).

Introductory text

We are interested to hear your views on the enforcement of Weedon Road / St James' Road bus lane, in Northampton.

Once you have responded to a section about the Weedon Road / St James' area, you will be returned to this page where you can either continue to respond to other sections of the questionnaire, or you can select "Finish" and submit your response.

Before selecting "Finish", we also ask you to complete other two sections called 'About you and how you travel' and 'More about you'.

These are questions about you, how you travel and other specific demographic information so that services and policies can be delivered to meet the needs of everybody. **Both of these two sections are optional.**

Weedon Road / St James' bus lane enforcement

This section is only about the bus lane that operates in Weedon Road/ St James' area in Northampton.

1 Do you think that the Council should maintain enforcing the bus lane in Weedon Road / St James' area in Northampton?

Please select only one item

- Yes, I agree
- In some circumstances I agree
- No, I do not agree
- I am not sure

Please tell us more about your views here:

2 If you agree that bus lane should be subject to enforcement then we are interested to hear your views about the time of day that the enforcement should be in operation for every day of the week. Which time do you think we should operate enforcement of the bus lane?

More information about each time enforcement option

Reduce the enforcement hours to a minimum period from 7:30am to 9:30am (the original hours which were in operation until February 2021).

Reduce the enforcement hours to 7am to 7pm (this is when we have the most bus services operating and could experience difficulties due to the volume of traffic).

Leave the enforcement hours as they currently operate, 24 hours and 7 days a week (which is the current operational hours).

	From 7.30am to 9.30am	From 7am to 7pm	Leave as it is now – 24 hour	Other (please give details below)
Weedon Road / St James (bus lane) <i>Please select only one item</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you said 'Other', please give details here:

3 Would you support enforcement if we used the income generated to support highways and transport services?

Please select only one item

- Yes
- No
- Don't know

The Questionnaire then asked the person completing the survey to answer questions about how they normally travel and some demographic questions. Both these sections were optional.

Appendix F – Table of St James Bus Lane timing options considered with benefits and disbenefits for each option

Scheme	Description	Benefits	Disbenefits
Do nothing	No change	<ul style="list-style-type: none"> Retains maximum support for active travel users – buses, cyclists hackney carriages etc Retains maximum support enabling travel into the town centre by sustainable transport including for use of the night-time economy Retains Maximum support for commuters including shift workers to and from work Clear communication for car drivers – you must not use the bus lane at any time. Consultation indicates the least favoured option of respondents. Retains current income to support highways maintenance and schemes (forecast using July 2021 data as £467k per annum) 	<ul style="list-style-type: none"> Politically Unacceptable Negative public opinion Negative press coverage
Option 1	Reduce Bus Lane operation to 05:30-23:00	<ul style="list-style-type: none"> Survey data shows that little activity takes place in the bus lane outside of these hours. Retains majority of support for active travel users – buses, cyclists hackney carriages etc Retains majority of support for town centre including night-time economy Retains majority of support for commuters including shift workers to and from work Retains majority of current income to support highways maintenance and schemes (£452k) 	<ul style="list-style-type: none"> Politically Unacceptable? Negative public opinion Negative press coverage Small Reduction in income (£15k)
Option 2	Reduce Bus Lane operation to 07:00-19:00	<ul style="list-style-type: none"> Survey data supports that this is the period of time when infringements are most likely to impact legitimate users of the bus lane. Retains significant support for active travel users – buses, cyclists hackney carriages etc Retains significant support for town centre business 	<ul style="list-style-type: none"> Does not support town centre night-time economy Some negative impact on short workers who tend to travel outside of these hours. Moderate reduction in income (£71k)

		<ul style="list-style-type: none"> • Retains majority of support for commuters using sustainable forms of transport. • Mirrors timings of town centre parking restrictions and traffic sensitivity times for roadworks etc • Retains majority of current income to support highways maintenance and schemes (£396k) 	
Option 3	Reduce Bus Lane operation to 07:00-10:00 and 16:00-1900	<ul style="list-style-type: none"> • Retains support for active travel users – buses, cyclists hackney carriages etc during rush hour • Retains majority of support for commuters • Retains some of current income to support highways maintenance and schemes (£144k) 	<ul style="list-style-type: none"> • Does not support town centre night-time economy • Does not support town centre business • Does not support active travel users outside of rush hour • Significant reduction in income (£323k) • Less easy for motorists to remember times that they can and can't drive in the bus lane.
Option 4	Return Bus Lane to previous times 07:30-09:30	<ul style="list-style-type: none"> • Retains support for active travel users – buses, cyclists hackney carriages etc during morning rush hour • Retains support for commuters during morning rush hour • Retains small amount of current income to support highways maintenance and schemes (£32k) • Politically most appealing • Consultation indicates the favoured option of respondents. 	<ul style="list-style-type: none"> • Does not support town centre night-time economy • Does not support town centre business • Does not support active travel users outside of morning rush hour • Significant reduction in income (£435k)



WEST NORTHAMPTONSHIRE COUNCIL CABINET

7th DECEMBER 2021

**CABINET MEMBER WITH RESPONSIBILITY FOR STRATEGY- COUNCILLOR
JONATHAN NUNN**

Report Title	Transformation Update Quarter 2 2021/22
Report Author	Jane Carr, Director of Transformation, jane.carr@westnorthants.gov.uk

Contributors/Checkers/Approvers

West MO	Catherine Whitehead	24/11/2021
West S151	Martin Henry	19/11/2021
Other Director/SME	Jane Carr	05/11/2021
Communications Lead/Head of Communications	Becky Hutson	18/11/2021

List of Appendices

Appendix A – Transformation Update Quarter 2 2021/22

1. Purpose of Report

1.1. To provide a quarterly update on transformation in West Northamptonshire Council.

2. Executive Summary

1.2. The report is intended to update Cabinet on the transformation work being carried out across the Council.

3. Recommendations

3.1 That Cabinet notes the content of this report.

4. Reason for Recommendations

4.1 Update paper for information only no decisions required

5. Report Background

5.1 This is the second quarterly report that update Cabinet on the work of the Transformation Team.

6. Issues and Choices

6.1 The detail of the Transformation Update Quarter 2 2021/22 is highlighted in appendix A.

7. Implications (including financial implications)

7.1 Resources and Financial

7.1.1 There are no resource or financial implications arising from this update.

7.2 Legal

7.2.1 There are no legal implications arising from this update.

7.3 Risk

7.3.1 There are no significant risks arising from this update.

7.4 Consultation

7.4.1 No consultation required.

7.5 Consideration by Overview and Scrutiny

7.5.1 No.

7.6 Climate Impact

7.6.1 No climate impact has been identified from this update.

7.7 Community Impact

7.7.1 No community impact has been identified from this update.

8. Background Papers

8.1 None to note.



Appendix A - Transformation Update

Quarter 2

2021/22

- Transformation General Update
- Transformation Portfolio Metrics
- Hosted Services
 - Inter Authority Agreements
 - Disaggregation
- Transformation Project Highlights
 - Future Ways of Working
 - Executive Support Review
 - Revenue and Benefits Stabilisation
 - Internal Audit Review

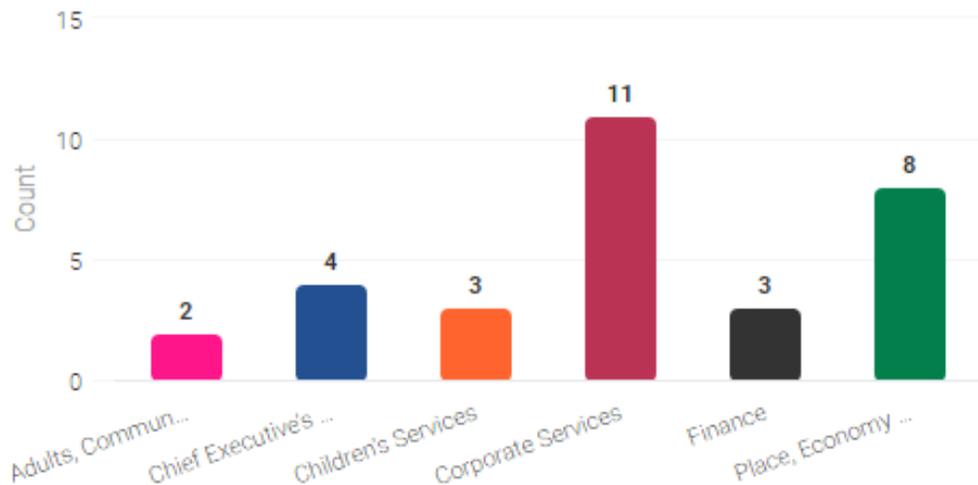
- Monthly Transformation Boards are active, reporting to ELT on budgeted savings, disaggregation and transformation projects.
- Joint governance processes have been established with North Northamptonshire to govern disaggregated and hosted services.
- Enabler Services Board and process has been established to bring together enabler services to ensure check and challenge on the deliverability of projects.
- Cemented a flexible business partner arrangements aligned to directorate to be responsive to their emerging needs and priorities.
- Supported Star Chamber processes to align organisational priorities to transformation effort.
- Monday.com has been procured and implemented to provide management MI on project activity.



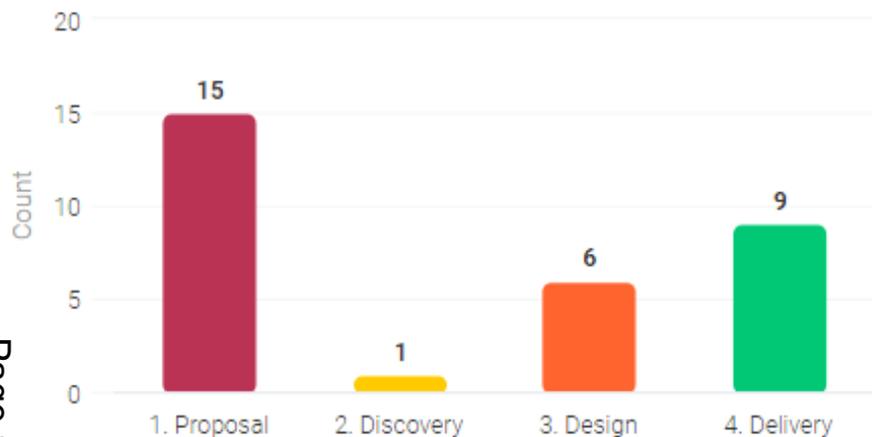
West
Northamptonshire
Council

Transformation Programme Metrics

Breakdown of Registered Projects (Directorate)

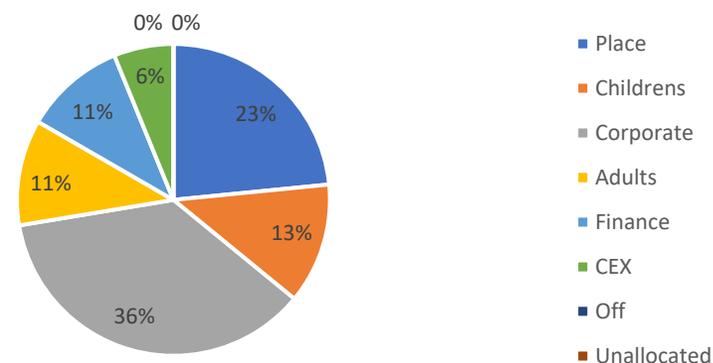


Breakdown of Registered Projects (Project Stage)



- At the end of Quarter 2 there currently **31 projects** within the transformation portfolio, comprising of WNC transformation as well as joint working as part of disaggregation.
- The emphasis in Quarter 1 of engaging the organisation on their current transformation requirements and completing a fact finding exercise accounts for the majority (51%) of projects at proposal stage in Quarter 2. In the next period the emphasis will be on transforming these initial proposals into viable business cases.
- The Transformation Unit will also look to support the priorities emerging from Star Chamber discussions in the next period.

Allocations of Staff by Directorate Q2-21

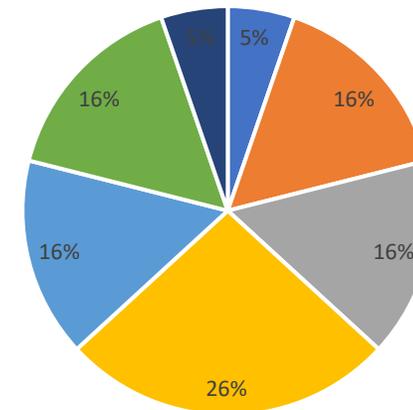


- Wider reporting is being developed that provides an assessment of the benefits being sought from other activities
- Monday.com identifies, tracks and verifies the delivery of financial and non-financial benefits
- Financial benefits are fed into the medium term financial planning process
- Non-financial benefits are also recorded, measured and tracked

Q2 Non-financial Benefits



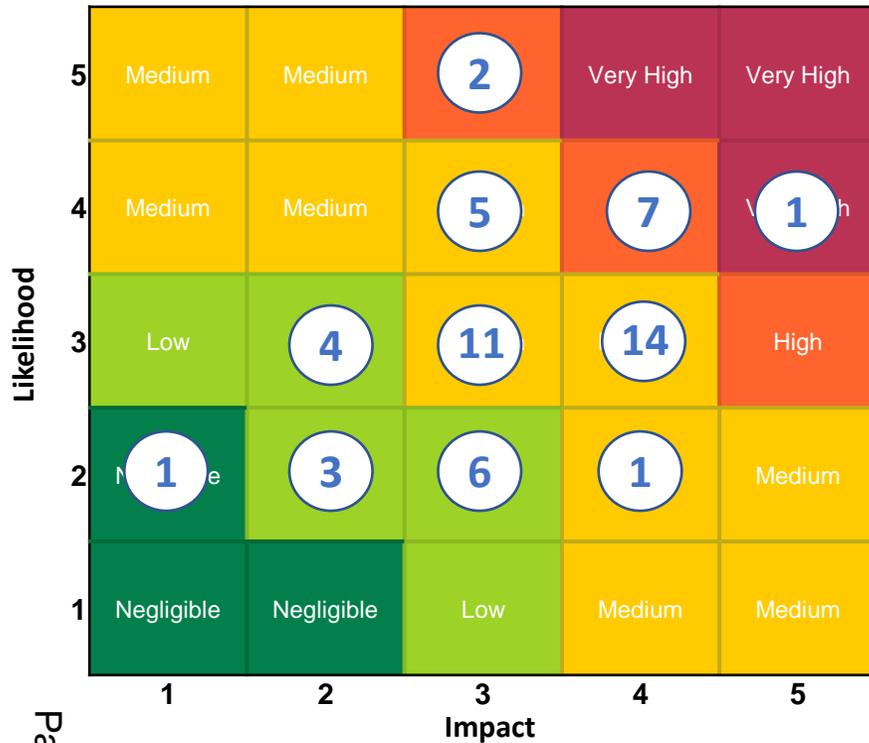
Q3 Non-Financial Benefits



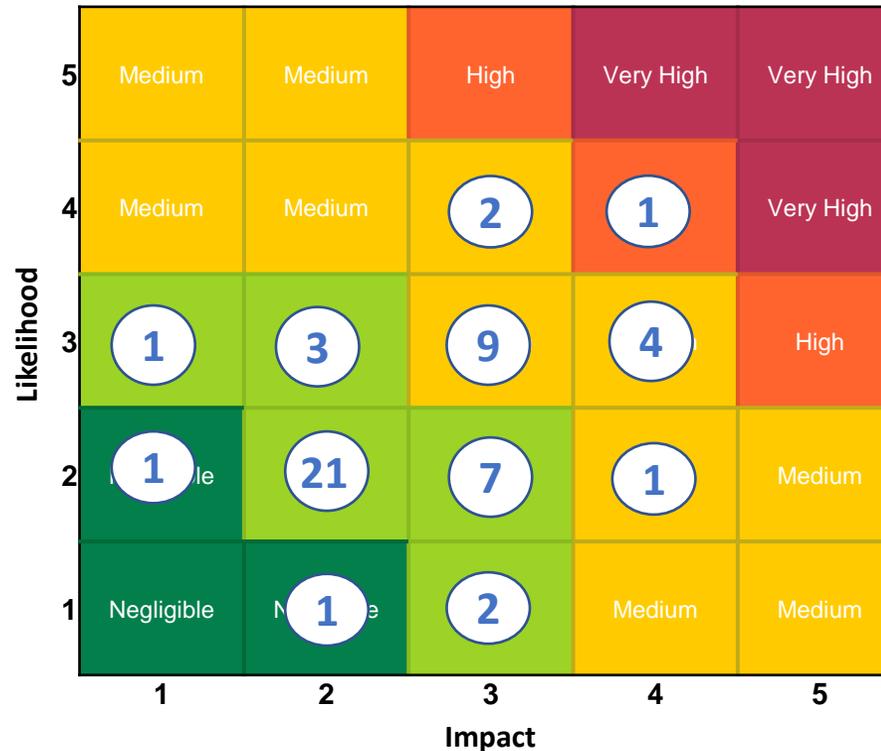
- Reputation Enhancement
- Staff Retention
- Staff Satisfaction
- Service Improvement - New
- Service Improvement - Quality
- Service Insight
- Time Efficiency / Saving

- The number in the circles below (1) represent the number of risks collated from our individual projects, mapped against the likelihood and impact of those risks.
- The two diagrams below demonstrate the original risk score versus how that is likely to change once mitigating actions have been taken.

Original Risk Score



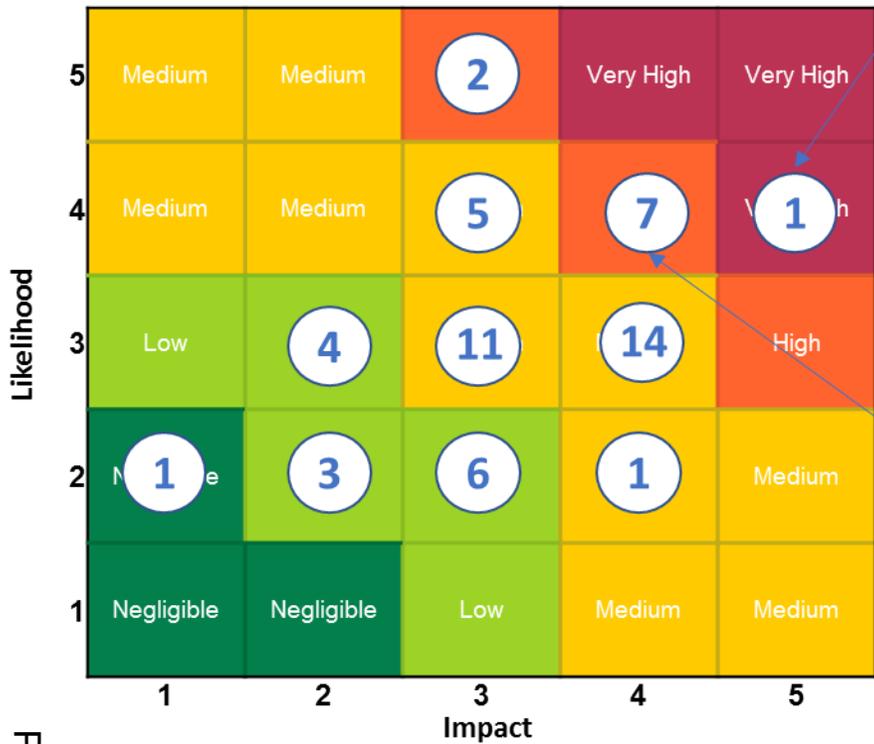
Post Mitigation Score



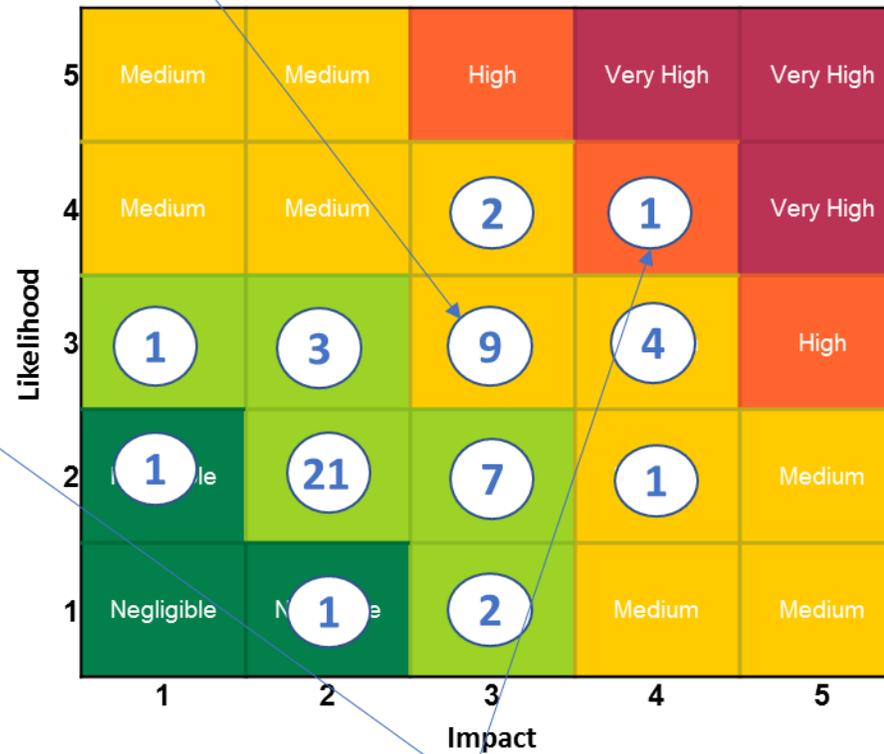
- 53 risks are currently registered against our projects.
- 19% of original score risks are deemed **high**, reducing to 2% following mitigations.
- Currently the projects that current sit in transformation have a medium risk profile, which is likely to reduce further following the successful mitigations which are being tracked.

004 – Inter Authority Agreements
Finance resource availability and capacity to support validation of budgets and agree recharging principles.

Original Risk Score



Post Mitigation Score



008 – Communications Redesign
Risk that for any of the reasons outlined in section 9 of the Business Case(Financial Impact), savings projections are reduced



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Joint Working Update

Q2 progress

- Waste Disaggregation underway, consultation is in progress
- Change requests approved at Joint Committee for timeline changes (LIVE, Waste, Deprivation of Liberty Safeguards (DoLS))
- DoLS & LIVE disaggregation planning commenced
- Emergency Planning disaggregation underway
- Initial discussions for highways and transport held
- Overarching HR principles created and agreed with Trade Unions

Q3 next Steps

- Final Change requests submitted to Joint Officer Board and Joint Committee for approval
- Exit plans created for disaggregating services
- Waste disaggregation aiming for completion
- Detailed Highways and Transport plan complete
- LIVE and DoLS in final stages of disaggregation

Quarter 2

Pilot Services
Commenced and under way Target completion date: 30 th September 2021
Minerals and Waste Planning
Libraries
Learning and development (schedule includes Apprenticeship)
Digital Infrastructure

- KPIs and Finance information ready for sign off
- Digital Infrastructure will be finalised as part of Phase 1

Quarter 3

Phase 1 (Lead Services)	Phase 2 (Lead Services)	Phase 3 (Hosted Services greater than 12 Months)
Indicative start date: Mid Sept 2021 Target completion date: 31 st October 2021	Indicative start date: Mid Oct 2021 Target completion date: 30 th November 2021	Indicative start date: Mid Nov 2021 Target completion date: 31 st December 2021
Lord Lieutenancy Support	Public Health – Adult Learning; Director of Public Health (DPH); Public Health Intelligence & STP	Adults – AMHPs; Assistive Technology; Shared Lives; DoLS; VI
Place – Culture and Leisure – outdoor Learning; Country Parks; Street Lighting (PFI contract)	Adults - Northamptonshire Archaeological Resource Centre (ARC); Chester Farm	Public Health - Management, Commissioning and Admin; Wellbeing Services
Children’s – The Virtual Schools	Place – Portable Antiquities Scheme (PAS); Place - Historic Environment Record (HER); Archives and Heritage Service	Children - SEND
IT – Operation/Infrastructure; IT Service Delivery; IT Digital		HR Staff and Wellbeing - apprenticeships
Northamptonshire Travellers Unit		

- Lord Lieutenant and Travellers KPIs are being finalised
- Phase 1 KPI development is in progress
- Engagement for some Phase 2 and 3 services has commenced
- The IAA reporting process is in the final stages of agreement



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Transformation Project Highlights

Q2 progress:

- Analysis of assets across the four key sites and their space requirements.
- Analysis of current staff working arrangements and identification of opportunities to boost productivity, consolidate space and reduce carbon impact.
- Categorisation of all job roles in respect of worker type to inform HR workforce policy.



Q3 next steps:

- Consolidate list of all WNC staff job roles categorised by worker type.
- Trade Union and staff consultation.
- Full analysis report to show findings to date.

Q2 progress:

- Proposed structure Business Case approved and on track to realise £158k saving.
- Redundancy and Redeployment Business Case presented to Trade Unions and staff in scope.
- Consultation completed.

Q3 next steps:

- Analyse consultation feedback and make necessary amendments.
- Recruitment process to commence and conclude.



Q2 progress:

- On track to realise the required £200k saving.
- Consultation with staff and trade unions concluded.
- Feedback reviewed which informed the final structure.
- Recruitment process commenced.
- Change management sessions held to ensure stable service delivery.



Q3 next steps:

- New structure to go-live 5th November 2021.
- Development of a communications and culture plan to breakdown silos and to work effectively as one team.
- Continued change and engagement support for a smooth transition into the new operational model.
- Formal consultation for staff 'at-risk' of redundancy.

Q2 progress:

- Full delivery plan for WNC created.
- Proposed organisational design and job descriptions written.

Q3 next steps:

- Agree target date with North Northamptonshire Council, Cambridgeshire County Council and Milton Keynes Council.
- HR to review proposed organisational design and job descriptions.
- Conclude recruitment of a Chief Internal Auditor.



Looking Forward into Q3

- Transformation Priorities and crossing cutting themes are being explored by ELT. Following this the Transformation Unit will be prioritising resources to ensure transformation effort is aligned to the organisations priorities.
- Similarly, the outputs of the Star Chamber Process will become known with projects that will be expected to deliver an MTFP saving from 2022/23 onward. These will be mapped against the transformation priorities and reflected in the portfolio.
- The Transformation Unit will consider how it is organised to best support the breath of delivery that is required including disaggregation and aggregation requirements balanced with supporting the transformation of WNC.

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West Northamptonshire Council - Transformation Portfolio Pipeline.



Title	Description	Business case Stage	Directorate	Potential Savings subject to validation or business case			
				2022-23 Savings Amber	2022-23 Savings Green	2023-24	2024-25
Transformation theme: Living Your Best Life							
Increase reablement capacity	Increased use of reablement service ensuring that more people return to independence or stay independent in the community reducing the likelihood of long term care	Proposal	Adults				
Hospital Discharge and Community Support	By improving the discharge process and timeliness we will reduce the likelihood of delays and reliance on long term care	Proposal	Adults				
Learning disability Progression and ways of working	Ongoing work to ensure that people return to independence or are stepped down to more community care where that provides the best outcomes	TBC	Adults	-1,000			
Strength based working - stretch target	Adults ongoing programme of strengths based working to ensure the best outcomes and improved independence	TBC	Adults	-1,600			
SEND Improvement	Improved timely and collaborative assessments and plans in line with best practice, reduces the number of appeals and likelihood of tribunal awards for increased provision at appeal.	TBC	Childrens				
Increased utilisation of in house provider services	better utilisation of in-house services reduces reliance on external care at a higher cost	TBC	Adults	-850			
Transformation theme: Green and Prosperous Place							
Facilities service Reviews	Aggregation of services, processes and contracts to improve efficiencies and coordination	Design	Place		-206		
Green Waste Harmonisation	Cabinet paper already submitted for green waster charging in South Northants to create consistency of policy and charges to the public.	Proposal	Place		-800		
Parks Development Strategy		TBC	Place				-250
Regulatory Services Review	Income from discretionary services within environmental health, trading standards and licensing and review of existing contracts	TBC	Place	-230	-5	-230	-370
Property and Space Utilisation	Review of Property portfolio and opportunities for income and/or consolidation of space and usage.	TBC	Place	-160		-100	
Transformation Theme: What we Buy, Commission or Sell							
Review Direct Payments Accounts	Optimisation of payment cards to identify high balances or underspends in automated way ensuring more effective recovery of unspent funds in line with policy and practice	TBC	Adults	-600			
Northampton Increased Income	review of the estates rental income	TBC	Place		-100		
Registrars Fees and Charging	Registrars - Income generation / Fees & Charges review in line with benchmarks	TBC	Corporate		-60		
Debt Recovery	Improved debt recovery reducing the need for bad debt provision and write off likelihood.	TBC	Finance		-338		
Crematorium Provision	Review of potential demand, utilisation and income of West Northants mortuary and crematorium for local residents.	TBC	Place			-100	-200
Libraries Traded Income	Libraries Traded income review	TBC	Housing	-42			

Digital, Automation and Technology Hub							
ICT Contract Rationalisation	Review Contracts and suppliers across the ICT estate as part of aggregation	Proposal	Corporate				
Review and replacement of SharePoint	Corporate offer to reduce licensing and reduce duplication	Proposal	Corporate				
Library Wi-Fi Corporate Approach	Review of contracts	TBC	Housing		-20		
Case Management - Capita	Review of case management system	TBC	Childrens				
Childrens case management system	Review and implementation of case management system	TBC	Childrens				
Paperless meetings and webcasting	Automation of some manual processes	TBC	Corporate		-35		
Document Storage	Consolidation of contracts and review of archived information	TBC	Place		-75		-50
Transformation theme: How we Support our Customers							
Customer Experience Management System	New system to capture customer contacts and queries and avoid repeat contacts or the customer having to repeat enquiries	Discovery	Corporate				
Review and Updating the Web	Website and channel shift opportunities	Delivery	Corporate				
Contact Points	Review of customer contact points processes and provision	TBC	Corporate		-100		
Artificial Intelligence	pilot on automated transfer of data that is currently manually input from contacts	TBC	Corporate				-50
Mail Bot	Automation of some general enquiries that can met from information on the website	Delivery	Corporate		-189		
Transformation Theme: How We Work							
ICT Centralisation and Refresh	Increased deployment of mobile working to support hybrid ways of working	Proposal	Corporate				
Accommodation Use	Review and consolidation of office space supported by more hybrid and mobile working and use of community hubs	TBC	Place		-250		-250
Increase number of apprentices	Increased use of apprenticeships and retention of the levy	TBC	Corporate		-20		
Transformation Theme - Business as Usual (BAU)							
Mandatory Vaccinations	Support and coordination the roll out of vaccinations for council staff under mandatory vaccination programme	Delivery	Adults				
PRHA (Jigsaw) Housing System Integration	Support for implementation	Delivery	Adults				
Revs and Bens System and Process Review	Business process engineering review to support the service aggregation	TBC	Finance				
Asset Management Database	Development of full consolidated asset database to improve planning, asset utilisation and rental incomes	Proposal	Place				
Planning System Standardisation	Move to single planning system across all services allowing better cross working and shared practice and process	Proposal	Place				
Educational Psychology Review	Process review of services and practice in line with best practice models, supporting stable workforce and income targets for traded service	TBC	Childrens				
The Leys Review	Mortuary review and utilisation	Proposal	Corporate		-35		
Staff Alert Register	Centralisation of register and processes as part of Health and Safety good practice	Discovery	Corporate				
Disaggregation							
Emergency Planning Disaggregation	Split of services, contracts and staff in line with the blueprint	Design	Corporate				
Education Options Admissions Service	Split of services, contracts and staff in line with the blueprint	Design	Childrens				
Education Options Sensory Impairment	Split of services, contracts and staff in line with the blueprint	Design	Childrens				
Education Options Safeguarding	Split of services, contracts and staff in line with the blueprint	Design	Childrens				
LIVE Service Disaggregation	Split of services, contracts and staff in line with the blueprint	Design	Adults				
DOLS Disaggregation's	Split of services, contracts and staff in line with the blueprint	Design	Adults				

Waste Disposal	Split of services, contracts and staff in line with the blueprint	Design	Place				
IAA Project	Split of services, contracts and staff in line with the blueprint	Delivery	Corporate				
Aggregation/Stabilisation							
Business Intelligence, Policy and Partnership Redesign	Review of services, capabilities and offer to businesses and partners	Design	Chief Exec				
Communications Redesign	Aggregation - Review and redesign of capacity following the LGA peer review	Design	Chief Exec		-43		
Planning Service Review	Aggregation - Review of processes, systems and ways of working to create a single west Northants service supporting the local planning committees	Proposal	Place				
Internal Audit Integration	Split of services, contracts and staff in line with the blueprint	Design	Finance				
R&B Insource	Consolidation of services, contracts and staff in line with the blueprint agreed changes	Closed	Finance		-200		
Executive Support Restructure	Aggregation - Review of processes, systems and ways of working to create a single west Northants service	Delivery	Chief Exec		-158		
Home to School Transport		Closed	Place				
Street Lighting	revenue savings resulting from Street Lighting capital investment	TBC	Place		-280		-308 -366

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WEST NORTHAMPTONSHIRE COUNCIL CABINET

7TH DECEMBER 2021

CABINET MEMBER WITH RESPONSIBILITY FOR ECONOMIC DEVELOPMENT, TOWN CENTRE REGENERATION AND GROWTH: COUNCILLOR LIZZY BOWEN

Report Title Northampton Towns Fund – Skills and Social Enterprise Development Fund

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List of Appendices

Appendix A – Northampton Town Investment Plan

Appendix B – Skills and Social Enterprise Development Fund Business Case

Appendix C – Skills and Social Enterprise Development Fund Appraisal Report

1. Purpose of Report

- 1.1 This report requests approval of the business case for the Skills and Social Enterprise Development Fund project to allow the funding to be drawn down from Northampton's Towns Fund grant allocation.

2. Executive Summary

- 2.1 The Towns Fund is part of the Government's plan for levelling up the UK economy. Towns across England will work with the Government to address growth constraints and to ensure there is a course of recovery from the impact of COVID-19. The overarching aims of the Towns Fund are to drive the sustainable economic regeneration of towns to deliver long term economic and productivity growth.
- 2.2 In September 2019, Northampton was one of the 101 places invited to develop proposals for a Town Deal, as part of the £3.6b Towns Fund. In December 2020, led by the Northampton Forward Board, Northampton submitted a town investment plan (TIP) to Government setting out ten project proposals to deliver long term sustainable economic growth in Northampton.
- 2.3 In March 2021, Northampton was offered a Town Deal of a value of £24.9m with a set of draft Heads of Terms, which have subsequently been signed, and are subject to conditions that need to be met to access the funding.
- 2.4 For each Towns Fund project, a HM Treasury compliant business case needs to be developed and go through a local assurance framework. This process was formally signed off by Cabinet on 13 July 2021.
- 2.5 The Skills and Social Enterprise Development Fund project is the third Towns Fund project to come forward. This report seeks approval of the business case to draw down on £500,000 of funding to enable project delivery.
- 2.6 The Skills and Social Enterprise Development Fund project covers two elements, firstly the establishment of a Social Enterprise Hub in Northampton town centre which would be the recognisable centre of the sector, and secondly the establishment of a grants programme for the sector.
- 2.7 The project will provide grants to social enterprises in the town which will support their establishment and growth, encouraging them to take up vacant units in the town centre. The grants will specifically build organisational capacity, support the re-use of town centre retail and office premises, support access to businesses and marketing skills training for social entrepreneurs, IT and other specialised equipment required for business growth or development of new offers and funding for marketing engagement activities.

3. Recommendations

- 3.1 It is recommended that Cabinet:
- a) Approves the business case for the Skills and Social Enterprise Development Fund project to draw down on £500,000 of Towns Funding
 - b) To note the next steps of project development that officers will 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)

4. Reason for Recommendations

- 4.1 The recommendation is being made so the regeneration of Northampton town centre can continue as set within the TIP.

5. Report Background

- 5.1 In September 2019, the Government announced the initial 101 places invited to develop Town Deal proposals as part of the £3.6b Towns Fund. The purpose of the Towns Fund is to drive the sustainable economic regeneration of towns to deliver long term economic and productivity growth. It focuses around the three streams of urban regeneration, land use planning and infrastructure, and skills and enterprise.
- 5.2 Northampton was included in the initial 101 places and in December 2020 Northampton's TIP was submitted to Government and subsequently succeeded in being awarded almost £25m.
- 5.3 The submission was overseen by the Northampton Forward Board. Northampton Forward is an informal partnership with the primary role of coordinating and driving forwards the integrated regeneration and growth within Northampton, including Northampton town centre. The board consists of West Northamptonshire Council (WNC), South East Midlands Local Enterprise Partnership (SEMLEP), The University of Northampton, private sector representatives, Northamptonshire Police, Northamptonshire Chamber of Commerce, Royal and Derngate, community representatives, Northampton Town Centre Business Improvement District and other partner organizations as needed.
- 5.4 The projects submitted as part of the TIP have a total ask of £25m. The final list of projects is as follows:
- St Peter's Church and the Old Black Lion
 - Town centre public realm
 - 41-45 Abington Street (former M&S building)
 - 35-39 Abington Street (former BHS building)
 - Marefair Heritage Gateway
 - Four Waterside
 - 24 Guildhall Road Art Centre
 - 78 Derngate extension: The Charles Rennie Mackintosh Museum
 - Emporium Way
 - Skills and Social Enterprise Development Fund
- 5.5 The ten-year vision will strengthen Northampton's position at the centre of the Oxford-Cambridge Arc by providing modern spaces for creative businesses to capitalise on the town's manufacturing and entrepreneurial passion.

5.6 It will also:

- Build on the rich heritage and cultural offers to rejuvenate the town centre so it once again represents the aspirations of its residents
- Create high-quality housing, digital infrastructure and open spaces, enabling communities to grow and flourish to meet economic, health and wellbeing, and environmental challenges
- Improve access to skills and training while promoting first-rate higher and further education opportunities.

5.7 The funding for individual Towns Fund project will be subject to a local assurance framework, this process was approved by Cabinet on 13 July 2021.

5.8 The Skills and Social Enterprise Development Fund project is the third Towns Fund project to go through this process.

5.9 The business case was independently appraised by Hatch Associates Ltd at the end of October 2021 and subsequently approved by the Northampton Forward Oversight and Delivery Group.

5.10 Northampton has been accredited as a “social enterprise town” by Social Enterprise UK, the national development body for social enterprise. West Northamptonshire Social Enterprise Towns (WNSET) was born out of this, to promote and sustain social enterprises locally. WNSET is a partnership of social enterprises based in West Northamptonshire and includes partners such as the University of Northampton, Hope Enterprises, The Good Loaf, Goodwill Solutions and Northampton Leisure Trust.

5.11 Social enterprise offers an alternative, non-profit driven model of business development. In the “building back” process from COVID, social enterprise is uniquely placed to offer creative solutions that will make a real difference to communities in Northampton. Social Enterprises are businesses whose objective is primarily social change rather than profit – such as job creation, supporting vulnerable people, improving health and well-being, promoting education and literacy, and protecting the environment.

5.12 This project seeks to fund start up and scale up social enterprises to enable them to tackle issues locally such as:

- **Tackling unemployment:** Social enterprise provides employment opportunities for people in these categories who struggle to find other work without the support a social enterprise style business often supplies. There is clear potential to reduce unemployment and improve skills and employability through investment on social enterprises.
- **Tackling significant local issues:** During COVID social enterprises, including in Northampton, were at the forefront of delivering practical support and opportunities to those most affected, through food aid and much more. Creating and supporting a network of dynamic social enterprises tackling issues like homelessness, addiction,

autism, mental health and disability challenges through economic solutions and work opportunities, will make a significant impact on these problems in our community

- **Diversifying and improving the economic offer in Northampton:** Social enterprise status offers a way of supporting new businesses and providing them with a unique market offer. Creating new and diverse products and services (including a major focus on those related to food) aligned to the tastes and interests of those with disposable income beyond Northampton town itself is a key way of improving inward local spend to create local economic prosperity. Social enterprises will make and sell products and services that are new, innovative, and attractive to new buyers from a wider area.
- **Improve the opportunities for investment for SE businesses:** Traditional loans and grants from corporate givers tend not to support social businesses, whereas the proposed grant fund on offer will target this type of business as they emerge and become a success by achieving a local market.
- **Enhance other Towns Fund projects:** There is synergy with other town centre developments that will provide some opportunities for social enterprises – for example the Market Square development, or the Old Black Lion – with new products and delivery offers.
- **Improving the social impact of businesses:** Social enterprises can demonstrate the highest level of social impact from their activities from within the business sector, something the modern consumer is seeking more and more. A YouGov survey in July 2020 showed 85 per cent of consumers would prefer to buy from businesses that had a strong record for good conduct.

5.20 Once funding is approved for the project, a grant management committee will be set up, involving WNC and representatives from WNSET. The grant management committee will be responsible for the the assessing and interviewing of reciepents before progressing to the council for payment.

5.21 In addition to providing grants to local social enterprise businesses, WNSET will establish a presence in Northampton town centre, in serviced accommodation like the Vulcan Works Creative Hub. Out of the £500,000 grant allocation, £400,000 will be spent directly on grants to social enterprises and £100,000 will be used to support WNSET through leasing a business premises to be used for training and meetings. This will allow WNSET to provide promotion and collaborative opportunities for social entrepreneurs, the hub will be resourced by a combination of voluntary participation of the existing board as well as further resource, whose role it will be to promote access to the funding and facilities, which will help grow individual social enterprises as well as the overall local economy. WNSET will also continue to create and maintain collaborative relationships between social enterprises and other key local organisations such as WNC, SEMLEP, Northamptonshire Chamber of Commerce, other private sector funders and the University of Northampton.

6. Issues and Choices

- 6.1 To approve the drawdown of the funding for the project as described in this report.
- 6.2 To not approve the funding for this project will mean that the project will not be able to take place as it is reliant on the Towns Fund. This would mean that the funding allocated by Government will be lost and not be used for the regeneration of Northampton town centre.
- 6.3 To approve the delegated authority to finalise and deliver the grant scheme.
- 6.4 To not approve the delegated authority in relation to the grant scheme. Without grant criteria and scheme in place, the delivery of the grants would not be able to take place which would mean the project is not delivered.

7. Implications (including financial implications)

Resources and Financial

- 7.1 WNC is the accountable body for the Towns Fund Grant and will be utilising £500,000 of the Towns Fund grant to enable the delivery of this project. The funds will be governed by a grant funding agreement between WNC and WNSET and will be paid upon the successful assessment and interview of local social enterprises which are eligible.
- 7.2 WNC will not be required to make a financial contribution to this project and any risk associated with delivery and achievement of milestones lies with WNSET.
- 7.3 WNC's responsibility is the administration and monitoring of the grant funding. As such there are no finance implications arising from this proposal.
- 7.4 Government has agreed to forward fund five per cent of total Towns Fund allocations to local authorities to allow for spend to start sooner on projects. This five per cent has been received by WNC. Due to the short programme of this project and government asking that the five per cent forward funding is spent before further drawdowns are made, the £500,000 allocation will come out this forward funding.

Legal

- 7.5 It is noted at paragraph 5.20 above that it is the intention of the council to establish a grant management committee to support the delivery of Skills and Social Enterprise Development Fund, the provisions of which are still to be established. It is recommended if Cabinet approves the recommendations contained in this report that legal advice and support be obtained to support the establishment of the grant management committee, and the work that may result from it, to ensure compliance with the Town Deal overall and to secure the the appropriate legal documentation to support the delivery of the Skills and Enterprise Development Fund.
- 7.6 The council is the accountable body for the Towns Fund Grant where there will be key obligations to be met, and milestones to achieve, accordingly the grant funding agreement must

early legal advice to ensure that appropriate protection is provided where certain responsibilities rest with an external delivery partner.

Risk

- 7.7 If the Towns Fund projects are not delivered, there will be significant financial, reputational, and political risks for both the council and WNSET.
- Financial risks: If the projects are not delivered within time and deadlines are not met, the council risks losing external funding and investment.
 - Reputational risks: If the programme of work is not delivered timely, then it weakens the council's position to leverage funding from Government and other external funders in the future. There would also be a reputational hit with the public with many of these schemes already heavily promoted.
 - Political risks: As a new authority, the council is under increased scrutiny from Government and the public and if the projects are not delivered efficiently or effectively then this can seriously harm the council's image to these audiences.
- 7.8 Each project will have a project board established, with a wide range of representatives from the council. A project specific risk register will be developed and regularly monitored by the project board.

Consultation

- 7.9 The development of the TIP was guided by community and stakeholder consultation. The TIP builds on the initial consultation work undertaken to inform the development of the Town Centre Masterplan which seeks to address many of the challenges outlined in the TIP. The consultation exercise for the masterplan informed the early development of the project longlist.

Online Consultation

- 7.10 Online consultations on the potential TIP proposals were held in September 2020 to determine the community's priorities for investment, gain feedback and opinions on a range of proposed investment areas and determine the challenges/opportunities for the town.
- 7.11 A total of 434 individuals replied to the questionnaire creating a total of 1,495 pieces of project level feedback. The responses were evenly split between males and females. 18 per cent of respondents were aged under 35 and 15 per cent were over 65.
- 7.12 Overall, the majority of responses were positive about how beneficial the projects would be to improve the town centre. The main challenges highlighted were a lack of quality goods offered in the town centre, poor appearance of the town centre and competition from other areas. The main opportunities were bringing disused buildings/public space back into use and improving

the public realm. The initial survey was followed by more detailed questioning of a web community across three days.

- 7.13 This builds on over two years of consultation completed on the ground and through all media channels. The online consultation completed for the Town Centre Masterplan in 2019 informed the development of the longlist of projects developed for this TIP.
- 7.14 Key local priorities identified at that stage include the restoration and upkeep of historic buildings, improving the quality of retail, the quality of public realm and greenspace in enhancing the town centre, pedestrianisation in the town centre, and the potential to accommodate new homes.

Consultation Workshops

- 7.15 A series of consultation workshops were completed in October 2020 focusing on urban regeneration, deprivation and inequality, and business, enterprise, and skills. Approximately 150 stakeholders were approached to take part in the workshops. Workshops were attended by key stakeholders in Northampton including local businesses, social enterprises (WNSET), community town safety teams, Northampton Digital, NN Contemporary and University of Northampton.
- 7.16 Engagement with private sector bodies aided understanding of growth barriers and helped to ensure the plan remains responsive in uncertain times. Engagement with public sector and community organisations highlighted how social enterprises can be incorporated into projects.
- 7.17 The consultations produced a number of themes for the TIP including re-energising cultural and historic assets, diversifying the housing offer to match the needs of the community, make the town centre feel safer and upgrade/improve management of key public spaces. The TIP consultation findings can be found in the appendices.
- 7.18 Stakeholder Engagement Plan has been developed to accompany Northampton's TIP. This document sets out our commitment to develop ongoing relationships with key stakeholders to ensure implementation of the TIP remains responsive to the overarching needs of the town.

8. Consideration by Overview and Scrutiny

- 8.1 N/A

9. Climate Impact

- 9.1 The council will undertake environmental impact assessments in line with the Towns Fund guidance and the stage two business cases will look at the climate and environmental impact as part of their development.

10. Community Impact

- 10.1 The council will undertake programme-wide level impact assessments, relevant project-level impact assessments and equality and impact assessments when required.
- 10.2 Significant consultation with the public has taken place, with many of these projects delivering assets which will benefit the community.

11. Communications

- 11.1 The document has been assessed for readability and accessibility.

12. Background Papers

- 12.1 Towns Fund Cabinet Report – Tuesday 13 July 2021.

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Northampton
Town Investment Plan

**Discover
our town's
potential**

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Appendices

(Please see attached documents)

- Appendix 1: Letters of Support
- Appendix 2: Proforma Section 2 Project Summaries
- Appendix 3: COVID 19 Impact Report
- Appendix 4: Evidence of Need Report
- Appendix 5: Stakeholder Engagement Plan



Foreword

The Northampton Forward Board are delighted to submit our Town Investment Plan. The plan will rejuvenate the town, strengthen its position as a thriving centre for our residents, visitors, and businesses, to crucially serve Northamptonshire as an integral hub of the wider Oxford-Cambridge Arc.

Our Board is made up of local businesses, education providers, community groups and local government, which has carefully guided the development of our Town Investment Plan. Working with businesses and the local community, we have identified a programme of transformational investment that builds on the successes of our recent town projects and complements our wider priorities in the key development area of West Northamptonshire and the Arc.

2020 has been a year of considerable challenge and the social and economic landscape remains uncertain. Northampton faces specific challenges relating to the vibrancy of our town centre, inequality within our communities, and the need to significantly improve the conditions for all our businesses – both large and small. There is a Business skills gap currently restraining growth and an urgent need to attract further entrepreneurship into our town to make it an attractive place to live, work and invest.

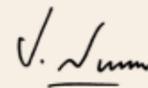
However, there are many opportunities for growth in Northampton. The historically important town benefits from excellent connections to the whole of the country, has a rich history of enterprise that is maintained to this day, and is home to a number of major employers. The town has a proud and prestigious history in the manufacture of footwear and is home to several world renowned modern shoe brands.

From Market Square to the Cultural Quarter, our town is also home to unique cultural and heritage assets that we believe can help to re-establish it as a major destination. The town has proven its ability to deliver with major complimentary investments already taking place including the Northampton Museum and Art Gallery, The Vulcan Works, and Northampton Station projects.

Our Town Investment Plan will accelerate the delivery our 2030 Vision to ensure Northampton meets its full potential as a thriving, innovative and attractive business destination at the centre of the Oxford Cambridge Arc. We firmly believe that our plan provides the value proposition that will transform the town and deliver a roadmap for future investment and growth.

As a board, we are very proud to have collectively delivered this exciting Town Investment plan, which is ambitious and bold. With the necessary support from government, we believe that we will be able to deliver our core objectives for the town and secure a brilliant future for Northampton.

The Northampton Forward Board



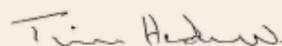
Cllr Jonathan Nunn, Chair
Northampton Borough Council



Martin Mason, Vice Chair
Trickers



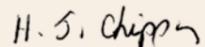
Andrew Lower, MBE MP
Member of Parliament for
Northampton South



Tim Hadland
Northampton Borough Council



Brendan Bruder
Northampton Business
Improvement District



Hilary Chipping
South East Midlands Local
Enterprise Partnership



Mick Stamper
Northamptonshire Police



Matt Golby
Northamptonshire
County Council



Jo Gordon
Royal and Derngate



Jane Bunce
University of Northampton



James Roberts
Grosvenor Shopping
Centre



Laura Graham
LiftNN

Statement from Leaders of the West Northamptonshire Councils

As leaders of the four councils coming together to form the new West Northamptonshire Council area, we are all fully behind the vision set out in the Northampton Town Investment Plan.

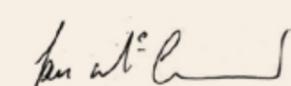
As the largest economic centre within the county of Northamptonshire, Northampton plays an important strategic role in the wider Oxford-Cambridge Arc area.

Amongst our ambitions for the new West Northamptonshire council, is the importance that we feel must be placed on Regeneration and Place-making, and so our pursuing the developments set out within the following plan will help us ensure that Northampton realises its full potential to the benefit of the wider area.

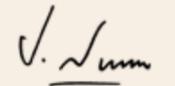
Like many large town and city centres across the country, Northampton has seen the impact of shifting consumer behaviour which has been enormously accelerated by Covid-19, but these plans embrace the town's heritage, including historic buildings and cultural assets, as key parts of its offer, making it fit for the next phase of its life.

Our support for these proposals and plans will assist in the recovery process, and aid a speedy evolution to a town that addresses and meets changed, modern needs, providing future economic opportunities through the delivery of modern workspaces, and transforming public areas to those which residents can be proud of.

All of the projects included within the Northampton Town Investment Plan are vital pieces of the jigsaw of activity needed to revitalise the town, and to ensure that it not only recovers, but thrives.



Cllr Ian McCord
Leader South
Northamptonshire Council,
Leader West Northants
Shadow Authority



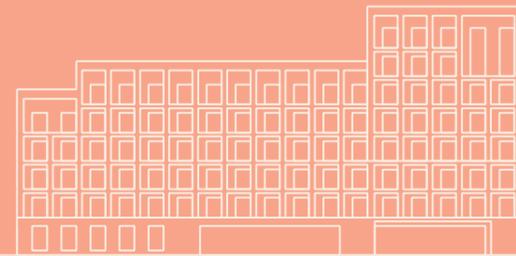
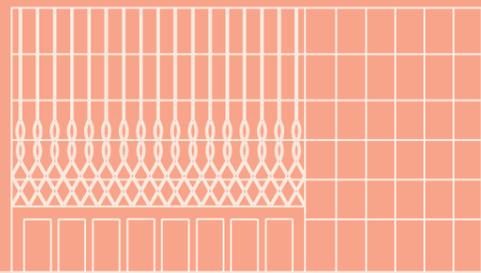
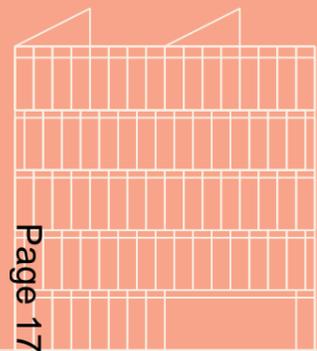
Cllr Jonathan Nunn
Leader Northampton Borough
Council, Deputy Leader West
Northants Shadow Authority



Cllr Richard Auger
Leader Daventry District
Council, Executive Member
West Northants Shadow
Authority



Cllr Matthew Golby
Leader of Northamptonshire
County Council, Executive
Member West Northants
Shadow Authority



Executive Summary

The Northampton Town Investment Plan (TIP) sets out our ambitious plan to deliver:

- **15,600 sqm** of new and refurbished commercial floorspace (including shared workspace)
- **24,900 sqm** of new public spaces
- **2,300 sqm** of new or expanded cultural and heritage venues, including new space for skills facilities
- Remediation and enabling works for key sites in the town centre to enable new public spaces, new mixed-use urban quarters, and commercial facilities.

Successful delivery of these outputs and the wider impacts associated with the TIP investments will help us achieve our 10-year vision to:

Our vision is supported by:

- Four cross-cutting Investment Principles to ensure that the TIP investments directly address the needs of our businesses and communities and that the future growth of the town will contribute to national social and economic priorities.
- Ten Strategic Objectives link the town’s opportunities and challenges to tangible measures of success.

Northampton’s Town Investment Plan has been designed from the ground-up. Drawing on the Towns Fund Guidance, our Vision builds on our existing priorities. It reflects the latest evidence on the key issues and objectives facing Northampton, including the social and economic implications of Covid-19.

In developing the Vision and supporting Investment Principles and Strategic Objectives, we have also consulted local communities and stakeholders to ensure that the TIP genuinely reflects local priorities.

Our 10 Year Vision	
<p>Strengthen – Northampton’s position at the centre of the Oxford-Cambridge Arc by providing modern spaces for creative businesses to capitalise on the town’s manufacturing and entrepreneurial passion.</p>	<p>Build – on our rich heritage and cultural offers to rejuvenate the town centre so it once again represents the aspirations of its residents.</p>
<p>Create – high-quality housing, digital infrastructure and open spaces that will enable our communities to grow and flourish to meet economic, health and wellbeing and environmental challenges.</p>	<p>Improve – access to skills and training while promoting first-rate higher and further education opportunities.</p>

Cross Cutting Principles of Investment	
<p>1. A vibrant heart to the town centre A rejuvenated town centre that better serves our communities and businesses</p> 	<p>2. Building on our outstanding cultural and heritage assets Celebrating Northampton’s heritage and culture to create a town that reflects its proud history and modern aspirations</p> 
<p>3. Inclusive Economic Growth Prioritising investment to meet the needs of our diverse and multicultural communities</p> 	<p>4. Enhancing the town’s green spaces and adopting low carbon principles Celebrating the town’s natural environment and ensuring sustainability and the low carbon agenda is central to all investment</p> 
 <p>TIP Strategic Objectives:</p>	
<p>Objective.1 To drive the regeneration of Northampton’s town centre and improve residents and visitors experience, bolstering daytime activity and encouraging increased footfall and spend.</p>	<p>Objective.2 To instil pride and a strong sense of identity and belonging to create a cohesive and welcoming community where residents feel connected, involved and empowered.</p>
<p>Objective.3 Transform the heart of the town by investing in high-quality and attractive public realm that reflects the ambition and pride of Northampton.</p>	<p>Objective.4 To provide a distinctive town centre experience by investing in cultural and leisure uses.</p>
<p>Objective.5 To re-energise and breathe new life into heritage assets and redundant buildings.</p>	<p>Objective.6 To invest in flexible commercial space to encourage businesses back into the town centre and ensure that Northampton is a compelling business environment.</p>
<p>Objective.7 To drive resilience and growth by supporting a diverse business base and providing improved access to skills and quality jobs.</p>	<p>Objective.8 To adopt an approach which reflects the aspirations of the community to deliver well-designed and functional spaces to help tackle crime, fear of crime and anti-social behaviour.</p>
<p>Objective.9 To address deprivation and inequalities by investing in and supporting assets within the town centre to improve the vitality, health and wellbeing of the local community.</p>	<p>Objective.10 To ensure the principle of clean growth is at the heart of everything we do.</p>

Developing our Vision

Underpinned by Town Investment Plan Guidance

Community Consultation
 Grass roots project development
 Community insight and priorities

Investment Themes
 Urban Regeneration, Connectivity and Skills / Enterprise
 Recovery from COVID-19
 Green Recovery



Strategic Documents and Planning Consultations

- Northampton Local Plan Part 2 June 2020
- Northampton Town Centre Masterplan Sept 2019 – based on over 600 consultation responses

September 2020 Online Public Consultations

- Feedback on initial project longlist
- Feedback sought on the issues and opportunities for the town centre
- 1,495 consultation responses

Workshop Consultations

- Four Workshops covering: Urban Regeneration, Business, Enterprise and skills, Deprivation and Inequality
- 150 invited to participate
- 27 attendees

#My Town Analysis

- Feedback on the needs and opportunities in the town
- Feedback on initial project ideas
- 160 responses



Our Shared Vision for Northampton

Cross Cutting Principles of Investment

Strategic Objectives

Towns Fund Guidance

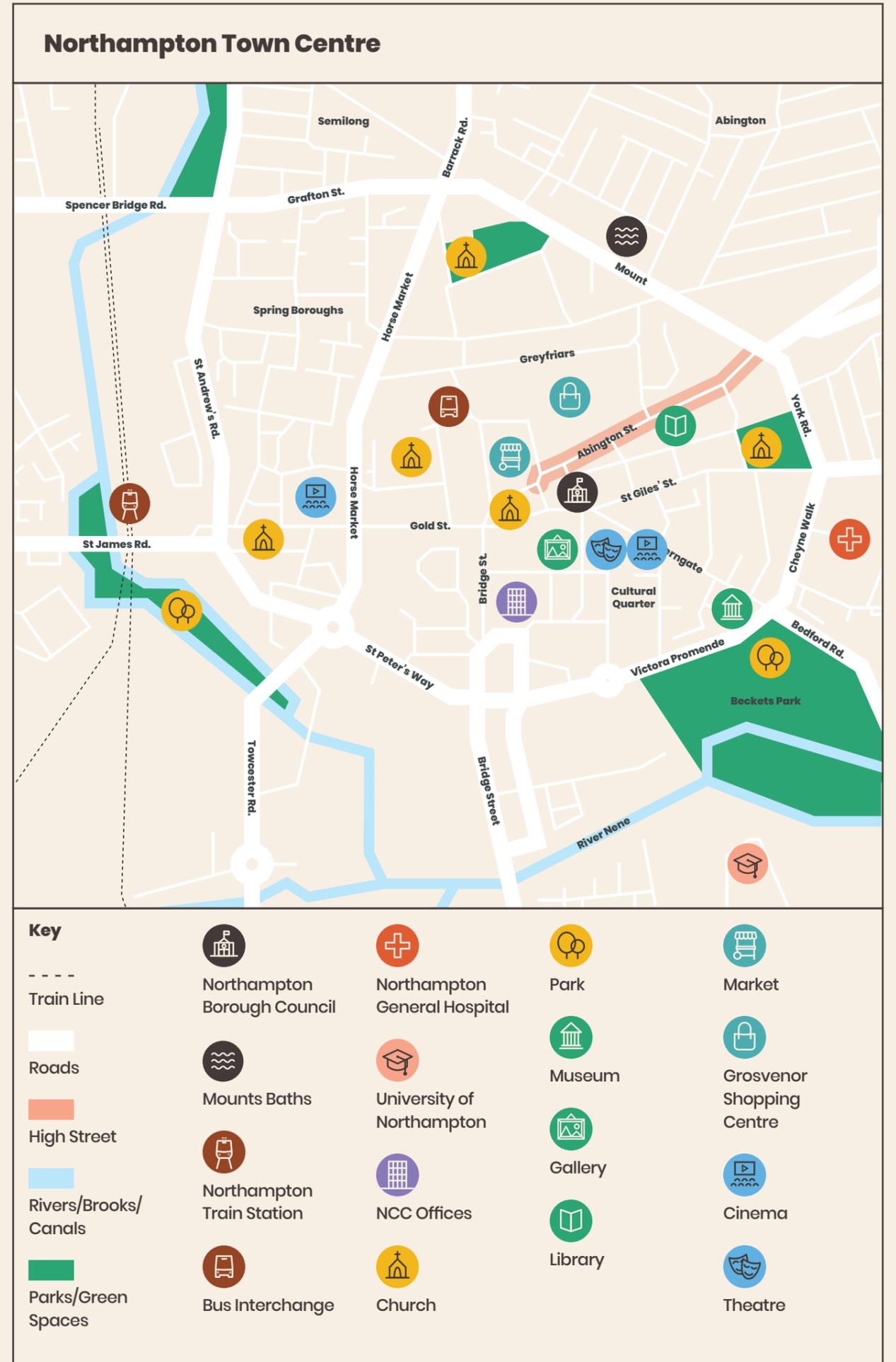
Existing Priorities, Evidence and Consultation

TIP Vision and Objectives
 Page 178

Investment Programme

To deliver our 10 Year Vision, we are seeking £37.2 million from the Towns Fund for the following 12 projects. This will unlock a further £170 million in match funding and dependent private sector investment:

- Town Centre Public Realm
- 41-45 Abington Street
- 35-39 Abington Street
- Marefair Heritage Gateway
- Four Waterside
- 24 Guildhall Road Arts Centre
- Extension of 78 Derngate – The Charles Rennie Mackintosh Museum
- Emporium Way
- St Peter’s and the Old Black Lion
- Skills and Social Enterprise Development Fund
- Market Square
- Waterloo House



2

Context and Analysis

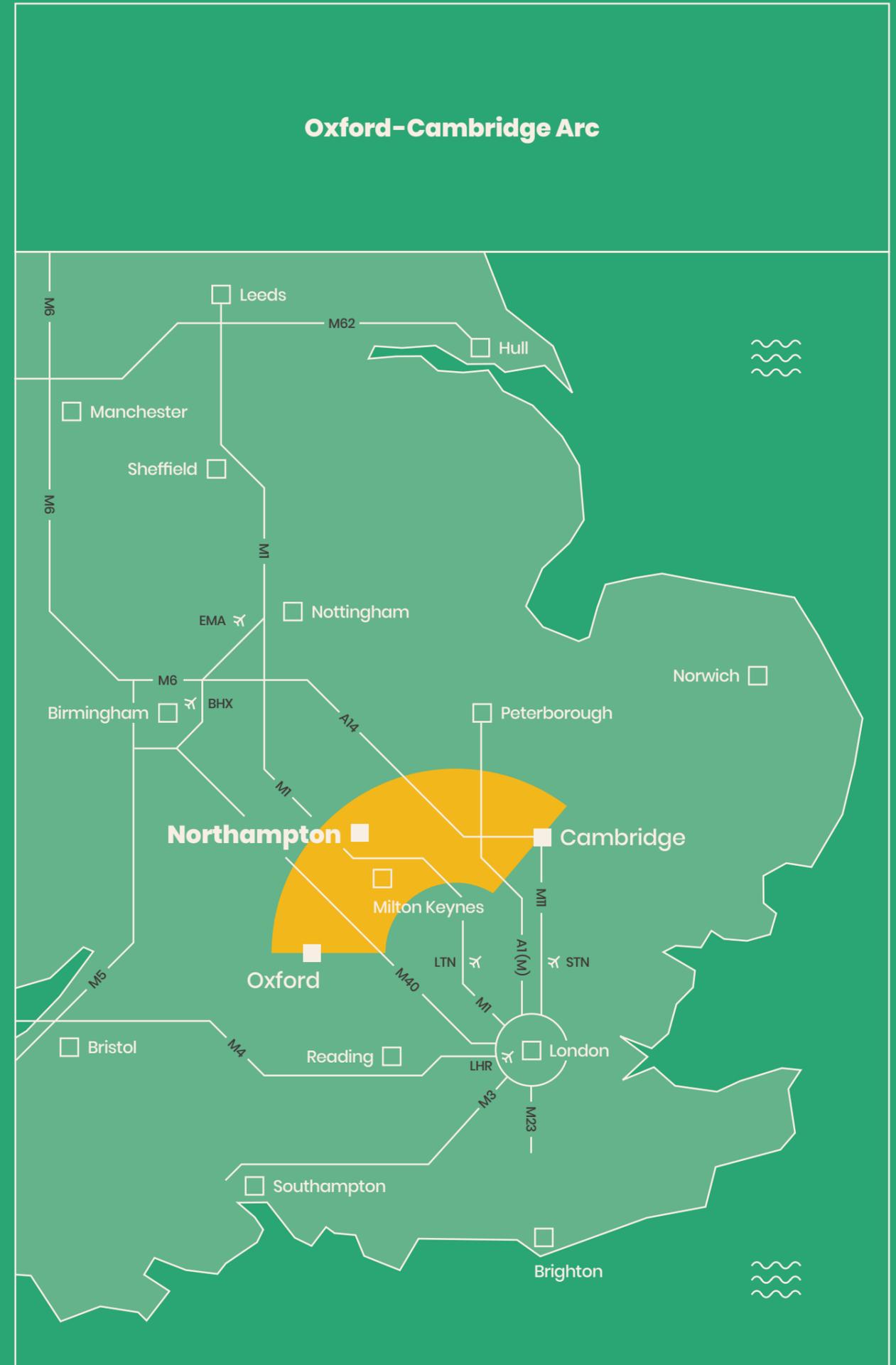


Introducing Northampton

With a proud history of manufacturing and craft, focused on leather and shoemaking, Northampton is now the largest town in England. With a population of 225,100 (in 2018) it is also the largest area shortlisted for the Towns Fund.

Northampton is the county town of Northamptonshire, located in the East Midlands. Strategically located midway between London and Birmingham, it has significant potential to drive the growth of the wider region.

<p>Transport Links Northampton benefits from exceptional transport connectivity: The M1 connects Northampton with London and the North. The West Coast Main Line (WCML) provides direct rail services to London Euston, Birmingham and Crewe and HS2 will provide an opportunity to improve WCML services to Northampton. Northampton is located 34 miles from Luton airport and 39 miles from Birmingham International airport.</p>	<p>Oxford-Cambridge Arc Northampton is situated centrally in the globally significant Oxford-Cambridge Arc, a strategic focus of investment for both government and the private sector. In partnership with national government, the Arc can double its economic output by 2050 to over £200bn. This Town Investment Plan will ensure that Northampton can maximise its potential contribution to the Arc.</p>
<p>The Town is home to exceptional anchor institutions The University of Northampton and St Andrew's Hospital are major employers and anchor institutions. The University's new £330 million Waterside Campus provides a new engineering building, creative hub and student accommodation in the centre of Northampton. Northampton College is one of the largest Further Education (FE) colleges in the South Midlands, with two campuses in the town. Moulton FE College is also located to the north of Northampton.</p>	<p>Employers Northampton is home to the headquarters of a range of large employers such as Barclaycard, Carlsberg, Avon, Cosworth, Travis Perkins, and several members of the Midlands Aerospace Alliance.</p>
<p>High Performance Engineering and Advanced Manufacturing Northampton is recognised by the South East Midlands Local Enterprise Partnership (SEMLEP) as one of the key economic contributors to the region, pursuing high-growth strategies in the automotive sector, high-performance engineering, logistics and advanced manufacturing.</p>	<p>Northampton Waterside Enterprise Zone Many of our larger employers are located at the 120-hectare Northampton Waterside Enterprise Zone. The potential to retain and reinvest business rates associated with the Enterprise Zone over the next 18 years provides a significant opportunity to support further expansion to meet the needs of Northampton's current and future businesses.</p>
<p>Enterprise Parks There are prospering industrial and enterprise parks surrounding the town, including the Brackmills and Moulton Park industrial estates. These attract employment across a variety of sectors, including construction, logistics, wholesale and professional services.</p>	<p>Natural Environment The town is situated on the River Nene and surrounded by the Northampton countryside. Northampton has a network of prestigious and award winning parks including Abington Park, Becketts Park, Hunsbury Hill, the Racecourse, Upton Country Park and the Wetland Special Protection Area, all within walking distance of the town centre.</p>
<p>Heritage and Cultural Assets Northampton is a market town established in the Middle Ages with the construction of Northampton Castle. The town's Market Square is one of Britain's largest and most historic, dating back to 1235, and the area is surrounded by architecturally significant buildings linked to past industry. Historically, Northampton has been as a major centre of shoemaking and leather manufacturing. Since WWI this has dramatically shifted, although the town still boasts a large cluster of the finest shoe manufacturers in the world.</p>	<p>Food and Drink Food and drink sellers, independent retail and innovative social enterprise are the foundation of the Town Centre economy with a focus on the Grosvenor Centre, St Giles' Street, Wellingborough Road and the area surrounding the Market Square.</p>



Northampton's Evolution

<p>1.</p> 	<p>3.</p> 	<p>5.</p> 
<p>A potted history of manufacturing By the end of the 18th century, Northampton had become a major centre of footwear and leather manufacturing. It has been reported that by the early 1800's a third of all the town's male workers were shoemakers.</p>	<p>Industrialisation drives expansion By 1900, industry grew rapidly, and the emergence of factories spilt outside the original town walls increasing Northampton's footprint. This physical growth coincided with a large population increase and the delivery of council housing that was built largely to the east, north and south of the town. This includes Abington, Far Cotton, Kingsley, Kingsthorpe and Dallington – areas which were incorporated within the borough's boundaries in 1901.</p>	<p>Designation as a New Town and arrival of the M1 These events were fundamental to the evolution of Northampton as a town.</p>
<p>2.</p> 		<p>6.</p> 
<p>Connectivity spurring trade The River Nene was navigable from King's Lynn to Northampton in 1762 through the investment of Nene Navigation Company, allowing cheap transportation of coal and other goods to the town. However, by 1815, the Grand Union Canal reached the town, joining the River Nene, giving the town a direct link to the Midlands coalfields, Birmingham, Manchester and London.</p>	<p>4.</p>  <p>Decline in the shoe industry In the 1920s and 30s Northampton's specialisation in shoe manufacturing is threatened as the global industry falls into decline after WWI.</p>	<p>Business Innovation Today Northampton is home to high-value businesses operating in advanced manufacturing and high-performance engineering. SEMLEP identify Northampton as a cluster of businesses and assets associated with 'future of mobility' and 'clean growth industries', within a wider network spanning the Oxford-Cambridge Arc.</p>

Issues and Opportunities for Northampton

Alongside the town's considerable strengths, there are a number of challenges constraining growth and limiting the town's contribution to the wider region. Addressing these will provide considerable opportunities for Northampton and the key issues are considered in turn¹.

The Town Investment Plan has been prepared in the context of the global pandemic. This has accelerated trends in our town centres and high streets across the country, however there is evidence to suggest that Northampton has been one of the hardest hit parts of the county. In addition to the closure of further high profile retailers, Northampton has seen some of the highest increases in unemployment and the proportion of the workforce furloughed. These issues are considered in greater detail below. They reinforce the need to redefine the role of our town centre and create the high quality employment opportunities more resilient to external shocks and support long-term sustainable growth of Northampton.

1. Evidence of the key challenges and opportunities is primarily taken from: Northampton Evidence of Need Report (Hatch, August 2020) and Impact of Covid-19 on Northampton (Hatch, November 2020). Both are provided as appendices to this report.



Issues and Opportunities for Northampton

Challenge 1: Creating a Vibrant and Welcoming Town Centre

Northampton town centre is in decline. It is failing to meet the needs of residents and businesses and is not keeping pace with other regional town centres and retail destinations, including Milton Keynes and Rushden Lakes. Vacancy rates in the primary shopping area are 15%, and the town has seen a year-on-year decline in footfall of 14%. The loss of major national retailers has left large vacant premises that have no viable alternative uses creating large disjointed and inactive areas.

The importance of high quality amenities to high-value employers, particularly professional services firms, is well established. The weakness of the town centre is a major barrier to Northampton re-establishing itself as a regionally significant business hub within the Oxford-Cambridge Arc.

The decline of the town centre is also one of the primary concerns of our residents, evidenced through our community consultation. A high proportion of respondents within 20 minutes-walk of the town visited the town less than once a month (34%) and many described the town centre as ‘scruffy’ with vacant units, and high levels of crime and homelessness. The lack of a quality retail offer and town centre attractions, plus competition from other areas are the key reasons why residents are not making better use of their town.

However, residents recognised the potential for Northampton to re-establish itself by building on its rich history, beautiful architecture and artisan culture. Northampton can be a real destination within the region, building on a good night-time economy offer and creating events spaces within the public realm. Residents feel Northampton can become a modern thriving market town.

Covid-19 has accelerated many of the long-term negative trends affecting high streets across the UK, including Northampton. The need to strengthen and diversify the town centre is more important than ever.

“Showcase Northampton’s culture and heritage to attract people to come to the town. Looking to nearby towns and cities like Stratford, Warwick, Leicester and Oxford – move away from mainstream shops and parks to places people want to visit for culture, leisure and novelty. Northampton has a lot to offer – shoe history, heritage sites and country homes, all currently in my opinion, poorly showcased. It would be wonderful to see Northampton vibrant with people enjoying the town and put it on the tourist map. Money will naturally follow for improvements elsewhere.”²

According to the Office for National Statistics in May 2020 Northampton was ranked 3rd highest nationally for total received government support (Job retention scheme, self-employment scheme and claimant count). On claimant count alone Northampton had the second largest increase in claimant count between March and April 2020, according to Office of National Statistics.

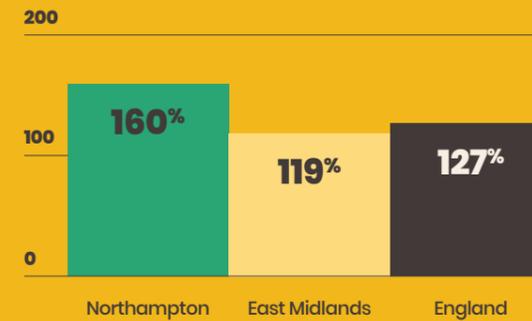
Between January and September Northampton experienced a 160% increase in claimant count, compared to 119% in the East Midlands and 127% across England. By August 2020, 63% of eligible businesses have taken up the self-employment support scheme, compared to 59% in East Midlands and 60% across the UK.

However, there are also a number of recent trends that may present opportunities for longer-term investment in the town including:

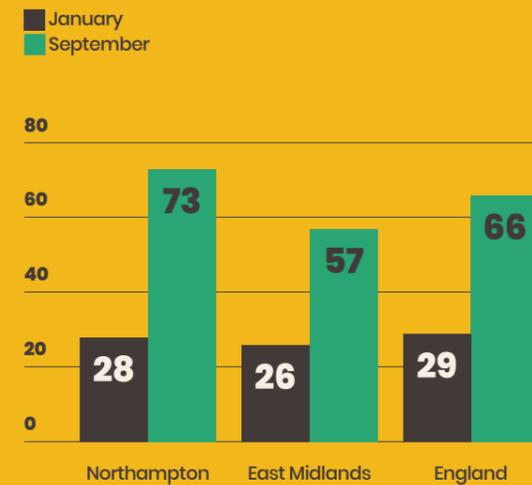
- A shift to local spend - greater local spend from people within the town and suburban areas
- A reduction in out-commuting, creating the potential to retain skills in the local labour market and generate new uses in the town centre.

Northampton’s town centre is failing to meet the needs of our residents and businesses and is a major barrier to the sustainable growth of the town

% Change in claimant count January – September 2020



Claimant Count per 1,000 working age residents, January 2020 and September 2020



Northampton town centre and its surrounding areas are not effectively serving the town. Retail and visitor trade is being lost to other areas and the town is not currently providing the range of amenities attractive to business. We will build on the investments completed to date to create a town that meets the needs of our residents and businesses. Key intervention areas will include:

- Enabling the redevelopment and reactivation of key sites that remain vacant and have no alternative viable use. These will become vibrant new commercial and residential hubs that support the heart of the town centre.
- Enhancing the town’s cultural offer through targeted investments in the cultural quarter. Supporting the growth of our important community and cultural assets to encourage residents and visitors back into the town
- Significantly enhancing the town’s public realm to improve accessibility, connectivity and create new public spaces.

Northampton currently performs exceptionally well in terms of business start-ups, but struggles to scale up firms and secure business survival

1,800

New businesses started in Northampton in 2019.

Recent and ongoing investments at the University and Further Education colleges will help bolster the entrepreneurial potential of Northampton and improve the work readiness of our residents. Recent investments such as the Vulcan Works SME HUB will help to nurture creative businesses through affordable and flexible workspace and create hubs where entrepreneurs can share ideas, identify mutually beneficial opportunities, and collaborate.

The TIP will support inclusive economic growth through investment in the Cultural Quarter – expanding the provision of accessible workspace and skills support for new cultural businesses – and creating new modern and flexible workspace at Waterloo House and within the Waterside Enterprise Zone. We will also work closely with partners, including SEMLEP’s Growth Hub to ensure that businesses receive the necessary ongoing support for growth.

New mixed-use communities, enabled by TIP investment, will provide co-working space accessible to entrepreneurs and new businesses, as well as those adapting to post-Covid-19 working practices. Investment in skills development and social enterprise will also ensure that our entrepreneurs are better equipped to build successful and thriving enterprises.

Challenge 2: Providing the Conditions for Business to Flourish

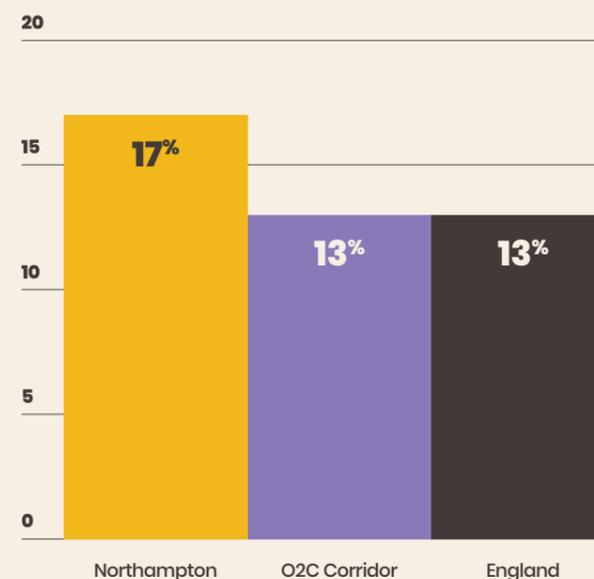
A critical mass of business starts

Last year there were 1,800 new businesses formed in Northampton³. This is a significant opportunity, with start-ups generating employment opportunities in the town and contributing to economic dynamism through innovation and competition.

Exceptional start up performance

As shown in the graph below, Northampton excels in generating start-up businesses, compared to the wider Oxford to Cambridge Arc.

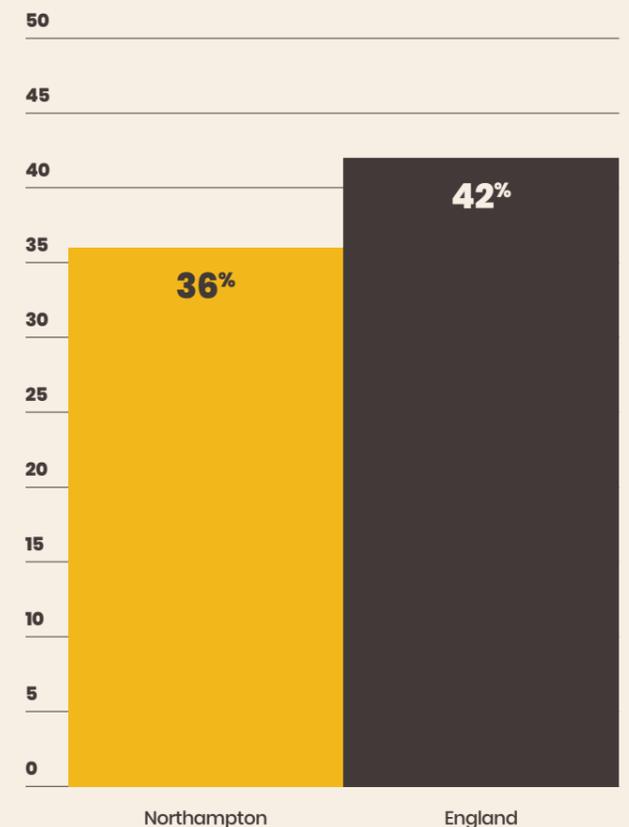
Business Start Ups, as a Active Businesses (%)



Northampton is struggling to nurture this start up activity

However, as indicated by the 5-year survival rate, the start-up rate is not translating into long-term survival. This represents a significant loss of entrepreneurial and economic capacity for the town.

5-Year Survival Rate (%)



Under-representation of high growth companies

Northampton is home to many innovative and successful businesses. However, in 2020 there were no formally designated scale-up (high growth) companies located in Northampton⁴. These rapidly growing firms, in terms of jobs and turnover, accelerate local economic growth and are estimated to account for 20% of national economic growth⁵. There are a range of factors that create the conditions to attract and nurture scale-up businesses including:

- High quality amenity offer
- The provision of high-quality workspace
- Excellent transport and digital connectivity
- Access to skills
- Access to finance

There is a clear alignment between the requirements of scale-up businesses and the priorities of our TIP.

3. ONS, Business Demography, 2019

4. Scale Up Institute, 2020

5. Octopus Investments (2015). "High Growth Small Business Report 2015. How Britain's Fastest Growing Smaller Companies Can be a Force for Regional Revival." <http://www.scaleupinstitute.org.uk/wp-content/uploads/2016/05/HGSB-report-2015.pdf>

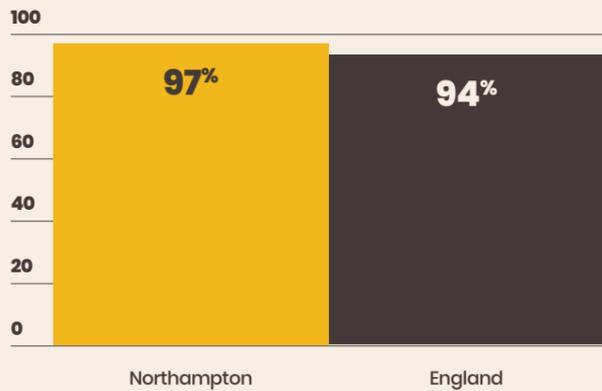
Challenge 3: Securing High Quality Workspaces Suitable for post Covid-19 Employment

Low levels of high-grade office stock

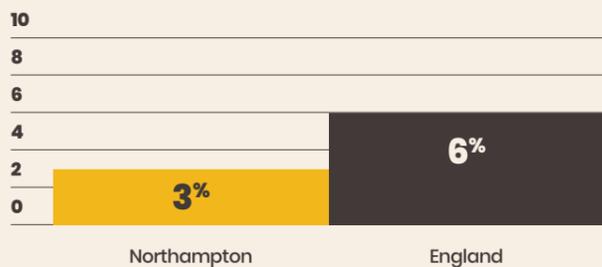
As illustrated in the graphs below, Northampton is characterised by an aging and poorly provisioned office stock, with only 3% categorised as high-quality (A-B) – half the national rate of 6%. This is also true for town centre accommodation, where Centre for Cities categorises 11% of office stock as high quality, compared to 25% nationally.



C Grade Stock (%)



A-B Grade Stock (%)



Poor range of employment spaces

Office accommodation accounts for approximately a quarter of all employment floorspace in the town. This shortfall, when compared to nearby towns such as Milton Keynes, will reduce the town’s perception as an employment destination and will limit the town’s flexibility and resilience as office-based employment adapts to the legacy of Covid-19.

This translates into trailing office rental values. Office rental values in Northampton are significantly lower than the national average – only £11 per square foot in 2019 compared to the national average of £27.

Despite low values office vacancy remains stubbornly high

Whilst vacancies have declined over the past decade, office vacancy rates in the town centre remain 20% higher than the national average (at 5.6% compared to 4.6% across England), suggesting that the available floorspace is not meeting the demands of modern employers.

Vicious Cycle preventing Regeneration

The lower quality stock leads to lower rents, in turn discouraging speculative development by the private sector and limiting investment in office accommodation. However, there is evidence of latent demand for space – research by Lambert Smith Hampton finds that letting transactions in Northampton have plateaued in recent years primarily because of the lack of Grade A office space, not due to a lack of interest from businesses. The inability to coordinate high quality investment in office accommodation in the town underpins one of the primary market failures constraining economic growth of the town.

Future of Office Employment

The legacy of Covid-19 is not certain, but it is clear that there will be a permanent impact on ways of working. Northampton provides an affordable location well connected to London and Birmingham. A transition to a hub and spoke model of office accommodation will increase demand, if met by high quality and flexible accommodation that can meet a range of modern business needs.

Amenity Offer

In addition to the quality and availability of office space, the strongest performing firms will locate in places that are accessible and attractive to their workforce. This is particularly important for professional services, with employers prioritising places that provide high quality amenities. While Northampton benefits from strong connectivity, the current amenity offer – particularly within the town centre – will further disincentivise investment and reduce the town’s competitiveness over time.

A lack of high-quality office stock and town centre vibrancy means rental values remain low

Existing investments within the Waterside Enterprise Zone are improving the overall quality of commercial accommodation available in Northampton. The TIP will help accelerate this delivery by supporting the development of Four Waterside.

Investment in Northampton’s public realm will improve perceptions of the town as a place to invest and work. Enabling of new mixed-use developments within the town centre will strengthen the urban core – improving its attractiveness for businesses and their employees. The resulting developments will incorporate their own commercial spaces and provide affordable accommodation for Northampton’s future workforce.

Building on existing investment in the Cultural Quarter, we will also improve the availability of high quality and affordable accommodation available to sole-traders, micro and small businesses. Waterloo House will provide much needed commercial space in the town centre.

The under-supply of housing is contributing to local deprivation that is stifling the town's growth aspirations

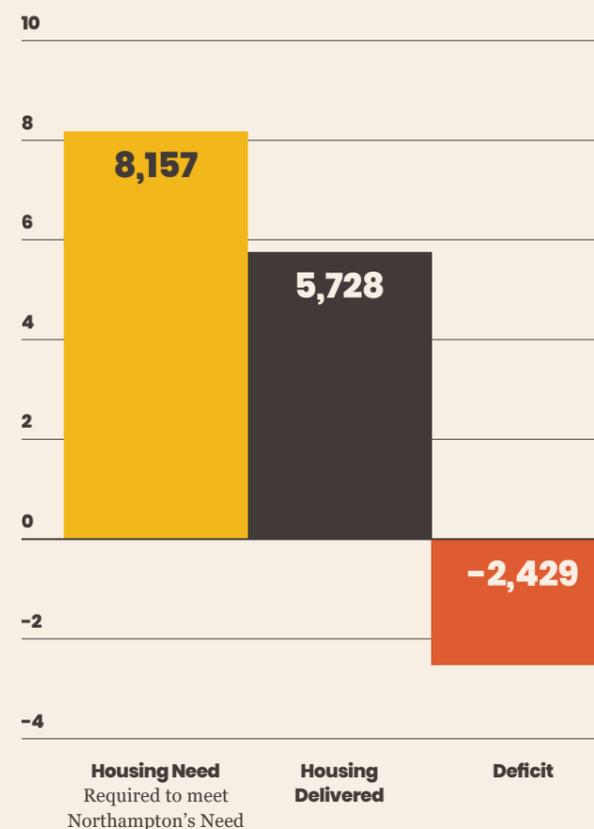
The departure of large retailers has accelerated the decline of the town centre and is contributing to crime, antisocial behaviour, and affects the attractiveness of the town as a place to visit and do business. Enabling investment in Northampton's strategic sites will support Northampton's housing need, transform the town centre, support retail, and food and beverage businesses, and encourage further investment in the town.

By ensuring that these developments accommodate a mix of uses, they will directly contribute to the community, create amenity and improve the commercial outlook.

Challenge 4: Supporting Our Growth by Delivering Housing

Northampton is currently not delivering the amount and quality of housing it needs. According to the latest Land Supply Assessment for Northampton (2019), the town is not delivering the housing it needs to sustain its growing population. Over the past eight years, the town has delivered around 5,700 homes – 2,400 short of what the town requires.

Northampton Housing Delivery against Need (2011-2019)



Housing need is a challenge that is set to increase. The annual housing requirement is significantly higher than what has been delivered in recent years. Key barriers to the delivery of strategic sites have been identified as site readiness and viability.

The Council, in partnership with Daventry and South Northamptonshire, has plans for an urban extension and is in the process of investing in enabling infrastructure, such as the Northampton North West Relief Road. However, strategic sites in central Northampton also provide opportunities to meet this need and create a diverse array of housing.

The importance of housing is clearly recognised by Northampton's communities and is reflected in the consultation responses that called for investment in a range of housing types and densities including affordable family accommodation.

“All of the above (projects) rely on footfall, so an increased mix of quality affordable residential accommodation will make a real difference. For every £1 spent locally in a small business, 60p stays in the community, so the more we can do to encourage this change, the more small businesses will feel encouraged to come back and trade in the town, making Northampton a “market” town to be proud of.” ⁶

The link between new residential-led developments in the town centre and the economic sustainability of Northampton is also well understood. Enabling the development of strategic sites in the town centre will strengthen the retail core, and reinvigorate key locations in the town centre. By re-introducing walking connections and active frontages on major thoroughfares, it will also help reduced perceived and actual crime and antisocial behaviour.

6. Northampton Borough Council Towns Fund Consultation Research Findings, Turquoise Thinking (October 2020)

**Challenge 5:
Creating a Town Centre that
Benefits all of our Communities**

Several neighbourhoods within and close to the town centre have relatively high levels of deprivation⁷

There are also other deprived areas notably to the north of New Dunston in the west and around Riverside in the east. While there are many factors influencing deprivation, supporting a diverse and growing employment base will help improve opportunities for all of our residents.

Unemployment is a key challenge across Northampton

Despite the high number of jobs and major employers located in Northampton, around 5% of the working age population are unemployed. This is higher than both the regional average (3.8%) and national average (4.0%). Northampton has been particularly badly hit by Covid-19, with the claimant count increasing by 160% between January and September 2020, compared to 127% nationally.

Northampton has also seen a higher proportion of its workforce furloughed compared to other areas (258 employees per 1,000 working age residents in August, compared to 230 across England).

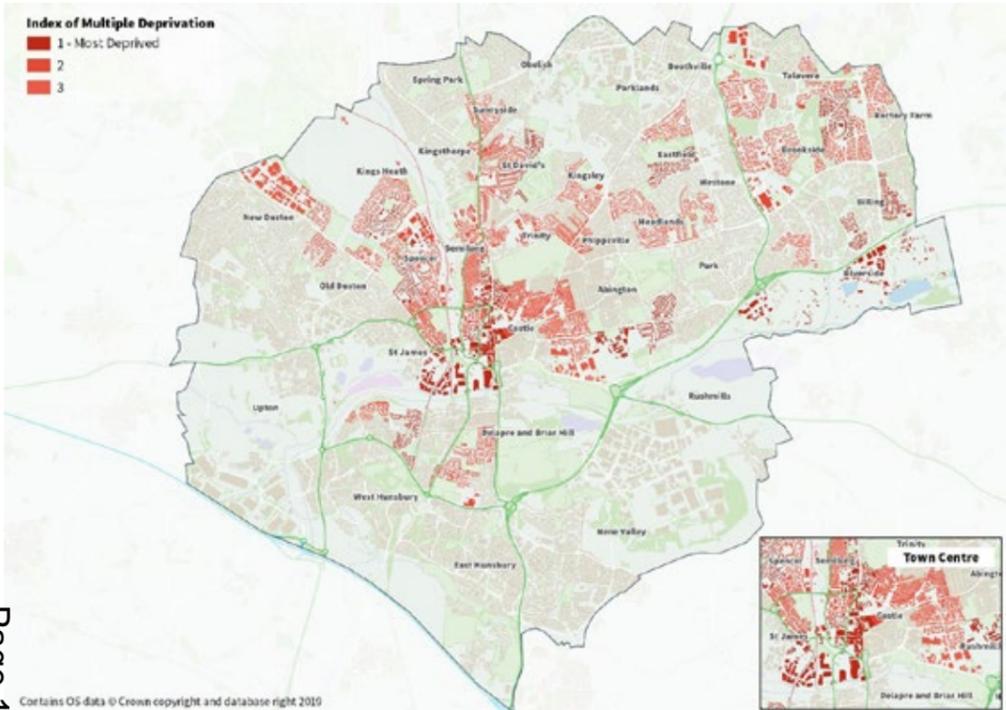
Northampton Areas of Significant Deprivation (Top 30% Nationally).⁸

Limited access to housing is a key driver of local deprivation
Housing and services, alongside crime, is a particular challenge for Northampton, where two-thirds of neighbourhoods are ranked as being among the most deprived nationally.

There is an opportunity to make the town centre more inclusive for all communities
The online consultation held in September 2020 found that residents wanted the town centre to be open to everyone. Those that live more than 20 minutes away from Northampton town centre put a large importance on walking and cycling routes, signposting and wayfinding in order to boost the number of town centre visitors.

There was also an identified need to deliver a greater diversity of uses for all residents (including the young and elderly), placing importance on the provision of community centres, activities and community spaces. There is an opportunity to champion these uses in the delivery of new residential neighbourhoods and ensure developments are connected to the wider urban fabric through sustainable travel methods.

7. Classified as being in the top 10% most deprived nationally, based on the ONS Index of Multiple Deprivation, 2019
8. Source: ONS, 2019. Reproduced by Hatch. The shading covers all buildings within each Lower Super Output Area – including non-residential buildings.



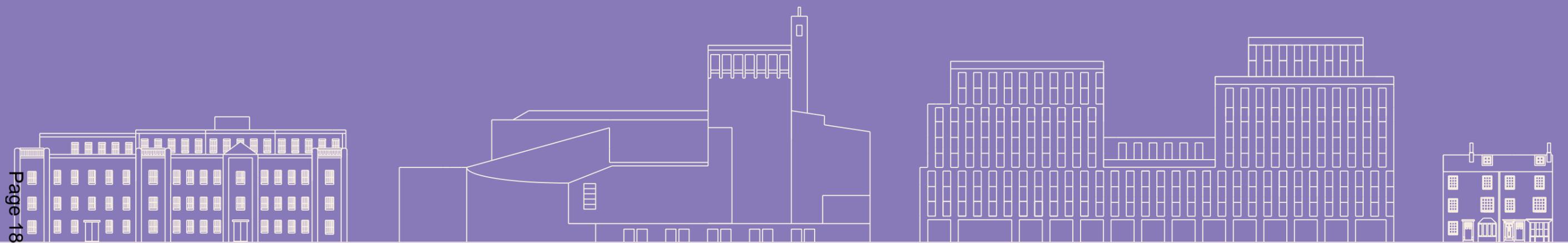
There is an opportunity for the town centre to improve the lives of all communities across Northampton

Number and Percentage of Neighbourhoods in top 20% most deprived nationally		“The town needs to be a place for everyone, including the young and elderly. There therefore needs to be provision for both in the form of youth centres / activities / community spaces”
Housing and Services (87/133)	65%	
Crime (86/133)	65%	
Education and Skills (15/133)	11%	
Health (11/133)	8%	
Income (9/133)	7%	
Living Environment (6/133)	5%	
Employment (7/133)	5%	

In developing our Transport Strategy for Northampton we will complement the TIP and wider investments and improve connectivity and accessibility across the town. The TIP will also make a direct contribution to these challenges through the public realm investments which will improve accessibility and connectivity across the town centre and surrounding areas. Investment in co-working and flexible workspaces, as well as commercial space more generally, will expand the opportunities available to our residents. We will directly support community inclusion and engagement through investment in community facilities in the town and the development of a Skills and Social Enterprise Development Fund, which will expand the reach of the TIP investments.

3

Strategy



Our Shared Vision for Northampton

The Northampton Investment Plan responds to the challenges facing Northampton and sets out how we will position the town as a cultural, community and economic centre serving the wider region over the next ten years. It is guided by our Vision as shown below.

The TIP builds on the priorities established by the Town Centre Masterplan and the extensive stakeholder consultation and engagement that has taken place over the past two years. In developing our shared vision we sought feedback from the community, business, stakeholder groups and the Northampton Forward Board.

Our Vision sets out how successful Town’s Fund investment in Northampton has the potential to unlock and complement our wider priorities and aspirations for the town. It is underpinned by:

- Four cross-cutting Investment Principles which will guide the TIP investments – ensuring that they directly address the needs of our businesses and communities, and that future growth will align to national social and economic priorities.
- Ten Strategic Objectives, which link the town’s opportunities and challenges to tangible measures of success.

The 10 Strategic Objectives each contribute to at least one of the Principles of Investment. By making a balanced contribution to these principles, the TIP will support our overarching priorities and the deliver our Shared Vision for Northampton.

Our 10 Year Vision	
<p>Strengthen – Northampton’s position at the centre of the Oxford-Cambridge Arc by providing modern spaces for creative businesses to capitalise on the town’s manufacturing and entrepreneurial passion.</p>	<p>Build – on our rich heritage and cultural offers to rejuvenate the town centre so it once again represents the aspirations of its residents.</p>
<p>Create – high-quality housing, digital infrastructure and open spaces that will enable our communities to grow and flourish to meet economic, health and wellbeing and environmental challenges.</p>	<p>Improve – access to skills and training while promoting first-rate higher and further education opportunities.</p>

Cross Cutting Principles of Investment	
<p>1. A vibrant heart to the town centre A rejuvenated town centre that better serves our communities and businesses</p> 	<p>2. Building on our outstanding cultural and heritage assets Celebrating Northampton’s heritage and culture to create a town that reflects its proud history and modern aspirations</p> 
<p>3. Inclusive Economic Growth Prioritising investment to meet the needs of our diverse and multicultural communities</p> 	<p>4. Enhancing the town’s green spaces and adopting low carbon principles Celebrating the town’s natural environment and ensuring sustainability and the low carbon agenda is central to all investment</p> 
<p> TIP Strategic Objectives:</p>	
<p>Objective.1 To drive the regeneration of Northampton’s town centre and improve residents and visitors experience, bolstering daytime activity and encouraging increased footfall and spend.</p>	<p>Objective.2 To instil pride and a strong sense of identity and belonging to create a cohesive and welcoming community where residents feel connected, involved and empowered.</p>
<p>Objective.3 Transform the heart of the town by investing in high-quality and attractive public realm that reflects the ambition and pride of Northampton.</p>	<p>Objective.4 To provide a distinctive town centre experience by investing in cultural and leisure uses.</p>
<p>Objective.5 To re-energise and breathe new life into heritage assets and redundant buildings.</p>	<p>Objective.6 To invest in flexible commercial space to encourage businesses back into the town centre and ensure that Northampton is a compelling business environment.</p>
<p>Objective.7 To drive resilience and growth by supporting a diverse business base and providing improved access to skills and quality jobs.</p>	<p>Objective.8 To adopt an approach which reflects the aspirations of the community to deliver well-designed and functional spaces to help tackle crime, fear of crime and anti-social behaviour.</p>
<p>Objective.9 To address deprivation and inequalities by investing in and supporting assets within the town centre to improve the vitality, health and wellbeing of the local community.</p>	<p>Objective.10 To ensure the principle of clean growth is at the heart of everything we do.</p>

Strategic Investments and Cross Cutting Principles of Investment		Cross Cutting Principles of Investment			
		Vibrant Heart to the Town Centre	Building our Outstanding Cultural and Heritage Assets	Inclusive Economic Growth	Enhancing the Towns Green Space and Adopting Low Carbon Principles
Strategic Objectives	1. Town Centre Regen	✓	✓	✓	
	2. Community	✓		✓	
	3. Public Realm	✓			✓
	4. Cultural and Leisure		✓		✓
	5. Heritage Assets and Redundant Buildings	✓	✓		
	6. Flexible Commercial Workspace	✓		✓	
	7. Diverse Business Base			✓	
	8. Well Designed Spaces Addressing Crime and Anti-Social Behaviour	✓		✓	
	9. Deprivation and Inequality	✓		✓	
	10. Clean Growth				✓

Investment Proposals

We are seeking £37.2 million from the Towns Fund, which will unlock £170 million in match funding and dependent private sector investment to support the delivery of:

- **15,600 sqm** of new and refurbished commercial floorspace (including shared workspace)
- **24,900 sqm** of new public spaces
- **2,300 sqm** of new or expanded cultural and leisure venues, including new space for skills facilities
- Remediation and enabling works for key sites in the town centre to create new public spaces, new mixed-use urban quarters, and commercial facilities.

The following 12 projects have been prioritised for the Town Investment Plan and together provide a comprehensive package of investment that will:

- Deliver our Vision and Strategic Objectives
- Align to the priorities of the Towns Fund – including a contribution to Urban Regeneration, Skills and Enterprise Infrastructure, and Connectivity
- Complement our wider investment prioritises and support the transformation of Northampton

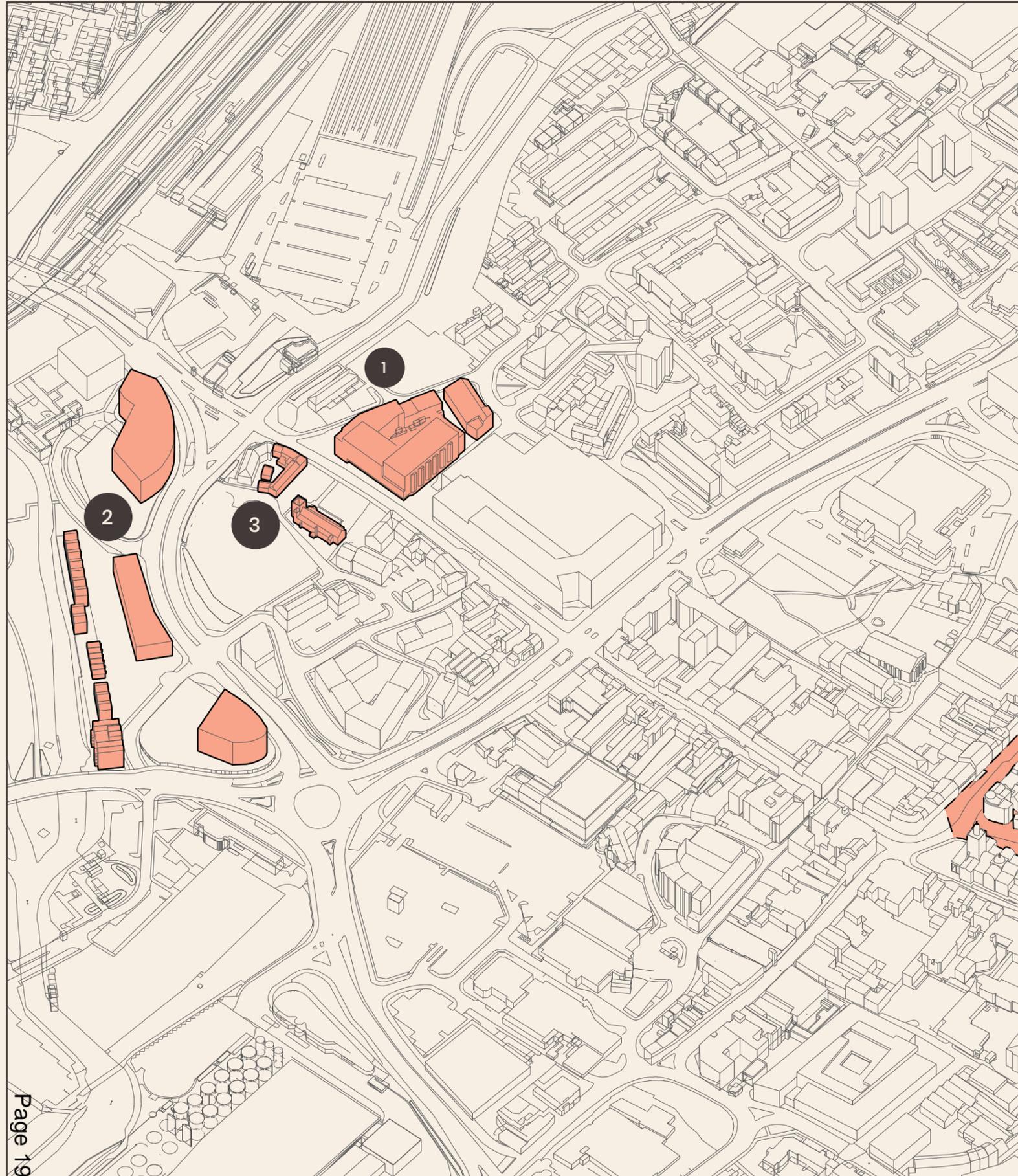
Further information on each project, including strategic alignment and delivery programme is provided in Part 3 of this TIP.

Two of the projects (Market Square and Waterloo House, with a combined value of £12.2 million) were included in Northampton’s submission to the Future High Street Fund. They are also included in our TIP as they are considered essential to achieving our vision for the town and score highly against our strategic objectives. However, if the full amount of FHSF sought is awarded to Northampton our total investment ask from the Towns Fund would reduce to £24.9 million.



Contribution of the TIP to Our Strategic Objectives

Projects	Objectives									
	1	2	3	4	5	6	7	8	9	10
Town Centre Public Realm	Achieving	Achieving	Achieving	Contributing				Achieving	Achieving	Achieving
41-45 Abington Street	Achieving	Achieving	Contributing	Contributing	Achieving	Contributing		Achieving	Contributing	Contributing
35-39 Abington Street	Achieving	Achieving	Contributing	Contributing	Achieving	Contributing		Achieving	Contributing	Contributing
Marefair Heritage Gateway	Achieving	Achieving	Achieving	Achieving	Achieving	Contributing		Achieving	Contributing	Achieving
Four Waterside	Contributing	Contributing	Contributing			Achieving	Achieving	Contributing		Contributing
24 Guildhall Road Arts Centre	Achieving	Achieving		Achieving	Achieving	Achieving	Achieving		Contributing	Contributing
Extension of 78 Derngate – The Charles Rennie Mackintosh Museum	Contributing		Contributing	Achieving	Contributing				Contributing	Contributing
Emporium Way	Achieving	Contributing	Achieving	Achieving	Contributing	Contributing		Contributing	Contributing	Contributing
St Peter’s and the Old Black Lion	Contributing	Contributing		Contributing	Achieving			Contributing	Achieving	Contributing
Skills and Social Enterprise Development Fund		Achieving					Achieving		Achieving	
Market Square	Achieving	Achieving	Achieving	Achieving	Achieving			Achieving		Achieving
Waterloo House	Achieving		Contributing	Contributing	Achieving	Achieving	Achieving		Contributing	Contributing
Objectives Key	■ Achieving ■ Contributing		1. Town centre Regen 2. Community 3. Public Realm 4. Culture and Leisure 5. Heritage Assets and Redundant Buildings 6. Flexible Commercial Workspace				7. Diverse Business Base 8. Well designed Spaces Addressing Crime and Anti-Social Behaviour 9. Deprivation and Inequality 10. Clean Growth			



1

Marefair Heritage Gateway
 Transforming the gateway from the train station to Northampton Town Centre, we will provide a new heritage park that will address negative perceptions of the town and provide new amenity space. The investment will help to unlock a new mixed-use development providing co-working and leisure spaces and family homes to reflect the needs of local residents.



2

Four Waterside
 Providing 60,000 sqft of grade A office space, a new hotel and 90 homes at a gateway site close to the train station. Meeting the demands of modern businesses, the accommodation will include flexible co-working space for local SMEs and start-ups.



3

St Peter's and the Old Black Lion
 Providing a new community hub in a Grade II listed building, it will provide a venue for volunteering, community engagement, and skills and training activities in an area of Northampton with high deprivation. Commercial income from a food venue will ensure the wider site, including the Grade I listed St Peter's Church will be sustainable into the future.



4

Town Centre Public Realm

Providing improved public realm on Abington Street, The Drapery, Fish Street and St Giles' Street: A major priority from the public consultation, this investment will significantly enhance the public spaces, complementing the investment proposals at Market Square. Improving pedestrian access and providing new seating, signage and tree planting. It will drive footfall and help address concerns around crime and safety.



5

41-45 Abington Street

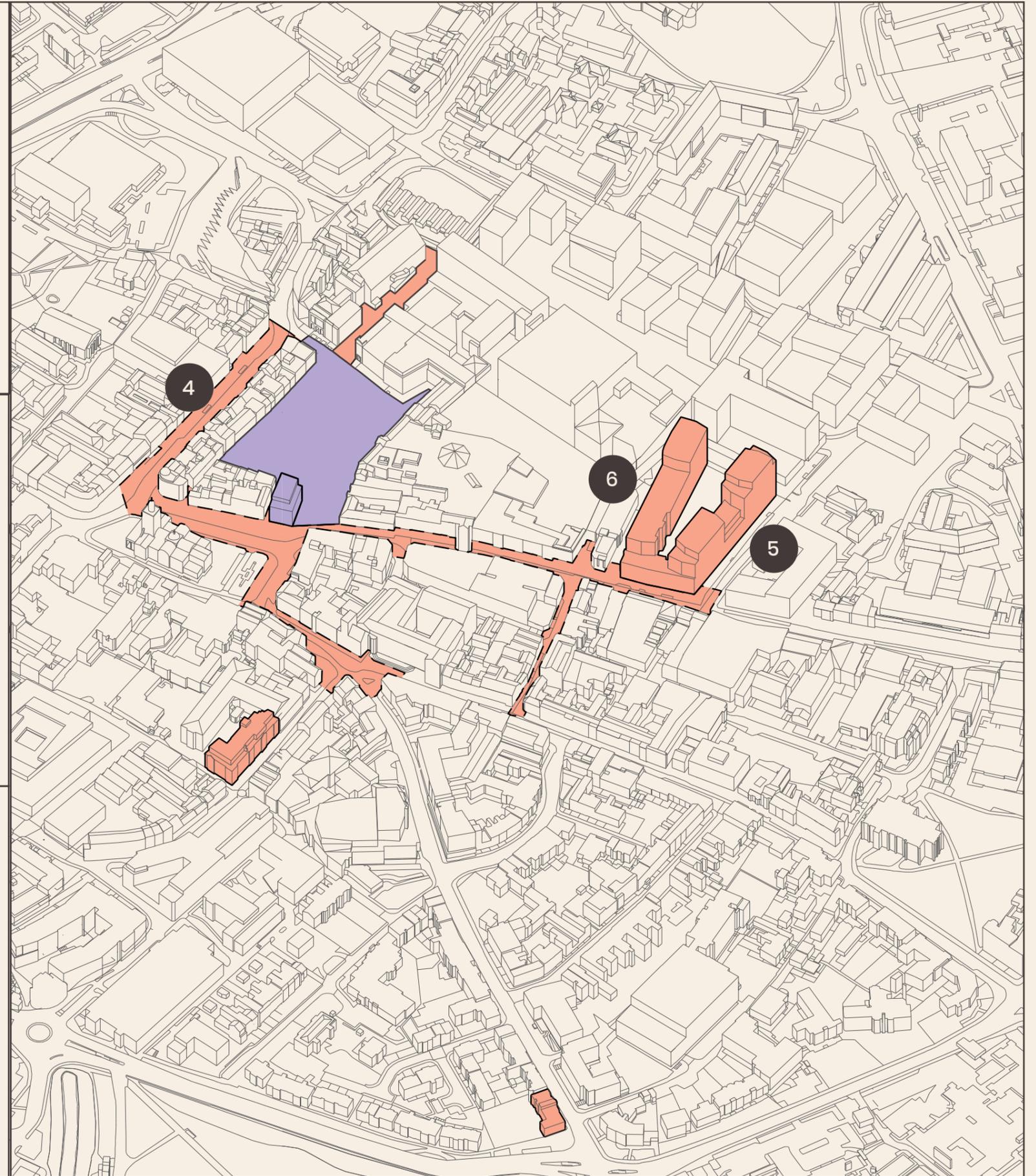
Enabling the redevelopment of the former M&S building – a high profile, site in the town centre which has remained vacant since 2018 to the detriment of the town. TIP investment will unlock a mixed-use development which will support the ongoing regeneration of the town.



6

35-39 Abington Street

Complementing investment at 41-45 Abington Street, TIP investment will enable the redevelopment of a large vacant site formerly home to BHS. The project will support the regeneration of the town and provide an important pedestrian link to the future Greyfriars strategic development site.



7

24 Guildhall Road Arts Centre

Building on a GBF funded investment to relocate NN Contemporary Arts in the Cultural Quarter. This investment will support the redevelopment of the upper floors into a flexible space for skills development and education in the creative sectors.



8

Extension of 78 Derrigate – The Charles Rennie Mackintosh Museum

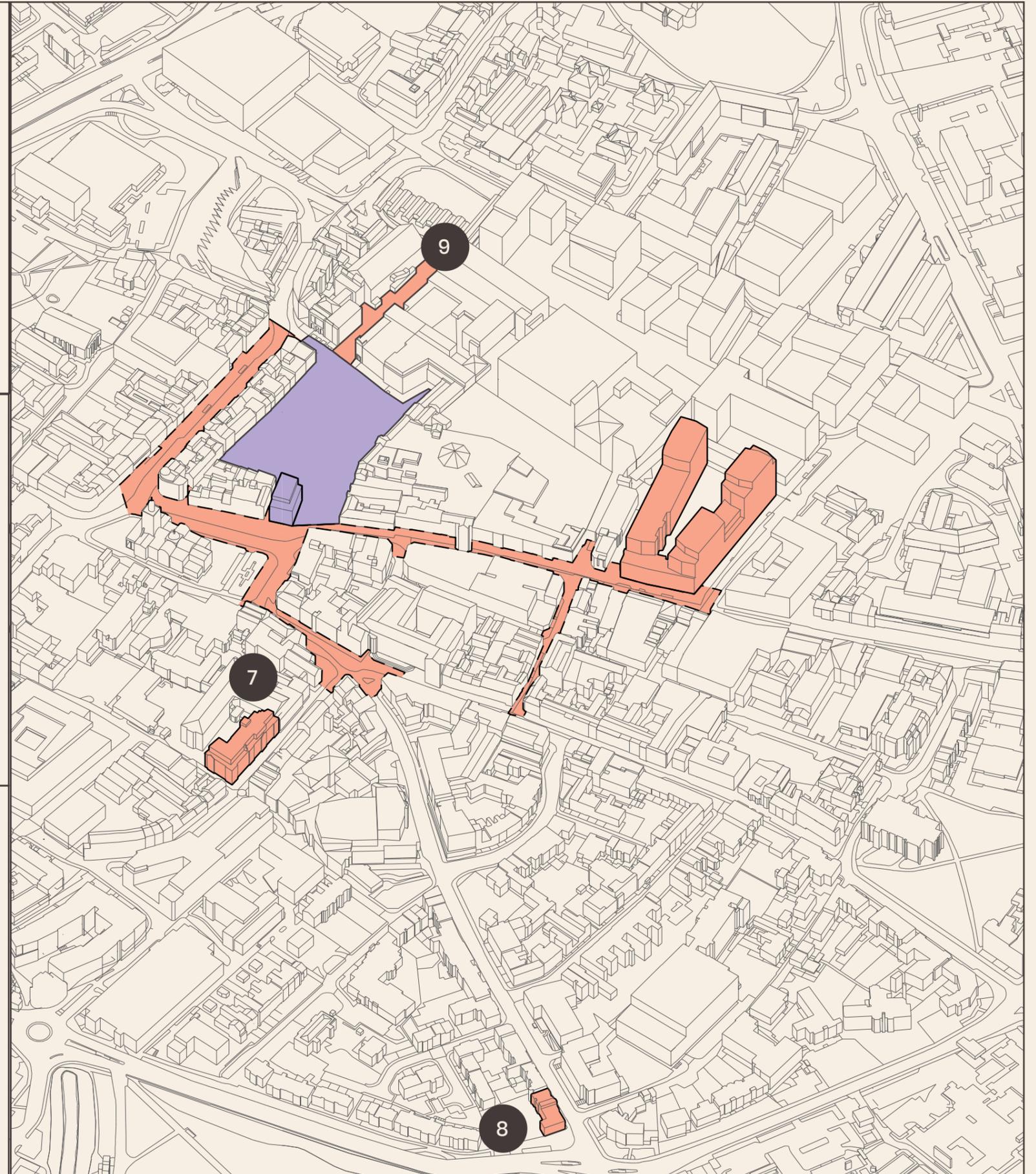
This project will enable an extension of the Rennie Mackintosh Museum and the create a new functional garden for the museum on disused land. It will provide an improved visitor experience and build on a brand that is well known and an iconic visitor attraction.



9

Emporium Way

Creating a new pedestrian thoroughfare between Market Square and the future Greyfriars development, supporting enhanced town centre footfall. The project will also provide stalls for a Makers Market, complementing other cultural and creative investments in the town.



10

Skills and Social Enterprise Development Fund

A grant fund to ensure that the wider TIP investment package is inclusive of Northampton's diverse communities and provides much needed support for the town's small start-up and growing social enterprises.



11

Market Square

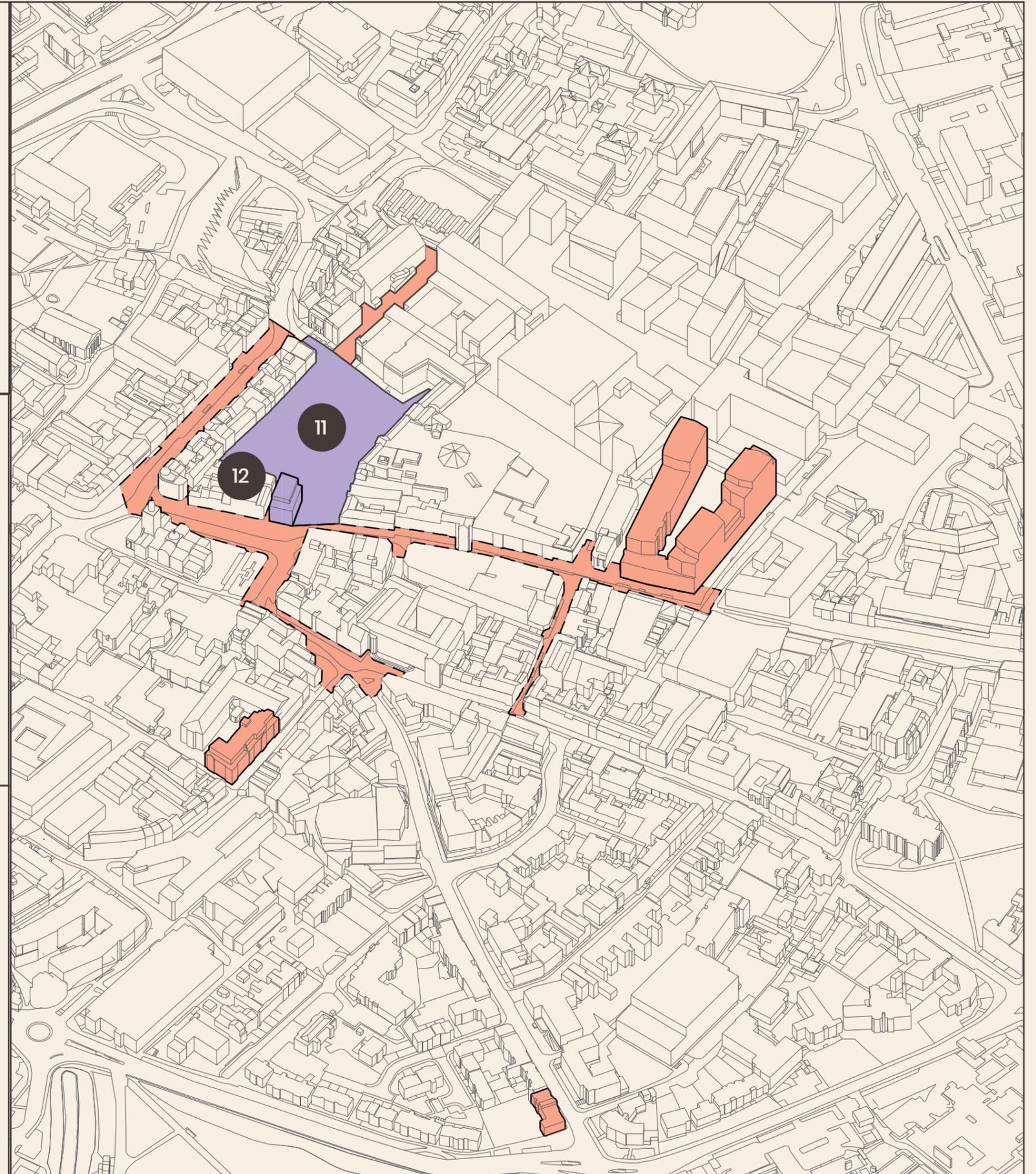
Given its historic role and central location, investment in the Market Square is considered to be an essential catalyst to the wider regeneration of the town. The Towns Fund will provide significantly enhanced public realm and existing stalls will be transformed to provide a smaller, more attractive platform for independent traders – freeing up space for functions, events and activities, re-establishing its role as the heart of the town centre.

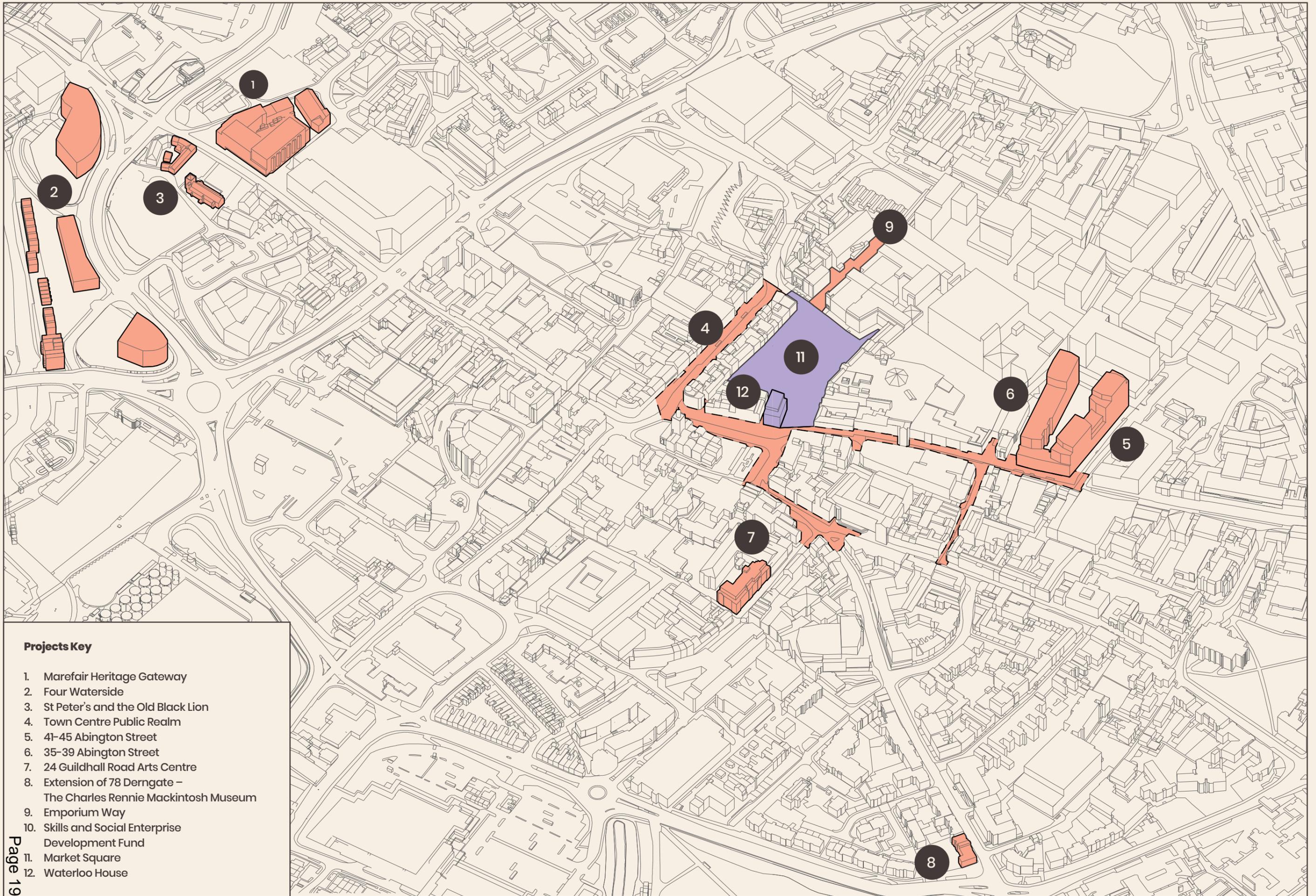


12

Waterloo House

Redevelopment of an underutilised building in a key location on the Market Square into grade A office space providing co-working and serviced offices in addition to active uses (café/restaurant) on the ground floor.





Projects Key

- 1. Marefair Heritage Gateway
- 2. Four Waterside
- 3. St Peter's and the Old Black Lion
- 4. Town Centre Public Realm
- 5. 41-45 Abington Street
- 6. 35-39 Abington Street
- 7. 24 Guildhall Road Arts Centre
- 8. Extension of 78 Derngate –
The Charles Rennie Mackintosh Museum
- 9. Emporium Way
- 10. Skills and Social Enterprise
Development Fund
- 11. Market Square
- 12. Waterloo House

Prioritisation Process

Our investment programme has been identified following extensive stakeholder consultation, which has influenced the selection and design of our proposals – from the initial long list of projects, to the design of the Vision and Strategic Objectives that informed the prioritised programme.

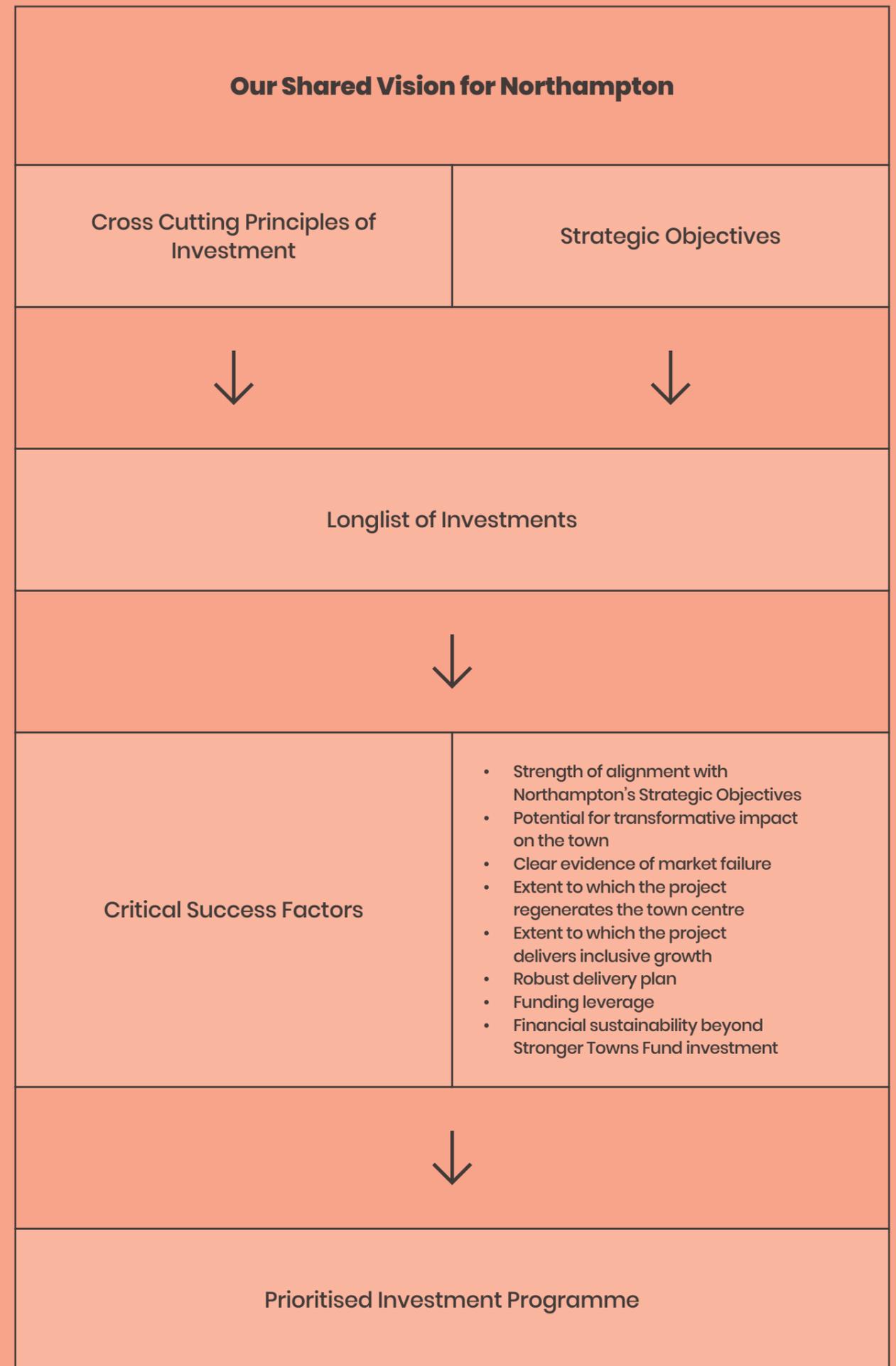
22 projects that support our TIP Vision and Strategic Objectives were included in the longlist. Another 3 projects were considered, but were excluded as they were not deliverable within timescales required for the Towns Fund.

The investment longlist was scored against the Critical Success Factors (CSFs) to identify a prioritised programme. This process ensures that the prioritised programme will make a strong contribution to our Vision and Strategic Objectives and align with national priorities, including the requirements of the Towns Fund. The CSFs have also been designed to ensure that prioritised projects can be supported by a robust business case.

Investments not prioritised for the TIP included projects relating to further investment on the Enterprise Zone, the redevelopment of strategic investment sites in the town centre, such as Greyfriars, pedestrian improvements, and a new Digital Hub at Northampton Library. These projects will be considered as pipeline projects that may mitigate any unexpected risks to the delivery of the prioritised programme.



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Vulcan Works concept visual



A Foundation to Build on for the Future

Our vision for Northampton stretches beyond the five-year term of the Towns Fund. The package of investments set out in this Town Investment Plan will complement existing investments, help us to tackle our most immediate challenges, and position the town for long-term sustainable growth. The investment programme will unlock and enable future investment and help to secure Northampton's vision as a vibrant county town with a central role in the Oxford-Cambridge Arc.

Getting the right investments in place now and seizing on the opportunities currently available will be critical to the longer-term success of Northampton.



Short Term (1-3 years)

The emergence of a town centre that better serves Northampton's businesses and residents

- Early TIP investments will build on the success of newly delivered investments at Vulcan Works and Northampton Museum and Art Gallery.
- New cultural and community venues will help to diversify the town centre and strengthen links with local communities.
- 24 Guildhall Road Arts Centre will provide support for new cultural organisations, people and businesses through the provision of workspaces and training facilities.
- Public realm investments in the Market Square and the wider town centre will drive footfall, increase visitor dwell time, and help to promote the town centre as a destination that can compete with other towns in the region.
- Early stage investment in public realm and new urban quarters will demonstrate the commitment to Northampton and potential for transformation.

Medium Term (3-5 years)

A transformed Northampton focused on revitalised gateways and a core hub around Market Square.

- New mixed-use urban quarters and commercial developments in the town centre will promote a vibrant day and night time economy and support a strengthened retail core focused on Market Square.
- Emporium Way will provide a major investment in town centre public realm. The makers market will provide a platform to drive new footfall to the town centre and support the growth of local creative businesses.
- Four Waterside and complementary investments around the Station Gateway will provide modern and flexible business accommodation, that respond to the post Covid-19 challenges and are attractive to the Arc's priority sectors – including professional services, high performance and advanced manufacturing.
- Four Waterside and complementary investments around the Station Gateway will provide modern and flexible business accommodation, that respond to the post-Covid-19 challenges and are attractive to the Arc's priority sectors – including professional services, high performance and advanced manufacturing.

- An array of flexible business accommodation across the town will help attract and grow a diversified business base. A more resilient business ecosystem will help address local challenges with business survival.
- Investment in social enterprise will further promote the diversity of Northampton's business base and improve links with the town's most deprived communities.
- Further strengthening of the town's cultural offer will help to improve perceptions of the town and draw people into Northampton as a destination.
- The complementary roll-out of city fibre and Northampton's Transport Strategy will further enhance the town as a location for businesses and visitors.

Long Term (5+ years)

Demonstrating success and providing a platform for future economic growth.

- A new vibrant heart and gateway to the town centre will help to enhance perceptions of Northampton. A strengthened retail core will support a higher quality retail and leisure offer; and an improved business ecosystem will support business growth and diversification. Improved land values and commercial rents will promote further commercial and residential development. Northampton will be perceived as a key investment location in the Oxford-Cambridge Arc, attracting inward investment and fully contributing more to the region's productive capacity.
- Improved employment opportunities from retail and services to advanced manufacturing will create new opportunities for our residents and promote inclusive economic growth.
- Building on our outstanding cultural and heritage assets, Northampton will become a cultural and heritage attraction and a focal point in the Oxford-Cambridge arc.
- The provision of new green and open spaces across the town and through embedding low carbon principles in our TIP developments will demonstrate our commitment to sustainable economic growth and set the standards for future delivery.

Investment Rationale

Market Failures

There are a range of market failures constraining investment in Northampton. Specific assessments are provided in the project level summaries, but the primary failures relate to:

Externalities and Coordination Failure

Achievable office rents in Northampton are currently low relative to the surrounding area, given the poor fit between available accommodation and modern business needs. This will disadvantage first-movers who cannot recoup the wider spill-over benefits of early stage investment.

In addition schemes targeting community and heritage assets will support wider community priorities and add to the cultural offer of the town – benefiting retailers and food & beverage businesses. While the operation of these schemes is financially viable, the high upfront capital cost will limit investment without public support.

Abnormal Costs

Northampton is a historic town with many development sites that are difficult to develop and do not currently provide financially viable private investment opportunities. For example, strategic sites in the town centre have remained vacant since the departure of large retailers and have no realistic alternative uses in their current form. Development will require significant remediation work that is not viable - particularly while potential returns on investment remain low.

Public Goods

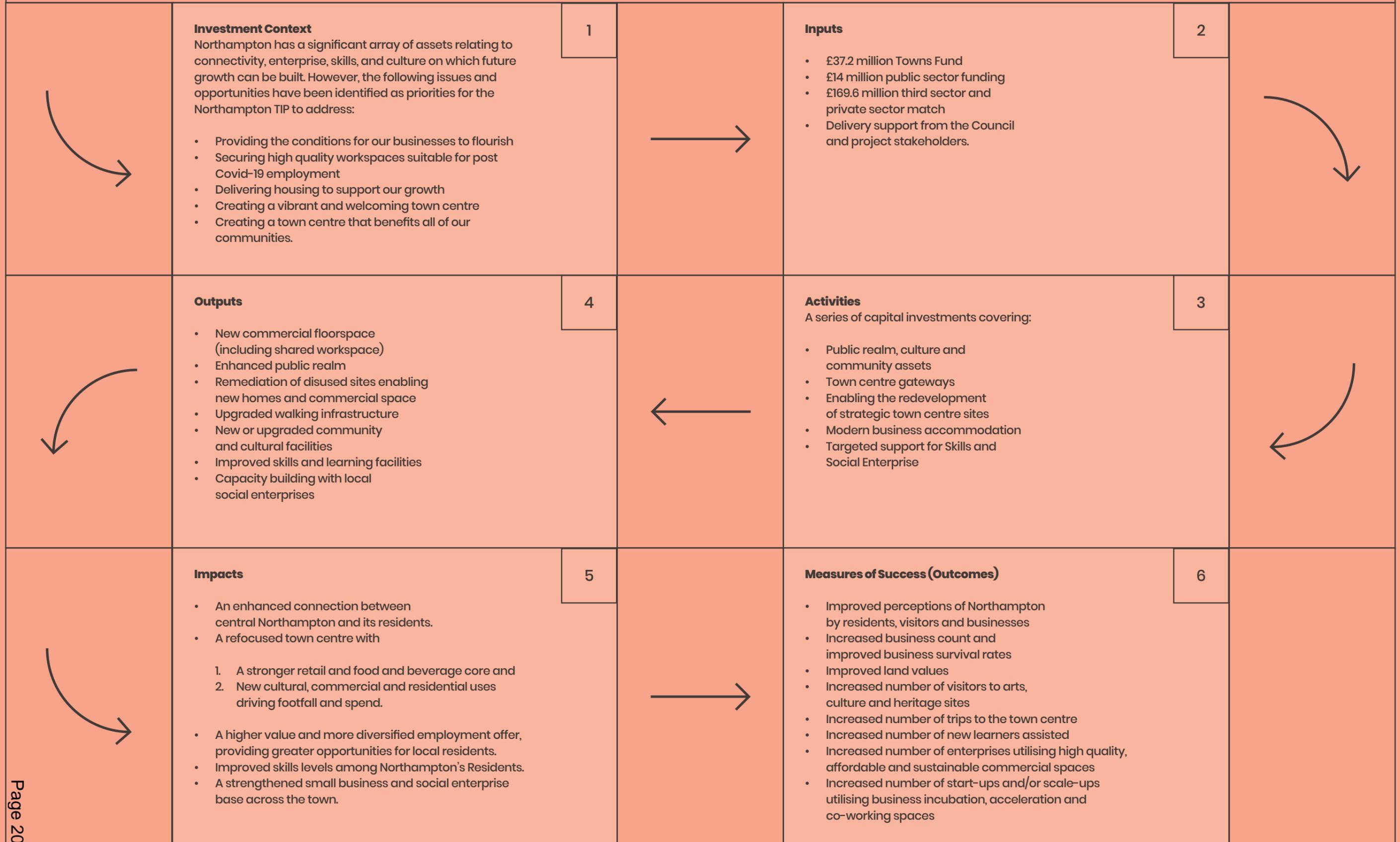
Several investments relating to public realm and gateways to the town have the qualities of public goods and are the types of investment that local authorities would take responsibility for. In some cases it may be possible to raise funding from developer contributions. However whilst development is not forthcoming this investment will not materialise.

Theory of Change

The Northampton TIP Theory of Change sets out how our proposals to build on the available evidence and deliver tangible and measurable outcomes for the benefit of the town.



Theory of Change



Alignment to Wider Activity

Strategic Alignment

Our Town Investment Plan does not exist in isolation. It aligns with existing strategies which will help prioritise and direct wider investment in the town, including:

- Northampton Town Centre Masterplan developed by the Council to build on the culture, history and heritage of Northampton and transform the heart of town. This will be achieved by creating a smaller and stronger retail core complimented by new residential development serving the needs of the community.
- Waterside Enterprise Zone Delivery Strategy – setting out an ambitious plan to regenerate nearly 120 hectares of brownfield land along the town’s river front. Since 2011 Enterprise Zone status has helped to transform a large area of previously under-developed land in Northampton and has, to date, attracted £320million of private sector investment. Key investments include construction of the new Northampton railway station, the University of Northampton Waterside Campus, and the proposed investment at Four Waterside.
- Northampton Local Plan 2011-29 – a second round of consultation was held in September 2020. The plan sets out Northampton’s ambition to deliver 18,870 new homes by 2029. It recognises the need to balance the town’s growth requirements against the need to protect and enhance the built and natural environment.
- West Northamptonshire Joint Core Strategy 2014 sets out the long-term vision and objectives for the whole of the area covered by Northamptonshire County Council, Daventry District, Northampton Borough and South Northamptonshire Councils.
- Northampton Transport Strategy – The Council are also in the process of developing a Transport Strategy which will identify further investment priorities in our transport network, building on the investments set out in this Investment Plan. The Council are also implementing their Local Cycling and Walking Action Plan (2020-31).
- The Climate Change Strategy 2020-2023 that establishes a Framework for tackling the causes and effects of climate change by: raising awareness of the issues and impacts of climate change on Northamptonshire; reducing emissions of greenhouse gases across the County; and planning for and adapting to the impacts of climate change.
- The Oxford-Cambridge Arc Prospectus sets out the vision for the Arc to become a global hub for innovation, and home to exemplary models of green development that will inspire communities around the world. Through strong collaboration, the Arc can enhance the lives of its residents, increase the global opportunities for its businesses and improve the environment for the prosperity of all.

Wider Investment Activity

An important consideration for the TIP is the extent to which the proposals build on our recent and ongoing investments in the town and complement activity by the Council and our partners.

Town Centre Regeneration

- Further development at Northampton Station – to expand and relocate parking provision at the station and create a new gateway into Northampton, to be delivered by Network Rail.
- One Angel Square – an exciting new public sector headquarters situated in the middle of Northampton town centre. The new, modern building is able to house up to 2,000 professional workers and bring a minimum of £12 million additional spend into the town centre economy.
- Northampton Museum and Art Gallery - a major transformation to create a high profile cultural attraction for Northamptonshire and the East Midlands. The project has doubled the size of the museum, created four new permanent galleries, and a 400 sqm temporary exhibitions gallery, capable of hosting major national and international touring exhibitions.
- Northampton Place Marketing Strategy – being developed to increase future inward investment, increase tourism and improve local perception / civic pride. The strategy will complement the potential initial investment from the TIP and accelerate funding for other projects highlighted in the Masterplan.

Skills and Enterprise Infrastructure

- University of Northampton – a £330 million investment in the relocation of the university to a new campus on the Waterside Enterprise Zone.
- Vulcan Works – a £14 million investment, drawing on SEMLEP Local Growth Fund, ERDF and contributions from NBC was secured to refurbish a Grade II listed Factory and create a new three-storey building comprising 68 lettable units. The units will be a mix of office, studio and managed workshops aimed at start-ups and growing businesses in the creative sector. During its first 10 years of operation, Vulcan Works is expected to support up to 100 businesses, creating around 300 jobs.

- Northampton College has received funding from LGF, including £3.2 million for a ‘digital academy’ housed in a purpose-built 1,300 sqm new block. The new facility will focus on developing and delivering key digital skill programmes (levels 1-3 and T-Levels) to provide a strong pipeline of digitally skilled students able to progress onto Higher Education, Apprenticeships and into work. The College will engage with the Digital Institute of Technology at Bletchley Park at Milton Keynes and employer partners to develop a new digital curriculum.

Growth and Connectivity

- City Fibre is the process of rolling out a £40 million investment in superfast broadband in Northampton which will benefit the town and all proposed investment sites, as well as enabling the deployment of 5G across the town.
- County Council Transport Investments - Northamptonshire County Council is investing heavily in our transport infrastructure, including commitments for the A43 Northampton to Kettering – Phase 3, Northampton East-West Walking and Cycling Corridor, and the Greyfriars Bus Punctuality and Traffic Scheme.
- The draft Local Cycling and Walking Infrastructure Plan (LCWIP) supports an ambition for Northampton to become a leading centre for active travel, which fully embraces walking and cycling, underpinning plans for any further expansion of the town. The LCWIP sets out the cycling and walking improvements required and identifies short, medium and longer term measures as part of a network approach. The key outputs of LCWIP are: a network plan for walking and cycling which identifies preferred routes and core walking zones for further development; a prioritised programme of infrastructure improvements for future investment; and a report which sets out the underlying analysis carried out and provides a narrative which supports the identified improvements and network. The TIP proposals for Northampton Town Centre will support the proposed improvements in the LCWIP to promote active travel, connectivity and reduce carbon emissions.

- The recent £1.392m Active Travel Fund award from the Department of Transport will target the Billing Road Corridor and provide improved cycling facilities. The investment demonstrates support for active travel in the Town that will tackle climate change, improve air quality and wellbeing.
- Upton Country Park is a green infrastructure project which compliments the large scale growth in southwest Northampton. Phase 1 of the country park was delivered in 2008 and included the Elgar Community Centre. The second phase is now complete with some additional works taking place at surrounding entrance points. This includes new footpaths, cycle paths and leisure areas. The scheme has been largely funded by Section 106 receipts.

The Northampton TIP has a range of partners that are essential to its successful delivery. Detailed delivery arrangements are provided in Section 2, but key partners include:

- Northampton Borough Council
- West Northamptonshire Council
- Northamptonshire County Council
- Northampton Forward
- Northampton Digital
- University of Northampton
- Northampton Social Enterprise Town
- NN Contemporary
- South East Midlands Local Enterprise Partnership
- Legal and General
- Northampton Town Centre Business Improvement District
- Tricker's
- Northamptonshire Chamber of Commerce

Partner Investment and Support

The Northampton TIP will build on and complement a range of existing funding programmes, including:

- Northampton Borough Council (NBC) has received £1 million accelerated Towns Fund capital funding for the removal of asbestos and site remediation. This Towns Fund application will build upon this initial investment and allow this project to be brought forward for development.
- The Council and NN Gallery have secured £1.15 million from the Getting Building Fund (GBF), which will fund Phase 1 of refurbishment works to 24 Guildhall Road.
- Enterprise Zone Business Rate Uplift funding will provide match funding for the investment proposals at Four Waterside and ongoing investment for the EZ.
- LGF investment at Vulcan Works Creative HUB is ongoing and scheduled for completion in Spring 2021.
- We are in the process of seeking Future High Street Fund for two of the key investments set out in our Town Investment Plan (Market Square and Waterloo House). If this bid is successful, this will reduce our overall ask from Towns Fund by £12.2 million to £25 million.

Spatial Strategy

Key

- Town Centre
- Masterplan Boundary
- Enterprise Zone Boundary



4

Engagement and Delivery



Role of the Community and Stakeholder Consultation

The development of the Town Investment Plan has been guided by community and stakeholder consultation throughout its development.

The TIP builds on initial consultation work undertaken to inform the development of the Northampton Town Centre Masterplan which seeks to address many of the challenges outlined in this TIP. The consultation exercise for the masterplan informed the early development of the project longlist.

Since the announcement of the Towns Fund, the following process of engagement and consultation has been adopted to shape its development.

Northampton Forward Board

The development of the Northampton Town Investment Plan has been overseen by Northampton Forward Board, a public / private partnership board established in early 2019. The Board is formed of a wide range of partners including:

- Northampton Borough Council
- Northamptonshire County Council
- Northants Police
- Grosvenor Centre
- Northampton Town Centre BID
- University of Northampton
- Royal and Dergate
- LiftNN (Community representative)
- South East Midlands Local Enterprise Partnership (SEMLEP)
- Tricker's
- Northamptonshire Chamber
- Andrew Lewer MP

The Board is responsible for developing the vision and objectives for the Town Investment Plan. It has agreed the Critical Success Factors and prioritised the longlist of projects. Northampton Forward have also overseen the development of the Future High Street Fund Bid and Northampton Town Centre Masterplan, therefore ensuring that all potential development and funding bids are complimentary and coherent.

Online Consultations

Online consultations on the potential TIP proposals were held in September 2020 to determine the community's priorities for investment, gain feedback and opinions on a range of proposed investment areas and determine the challenges / opportunities for the town. Approximately 434 individuals replied to the questionnaire creating a total of 1,495 pieces of project level feedback. The responses were evenly split between males and females. 18% of respondents were aged under-35 and 15% were over-65.

Overall, the majority of responses were positive about how beneficial the projects would be to improve the town centre. The main challenges highlighted were a lack of quality goods offered in the town centre, poor appearance of the town centre and competition with other areas. The main opportunities were bringing disused buildings / public space back into use and improving the public realm. The initial survey was followed by more detailed questioning of a web community across three days.

This builds on over two years of consultation completed on the ground and through all media channels. The online consultation completed for the Town Centre Masterplan in 2019 informed the development of the longlist of projects developed for this TIP. Key local priorities identified at that stage include the restoration and upkeep of historic buildings, improving the quality of retail, the quality of public realm and greenspace in enhancing the town centre, pedestrianisation in the town centre, and the potential to accommodate new homes.

Consultation Workshops

A series of consultation workshops were completed in October 2020 focusing on Urban Regeneration; Deprivation and Inequality; and Business, Enterprise and Skills. Approximately 150 stakeholders were approached to take part in the workshops. Workshops were attended by key stakeholders in Northampton including local businesses, social enterprises (Northampton Social Enterprise Town), Community Town Safety Teams, Northampton Digital, Northampton Arts and University of Northampton.

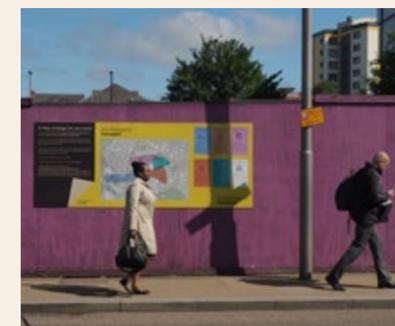
Engagement with private sector bodies aided understanding of growth barriers and helped to ensure the plan remains responsive in uncertain times.

Engagement with public sector and community organisations highlighted how social enterprises can be incorporated into projects.

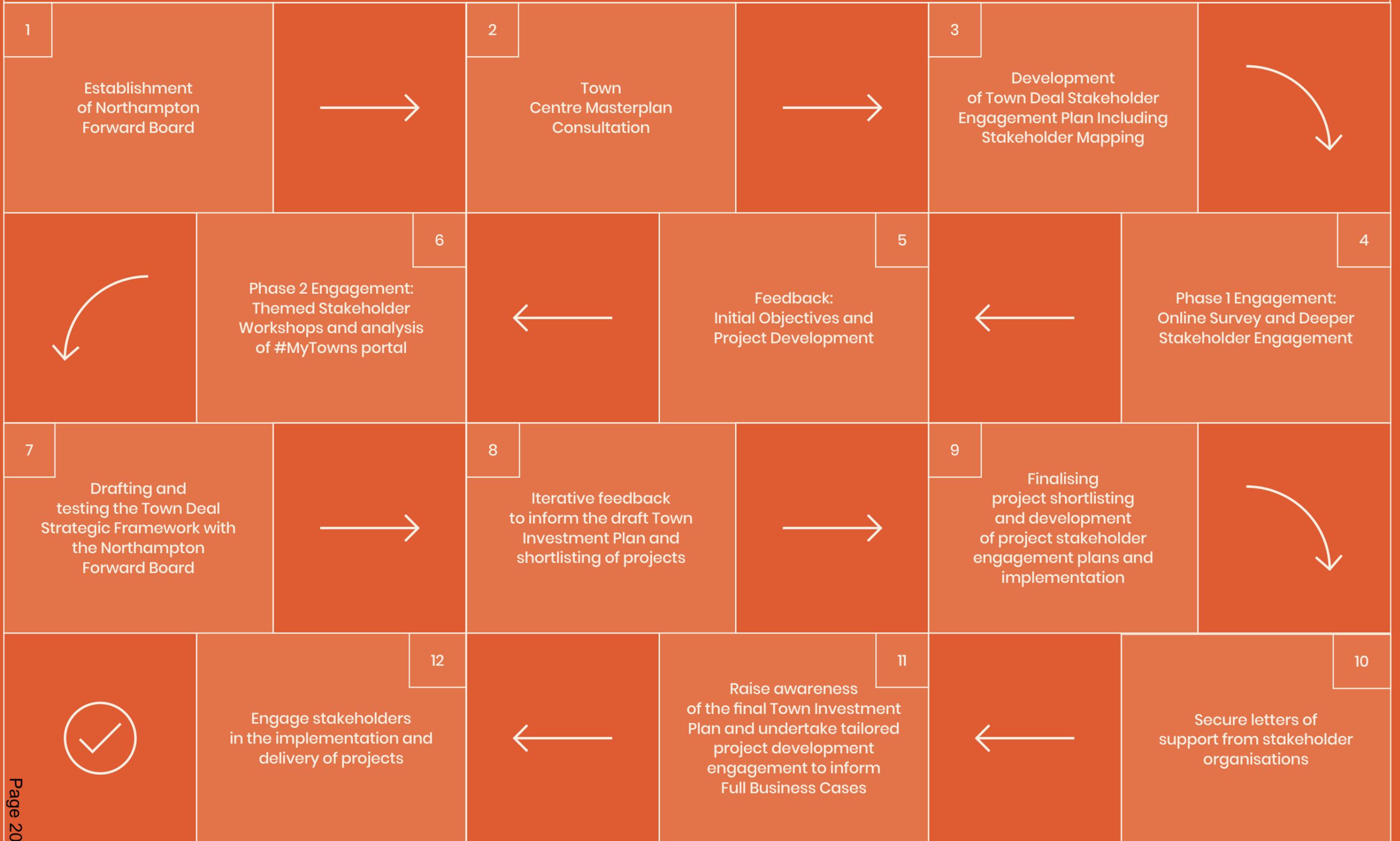
The consultations produced a number of themes for the Town Investment Plan including re-energising cultural and historic assets, diversifying the housing offer to match the needs of the community, make the town centre feel safer and upgrade / improve management of key public spaces.

Stakeholder Engagement Plan

A Stakeholder Engagement Plan has been developed to accompany the Launch of Northampton's finalised Town Investment Plan. This document sets out our commitment to develop ongoing relationships with key stakeholders to ensure implementation of the Town Investment Plan remains responsive to the overarching needs of the town.



Timeline of Stakeholder Engagement



Partner Commitments

As identified above, our Town Investment Plan is supported by a broad range of partners, including those that will have a formal role in delivering or funding the proposed investments. Further detail on each project is provided in Section 2, but overall, the Town Investment Plan will be supported by a match funding from a variety of sources, set out in the table opposite.



Match funding from Northampton Borough Council	Getting Building Fund
£3,735,000	£1,150,000
Enterprise Zone Business Rate Uplift	National Lottery Heritage Fund
£7,000,000	£1,850,000
Other Public and Third Sector	Private Sector Contributions
£254,000	£155,650,000

Town Centre Public Realm

TIP Funding
£4.6 million

Total Funding
£4.6 million

Accountable Body
NBC/WNC

Delivery
September 2023



Rationale	Outcomes
<ul style="list-style-type: none"> • Providing high quality civic space to drive footfall, promote investment and encourage diversified activity in the town centre. • Building on investment in the Market Square and complementing the TIP investments on Abington Street. • A priority investment from the public consultation to address concerns over safety, crime and antisocial behaviour. 	<ul style="list-style-type: none"> • Improved perceptions by residents, businesses and visitors. • Increased number of visitors to arts, cultural and heritage events and venues. • Increased town centre footfall and spend.

Strategic Alignment																
Investment Principles				Objectives												
1		2		4			1	2	3	4	5	6	7	8	9	10

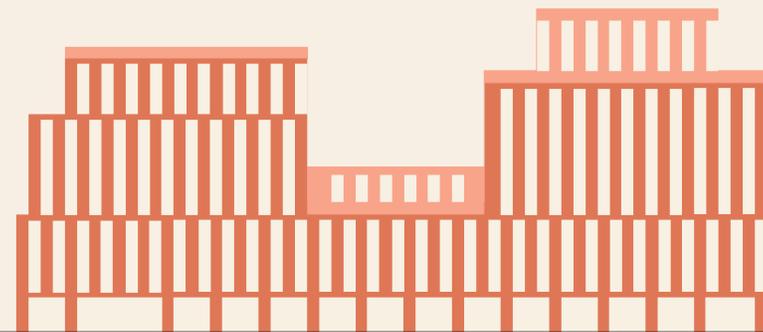
41-45 Abington Street

TIP Funding
£5.5 million

Total Funding
£39 million

Accountable Body
NBC/WNC

Delivery
Spring 2025



Rationale					Outcomes													
<ul style="list-style-type: none"> Public investment will enable the redevelopment of a large, long-term vacant department store. Without investment the strategic site will remain inactive and vacant, exacerbating public concerns of crime and antisocial behaviour and reducing the potential impact of wider TIP investments. The mixed-use development will regenerate the town centre, create new employment opportunities, diversify town centre activity and help strengthen the retail core – a key principle of the Town Centre Masterplan. 					<ul style="list-style-type: none"> Perceptions of Northampton by residence, businesses and visitors. Increase land values. Increased number of enterprises utilising affordable and sustainable commercial workspaces. Increased number of start-ups using co-working space. 													
Strategic Alignment																		
Investment Principles					Objectives													
1		2		3		4			1	2	3	4	5	6	7	8	9	10
									Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	White	Yellow	Yellow	Yellow

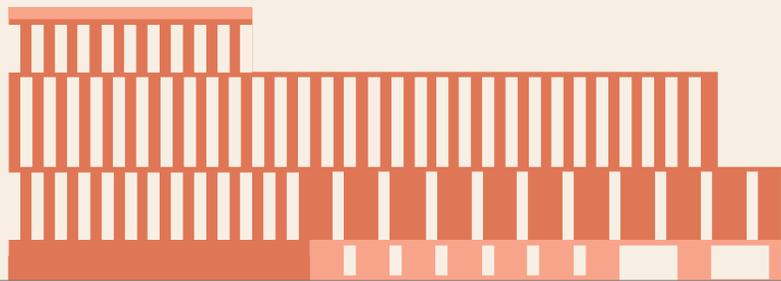
35-39 Abington Street

TIP Funding
£4.2 million

Total Funding
£30.1 million

Accountable Body
NBC/WNC

Delivery
March 2026



Rationale					Outcomes													
<ul style="list-style-type: none"> Public investment will enable the redevelopment of a large, vacant department store. Without investment the strategic site will remain inactive and vacant, exacerbating public concerns of crime and antisocial behaviour, reducing the potential impact of wider TIP investments. Mixed-use development will regenerate the town centre, create new employment opportunities, diversify town centre activity and help strengthen the retail core – a key principle of the Town Centre Masterplan 					<ul style="list-style-type: none"> Perceptions of Northampton by residents, businesses and visitors. Increased land value. Increased number of enterprises utilising affordable and sustainable commercial workspaces. Increased number of start-ups using co-working space. 													
Strategic Alignment																		
Investment Principles					Objectives													
1		2		3		4			1	2	3	4	5	6	7	8	9	10
									Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	White	Yellow	Yellow	Yellow

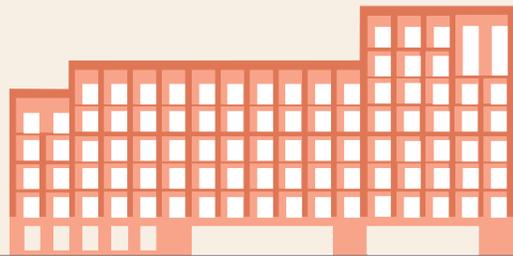
Marefair Heritage Gateway

TIP Funding
£2 million

Total Funding
£34.5 million

Accountable Body
NBC/WNC

Delivery
April 2025



Rationale				Outcomes													
<ul style="list-style-type: none"> Public funding will provide a new park and pedestrian connection at the strategic gateway site for Northampton with significant heritage value. Investment will improve connections between town centre, the train station, key employment sites and wider TIP investments – driving footfall to the town and improving the desirability of these locations. Provision of new open space is a priority from our community engagement. Enabled development will incorporate greater family homes to reflect community priorities. 				<ul style="list-style-type: none"> Perceptions of Northampton by residents, visitor and businesses. Increased land values. Increased number of visitors to heritage sites and venues. 													
Strategic Alignment																	
Investment Principles				Objectives													
1		3		4				1	2	3	4	5	6	7	8	9	10

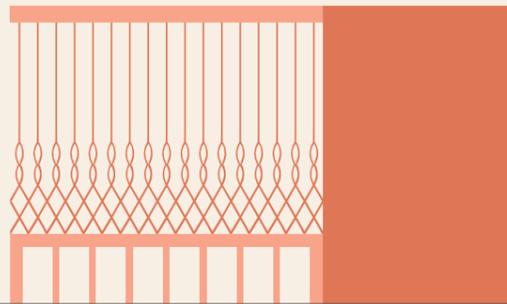
Four Waterside

TIP Funding
£1.5 million

Total Funding
£75 million

Accountable Body
NBC/WNC

Delivery
June 2026



Rationale				Outcomes												
<ul style="list-style-type: none"> The project meets an identified need for high-quality commercial premises in Northampton. Redevelopment of a strategically located vacant plot on the gateway to the town near the station. The project will break the cycle of low office rents constraining commercial development and help accelerate wider development on the Enterprise Zone. 				<ul style="list-style-type: none"> Improved perceptions of Northampton by businesses. Improved land values. New businesses investing in Northampton. Improved business count and survival rates. 												
Strategic Alignment																
Investment Principles				Objectives												
1		3					1	2	3	4	5	6	7	8	9	10

24 Guildhall Road Arts Centre

TIP Funding
£1.75 million

Total Funding
£3.3 million

Accountable Body
NBC/WNC in partnership with NN Gallery

Delivery
Summer 2023



Rationale				Outcomes													
<ul style="list-style-type: none"> Investment will bring a redundant heritage building back into use as a new cultural venue and support regeneration of Northampton Town Centre. Affordable workspace and training facilities will provide much needed support for small and start-up creative businesses, addressing an identified need. A priority investment from the community consultation, investment will facilitate an expanded cultural offer across the town centre. 				<ul style="list-style-type: none"> Improved perceptions of Northampton by businesses, residents and visitors. Improved land values. Increased number of visitors to cultural and heritage venues. Increased number of new learners assisted. Increased number of start-ups and/or scale-ups utilising business incubation, acceleration and co-working spaces. Business count and survival. 													
Strategic Alignment																	
Investment Principles				Objectives													
1		2		3				1	2	3	4	5	6	7	8	9	10

Extension of 78 Derngate – The Charles Rennie Mackintosh Museum

TIP Funding
£400,000

Total Funding
£800,000

Accountable Body
78 Derngate Trust

Delivery
Spring 2022



Rationale				Outcomes													
<ul style="list-style-type: none"> Extending a key visitor destination in the town centre. This will expand the cultural offer in the town – and boosting footfall and spend. A new publicly accessible outdoor space will be created in the town centre, another priority from the public consultation. Support the regeneration of the town by transforming a disused site to the rear of the museum. 				<ul style="list-style-type: none"> Improved perceptions of Northampton by visitors, residents and businesses. Increased number of visitors to cultural and heritage venues. Improved land values. 													
Strategic Alignment																	
Investment Principles				Objectives													
1		2		4				1	2	3	4	5	6	7	8	9	10

Emporium Way

TIP Funding
£4.2 million

Total Funding
£4.2 million

Accountable Body
NBC/WNC

Delivery
November 2023



Rationale					Outcomes													
<ul style="list-style-type: none"> Demolition of a poor and underutilised building to support the wider regeneration of Northampton. Enhance connection between Greyfriars and Market Square and support the future development of Greyfriars – a priority long-term investment for residents. Makers Market will support local creative businesses and complement other key cultural investment in the town. 					<ul style="list-style-type: none"> Improved perceptions of Northampton by residents, visitors and businesses. Improved wider land values. Increased number of visitors to cultural and arts events. Increased local businesses trading in town centre. Increased footfall and expenditure. 													
Strategic Alignment																		
Investment Principles					Objectives													
1		2		3		4			1	2	3	4	5	6	7	8	9	10
									Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	White	Yellow	Yellow	Yellow

Skills and Social Enterprise Development Fund

TIP Funding
£500,000

Total Funding
£500,000

Accountable Body
**Partnership between NBC/WNC
and Northampton Social Enterprise Town
(NSET)**

Delivery
April 2025



Rationale				Outcomes										
<ul style="list-style-type: none"> • Social enterprise support will encourage and strengthen the local enterprise base and maximise community impacts. • Skills support will reduce barriers and improve links between TIP capital investment and our residents. • The potential contribution of social enterprise was identified through our stakeholder contribution. • NSET will help to inform the design and use of wider investments to better meet community needs. 				<ul style="list-style-type: none"> • Learners assisted. • Increased number of social enterprises. • Greater residents from deprived communities benefiting from TIP investments. 										
Strategic Alignment														
Investment Principles				Objectives										
3					1	2	3	4	5	6	7	8	9	10
				As a revenue scheme, fewer objectives are directly supported. However, investment will embed community links and participation into the wider TIP investments.										

Market Square

TIP Funding
£8.1 million

Total Funding
£8.1 million

Accountable Body
NBC/WNC

Delivery
April 2023



Rationale	Outcomes
<ul style="list-style-type: none"> Re-establish Market Square as the heart of Northampton town centre. Provide high quality civic space to drive footfall, promote investment and encourage activity in the town centre. Complementing and linking wider TIP investments in the heart of the town centre. Address concerns over safety, crime and antisocial behaviour – a major priority from our public consultation. 	<ul style="list-style-type: none"> Improved perceptions by residents, businesses and visitors. Increased wider land values. Increased town centre footfall and spend.

Strategic Alignment																
Investment Principles				Objectives												
1		2		4			1	2	3	4	5	6	7	8	9	10

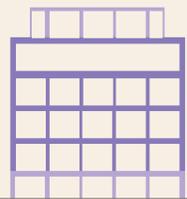
Waterloo House

TIP Funding
£4.1 million

Total Funding
£4.1 million

Accountable Body
NBC/WNC

Delivery
Spring 2023



Rationale				Outcomes									
<ul style="list-style-type: none"> The existing building is in a poor condition and without investment will remain under-utilised. Redevelopment is unviable given prevailing town centre commercial rents. The prominent location and improved active frontages on Market Square will support wider TIP investments. High quality commercial and co-working space in town centre will support local enterprises to collaborate and grow. 				<ul style="list-style-type: none"> Improved perceptions of Northampton by businesses. Improved land values. Increased number of enterprises utilising affordable and sustainable commercial workspaces. Increased number of start-ups using co-working space. 									
Strategic Alignment													
Investment Principles				Objectives									
1		3											

Programme Delivery

The 12 projects together make a strong contribution to the investment themes and priorities of the towns fund as illustrated below.

Key
 Primary Theme
 Secondary Themes

Projects	TIP Themes				
	Connectivity	Urban Regeneration	Arts, Culture and Heritage	Skills Infrastructure	Enterprise Infrastructure
Town Centre Public Realm					
41-45 Abington Street					
35-39 Abington Street					
Marefair Heritage Gateway					
Four Waterside					
24 Guildhall Road Arts Centre					
Extension of 78 Derngate – The Charles Rennie Mackintosh Museum					
Emporium Way					
St Peter’s and the Old Black Lion					
Skills and Social Enterprise Development Fund					
Market Square					
Waterloo House					

Programme Management

Northampton Borough Council is the accountable body for this TIP on submission (11th December 2020). On 1st April 2021 the new West Northamptonshire Council (WNC) will replace Northampton Borough Council, however the shadow authority overseeing this transition has been consulted at key milestones throughout the preparation of the Town Investment Plan and is committed to its delivery.

Business Case Development

Following agreement of Heads of Terms, NBC via its project management resource will develop full business cases covering the 12 investments, acting as the accountable body but working where necessary in partnership with partners.

Project leads will be responsible for the development of individual business cases, with an assurance role played by the Programme Manager. The Programme Manager will manage this through NBC’s Green Book-compliant assurance processes. The business cases will set out:

- The Strategic Case including demonstration of need and market failure, and alignment with objectives of the Towns Fund
- The Economic Case demonstrating impacts of the scheme and value for money
- The Financial Case demonstrating affordability
- The Commercial Case demonstrating deliverability
- The Management Case outlining capability and management arrangements

The business case development process will draw on support from external consultants as required. In parallel, activities to refine the design and options for projects will continue, as will further community and stakeholder engagement on the proposals and options.

The Critical Success Factors used for the project prioritisation process has ensured that the TIP includes projects that have the potential to satisfy the five cases. In some cases, Business Cases are complete or underway.

We will work with advisers from the Towns Fund Hub to confirm the approach for business case development (for example, the potential to package up complementary investments into a single business case) and to provide assurances that the process adopted is robust and in line with the requirements of the Towns Fund.

Delivery and Management

The Towns Fund project team has a strong and demonstrable track record in delivering major, transformational projects. The Council has put in place the arrangements for successful delivery of the interventions, including: a robust governance structure, risk and change management plan, and a system for monitoring and evaluating post-delivery benefits. The Town Investment Plan will be delivered initially by Northampton Borough Council with support from its partners, and then by the new West Northamptonshire Council. Members of the new authority have been involved in the development of the TIP through the Northampton Forward Board which will continue to act as the Programme Delivery Board for the TIP.

This approach is aligned two quality frameworks – the Council’s Code of Corporate Governance⁹ which is based on national best practice framework developed by CIPFA/SOLACE (2007), and our Performance Management Framework – and will align with all new Unitary frameworks.

9. <https://www.northampton.gov.uk/info/200033/councillors-and-committees/1015/borough-secretary-and-monitoring-officer/3>

TIP Investment Profile

Projects	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Town Centre Public Realm	Yellow	Yellow	Yellow	Yellow		
41-45 Abington Street	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
35-39 Abington Street		Yellow	Yellow	Yellow	Yellow	Yellow
Marefair Heritage Gateway	Yellow	Yellow	Yellow	Yellow	Yellow	
Four Waterside	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
24 Guildhall Road Arts Centre		Yellow	Yellow			
Extension of 78 Derngate – The Charles Rennie Mackintosh Museum		Yellow				
Emporium Way		Yellow	Yellow	Yellow	Yellow	
St Peter’s and the Old Black Lion	Yellow	Yellow	Yellow			
Skills and Social Enterprise Development Fund		Yellow	Yellow	Yellow	Yellow	Yellow
Market Square		Yellow	Yellow	Yellow		
Waterloo House	Yellow	Yellow	Yellow			



Northampton Town Investment Plan



NORTHAMPTON
BOROUGH COUNCIL

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West Northamptonshire Council

Northampton Town's Fund Business Case

Skills and Social Enterprise Development Fund

Appendix List:

- Appendix 1 – Town Investment Plan
- Appendix 2 – Letters of Support
- Appendix 3 – TIP Consultation Findings
- Appendix 4 – Stakeholder Engagement Plan
- Appendix 5 – Preferred Case Economic Case Modelling
- Appendix 6 – Option 2 Economic Case Modelling

Sign Off:

Martin Mason Chair of Northampton Forward Board	
Anna Earnshaw Chief Executive Officer	

1 Executive summary

1.1 Introduction and background to Towns Fund

In December 2020, Northampton submitted Northampton's Town Investment Plan to Government and was successful in being awarded £25million.

The submission was overseen by the Northampton Forward Board. Northampton Forward is an informal partnership with the primary role of coordinating and driving forwards the integrated regeneration and growth within Northampton, including Northampton Town Centre. The Board consists of West Northamptonshire Council, South East Midlands Local Enterprise Partnership, The University of Northampton, Private Sector Representatives, Northamptonshire Police, Northamptonshire Chamber of Commerce, Royal and Derngate, Community Representatives, Northampton Town Centre Business Improvement District and other partner organizations as needed.

The projects submitted as part of the Town Investment Plan have a total ask of £25 million. The final list of projects are as follows:

- Town Centre Public Realm
- 41- 45 Abington Street
- 35 -39 Abington Street
- Marefair Heritage Gateway
- Four Waterside
- 24 Guildhall Road Art Centre
- 78 Derngate Extension: The Charles Rennie Mackintosh Museum
- Emporium Way
- St Peters and the Old Black Lion
- Skills and Social Enterprise Fund

The Town Investment Plan sets out an ambitious plan which will deliver:

- 15,600 sqm of new and refurbished commercial floorspace.
- 24,900 sqm of new public spaces.
- 2,300 sqm of new or expanded cultural and heritage venue, including new space for skills facilities; and
- Remediation and enabling works for key sites in the town centre to create new public spaces, new mixed-use urban quarters, and commercial facilities.

The ten-year vision will strengthen Northampton's position at the centre of the Oxford-Cambridge Arc by providing modern spaces for creative businesses to capitalise on the town's manufacturing and entrepreneurial passion.

It will also:

- Build on the rich heritage and cultural offers to rejuvenate the town centre so it once again represents the aspirations of its residents.
- Create high-quality housing, digital infrastructure and open spaces, enabling communities to grow and flourish to meet economic, health and wellbeing, and environmental challenge; and
- Improve access to skills and training while promoting first-rate higher and further education opportunities.

The Project:

The project is seeking total investment of £500,000, with all funding being sought from the Towns Fund

The Northampton Skills and Social Enterprise initiative has been created to drive the continued growth of social enterprises business in the town which as a result will create both economic benefits and those social benefits within wider community support.

The proposal covers two elements, firstly the establishment of a Social Enterprise hub which would be the recognisable centre of the sector, the second being the establishment of a grants programme for the sector.

The project will establish within a town centre location a social enterprise growth hub to provide promotion and collaborative opportunities for social entrepreneurs, the hub will be resourced by a combination of voluntary participation of the existing social enterprise town Board and associated focus groups as well as paid resource, whose role it will be to promote access to funding and facilities which will grow individual social enterprises as well as the overall local economy and also to create and maintain collaborative relationships between social enterprise and other key local organisations such as West Northamptonshire Council, SEMLEP, Chamber of Commerce, other private sector funders, The University of Northampton and additionally local hub groups specialising in IT, food and sustainability initiatives.

Principally, the Hub will manage the grant process including (alongside WNC) the reporting and continuation of relationships with grant receiving organisations post grant allocation to ensure that targets set at submission are recorded to allow full and accurate reporting of the outcomes relating to the Towns Fund investment.

The project will also provide grants to social enterprises which will support their establishment and growth. The grants will specifically build organisational capacity, support the re-use of town centre retail and office premises, support access to business and marketing skills training for social entrepreneurs, IT and other specialised equipment required for business growth or development of new offers and funding for promotional and marketing engagement activities.

2 STRATEGIC CASE

This strategic case sets out the rationale for the investment in this project, as set out previously in the Town Investment Plan, including the following:

- Evidence of need
- Key policy context
- Overall vision and objectives including those specific to the project
- Option for investment and how it was identified
- How option will help achieve objectives
- Key stakeholder groups and business partners
- Proposed investment
- Outcomes and impacts

2.1 Introduction

This strategic case sets out why investment in the development of social enterprise will create jobs, support new business ventures, provide opportunities, and offer work to people often excluded from the labour market. It sets out why investment in social enterprise development is good for the local economy, to sustain and develop new businesses, and support entrepreneurs and individuals as well as the wider community of Northampton, and West Northamptonshire.

2.2 Case for Change

Northampton has been designated a 'social enterprise town' by the national development body for social enterprise, SEUK, and as a result a development social enterprise company, West Northants Social Enterprise Towns, or WNSET, has been created to promote and sustain social enterprise.

WNSET is a partnership of social enterprises based in West Northamptonshire and formally involves the University of Northampton as part of its board.

Social enterprise offers an alternative, non-profit driven model of business development. In the 'building back' process from covid, social enterprise is uniquely placed to offer creative solutions that will make a real difference to communities like Northampton. SEUK have said: "*social enterprises continue to deliver pioneering business solutions while increasing social and environmental justice. Social enterprises have proved uniquely positioned to be both relatively resilient to the crisis – and able to swiftly adjust their business models, in particular to respond to societal need. This could be due to the fundamental nature of their business models, which have provided more stable foundations in the form of social capital and embedded community engagement.*"

Social enterprises offer the right degree of innovation and imagination that post covid Britain needs, not just more of the same kind of business – see

<https://www.socialenterprise.org.uk/policy-and-research-reports/bounce-back-britain/>

Development of a thriving social enterprise sector locally will have multiple impacts:

Tackling unemployment: Northampton is a town with considerable needs, both before covid and after. In relation to employment and employability there are far too many people who are economically inactive and lack skills and capability to get anything more than the simplest

unskilled roles. Social enterprise provides employment opportunities for people in these categories who struggle to find other work without the support a social enterprise style business often supplies. There is clear potential to reduce unemployment and improve skills and employability through investment on social enterprises.

Tackling significant local issues: Secondly social enterprises often tackle some of the most challenging needs in our society, as the quote, and research from SEUK shows, and which illustrate how well suited social enterprise is to rebuilding society post covid – see <https://www.socialenterprise.org.uk/policy-and-research-reports/rebuilding-business-for-society/> .

During covid social enterprises, including in Northampton, were at the forefront of delivering practical support and opportunities to those most affected, through food aid and much more. Creating and supporting a network of dynamic social enterprises tackling issues like homelessness, addiction, autism, mental health and disability challenges through economic solutions and work opportunities, will make a significant impact on these problems in our community. Their spatial presence on the street shown in street homelessness, anti-social behaviour, street drinking etc is a barrier to economic improvement in Northampton, but social enterprises meeting those needs will increase the attractiveness of the town centre for all businesses and customers.

Improving the resilience of new businesses and reduced failure: Research has shown that Northampton has a high rate of startup of new small businesses but also a high rate of failure. This sits against a monoculture employment sector within the town of warehousing and logistics that is not for everyone. There is creativity here aplenty, but the town itself lacks economic and social power to make these a success, with a low income base unable to access the more artisan, niche or creative outputs that local entrepreneurs are looking to develop. At the same time, Northampton sits within a wider hinterland of wealth that needs to be drawn back into Northampton to spend their income.

Diversifying and improving the economic offer in Northampton: Old, chain based mainstream shopping opportunities have failed Northampton. Social enterprise status offers a way of supporting new businesses and providing them with a unique market offer. Creating new and diverse products and services (including a major focus on those related to food) aligned to the taste and interests of those with disposable income beyond Northampton town itself is a keyway of improving inward local spend to create local economic prosperity. Social enterprises will make and sell products and services that are new, innovative, and attractive to new buyers from a wider area.

Improve the opportunities for investment for SE businesses: Traditional loans and grants from corporate givers tend not to support social businesses, whereas the proposed grant fund we will offer will target this type of business as they emerge and become a success by achieving a local market.

Whilst social enterprise is a vibrant sector capable of addressing the complex needs the UK and Northampton, post covid, the sector urgently needs strong start up and maintenance funding for it to survive, as SEUK have argued: <https://www.socialenterprise.org.uk/wp-content/uploads/2021/04/SEUK-Year-of-COVID-report-v3.pdf>

Enhance other Towns Fund projects: There is synergy with other town centre developments that will provide some opportunities for social enterprises – eg Market Square development, Old Black Lion – with new products and delivery offers.

Improving the social impact of business: More generally, this project aligns with a wider movement within business to engage with customer and buyer preferences about the social

impact of business. Social enterprises can demonstrate the highest level of social impact from their activities from within the business sector, something the modern consumer is seeking more and more. A YouGov survey in July 2020 showed 85% of consumers would prefer to buy from businesses that had a strong record for good conduct.

Diversifying business: we have an explicit aim to encourage the development of more SEs led and run by people from disadvantage and minority communities, and led by women, and who are likely to employ people from those groups, who in turn may find accessing the labour market challenging. Such SEs may address some of the specific challenges facing both groups in business.

2.3 Policy Alignment

National policy recognises that despite several years of national economic growth the major benefits have accrued in cities and towns have fared less well. The Towns Fund is designed to rebalance the economy promoting growth in towns particularly within specific regional growth plans. The funding is to increase economic growth with a focus on regeneration, improved transport, better broadband connectivity, skills, and culture.

The Town Investment Plan (TIP) objectives, linked closely to Government’s Oxford-Cambridge Arc priorities and aims, map neatly against the aims of this project. The principles are:

- A vibrant heart to the town centre.
- Building on outstanding cultural and heritage assets.
- Inclusive economic growth; and
- Enhancing the town’s green spaces and adopting low-carbon principles

This scheme will address these issues as follows:

TIP Objective	TIP Objective Addressed
Town Centre Regeneration	The project will create a new office based in the town centre where training will also be carried out and where employees located. Grants will support the creation of town centre-based businesses. Social enterprises may be providers in new developments created through the Towns Fund.
Addressing Deprivation and Inequalities	By employing people from all backgrounds and developing products tackling these issues, the scheme directly and strongly tackles these issues; the focus on minority groups and women will explicitly tackle this.
Investment in Cultural and Leisure Uses	Projects to be funded will be creative and arts based, others will focus on food issues and artisan suppliers.
Clean Growth	Projects to be funded will be designed to focus on achieving green outcomes and addressing climate change impacts.

The project also aligns with the priorities in the West Northamptonshire Council Corporate Plan, to achieve a green and clean environment and wellbeing, thriving towns and economic development. The project also aligns with the strategic objectives of the Town Centre Masterplan:

Town Centre Masterplan Objective:	TCMP Objective Addressed
Transforming the Heart	The investment will provide more attractive retail and social place, offering greater diversity and range of products leading to increased footfall and dwell time. The investment will provide improved commercial space offering boosting business growth in the Town Centre.
Smaller and Stronger Retail Core	The investment will increase spend on social enterprise businesses within the Town Centre leading to a larger and more sustainable business rates income stream.
Creating a Residential Community	Through the investment, there will be increased tourist and visitor numbers, the investment will also seek to reduce negative factors such as anti social behavior and street drinking.
Clean Growth	Projects to be funded will be designed to focus on achieving green outcomes and addressing climate change impacts.

The project has its own strategic objectives which the preferred option was tested against, these are:

Strategic Objectives	Description
Increase the social enterprise sector in Northampton	To make West Northants a centre of excellence in the number/proportion of social enterprises operating, their financial success, successful progression from start up to profitability and their contribution to the local economy. To see more social enterprises relocate or start up in West Northants because of the funding and support available
To make a positive difference to health and wellbeing in Northampton	To demonstrate local effectiveness with regard to the topics they exist to support – autism, homelessness, mental health, dementia, whatever it is – as achieved through their employment practice or products or services they trade
Create employment opportunities in Northampton	To increase the numbers of people working in social enterprise, through job creation at the numbers cited
To raise awareness of social enterprises locally and regionally	To see the social enterprise business model reflected in general public perceptions or awareness of the effectiveness of the town fund in developing the local economy and town centre environment

	To see greater public awareness locally of SE as a contributor to local problems and challenges
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The project aligns closely with the emerging anti-poverty strategy being developed by West Northants Council by creating employment opportunities and projects tackling issues of poverty through work.

This project also aligns with the South East Midlands Local Enterprise Partnership (SEMLEP) Local Industrial Strategy, co-produced with Government, shaping economic policy to support clean growth to create attractive, well-designed places where people will want to live and work today and that meet the needs of generations to come.

The project also aligns to work being done under the West Northants Sustainable Food Place (WNSFP) programme to promote good food, educate about good food, and to improve food retail and production, as well as addressing food poverty

The funding will enable the WNSET company to meet the expectations of SEUK's designation of Northampton as a place where social enterprise is developed and promoted and is line with our primary purposes set out in our company objectives

The investment also aims to meet the objectives of WSNET, which are:

- An expanded and more diverse social enterprise sector which achieves at least 30% growth in turnover and increased staffing during the project lifetime
- An increase against baseline of SEs led or run by women and minority members
- A sector, including individuals within it, which shows increased knowledge, social capital and competence as a result of support given and posts created
- Achieve measurable reductions in incidence or negative impact on the issues tackled by the social enterprises we are funding
- Secure increased positive perceptions amongst the local population and opinion formers as to the value and impact of social enterprises

2.4 Vision and Objectives

The vision of WNSET is for Northampton to be one of the top five places in the UK for social enterprises: a place where there is significant investment in the sector and where social enterprise output forms a significant and vibrant part of the economic landscape.

By becoming registered as a social enterprise place, WNSET have made a vital first step towards achieving that aim, but in line with the vision, it is essential that WSNET continue to support and develop the sector with grants, loans, coaching and training, which this funding will enable. In the other towns or cities with a significant SE presence, like Liverpool and Plymouth, there is already such an infrastructure over nearly a decade, and it has been instrumental in supercharging the sector. In Plymouth there are now more than 200 social enterprises working in a huge range of sectors including in education, health, arts, environment, food, finance, housing, business support, sport, social care and many more. These businesses employ around 9,000 people and bring in an income of over £580 million.

The objectives of this investment mirror the success of other areas. This funding will enable and empower a social enterprise sector in Northampton. The investment will deliver the following outputs:

- Creation of specific role within WNSET to lead the project, with admin support, 1.4 FTE equivalent in total
- Provide practical support to at least 80 social enterprises over 3 years
- Make grant funding available to at least 20 enterprises
- Provide training to at least 20 social enterprises
- Map and create growth in the turnover of social enterprise businesses against the baseline of at least 30% in 3 years, and where traded income formed the majority of their turnover
- Increase the diversity of social enterprises in the sector, including those led and run by women and people from ethnic minorities, and which tackle the key issues facing our town with economic solutions to those issues
- Support those enterprises funded to achieve measurable gains against the issues they propose to tackle
- Using the funds as leverage to attract match funding from other investors
- Increase awareness of the impact of social enterprises, as an economic force and in terms of its impact on key local issues
- Obtain separate research funding to evaluate our success
- Supporting 51 individuals to improve their mental health
- Providing 37 individuals with support to secure NVQ Level 2 qualifications and 23 individuals to secure NVQ Level 3 qualifications.
- Provide programmes to support 8 people with a history of drug misuse to move closer to employment.
- Provide programmes to support 21 people with a history of alcohol misuse move closer to employment.
- Support 10 ex-offenders to develop skills and confidence to move closer to employment.
- Provide accommodation and guidance to 8 homeless people to help move them into accommodation.
- Support 14 job seekers allowance claimants to move into paid employment.

Part of the vision is to use the funding from the fund to act as leverage for other funders, to swell the funding pot, as has been successfully done in Plymouth.

Social enterprises can span tiny one person micro-projects through to large organisations employing hundreds or indeed thousands of people. Similarly they take in organisations whose primary focus is not economic but quasi charitable through to companies that look, feel and operate like private corporations. Whilst this project will not exclude the former from support, the focus is very much on 'trading' social enterprises, where their growth and stability that we seek to engender is one where they trade good and services, creating independent, sustainable economic value, rather than to be grant dependent.

Work to Date

The West Northamptonshire Social Enterprise Town has been operating since early 2019 and has the vision to be the centre of excellence in social enterprise, to be a voice for the growth of West Northamptonshire's vibrant, existing social enterprise sector and an advocate of the positive social, economic, environmental, and cultural impact it makes.

Activity to date has included:

- Network building – to develop networks of support between social enterprises, businesses, and the local community in West Northamptonshire and to use that collaboration to achieve positive change for the sector and community.
- Business development – to create trading relationships between organisations from different social enterprise sectors as well as private and public businesses.
- Awareness raising and development – supporting the scale and growth of the existing social enterprise economy in West Northamptonshire and provide opportunities for incubator social enterprises to develop sustainability.
- Creating employment and opportunities – organising events to encourage, inform and support skills development for entrepreneurs, students and others to seek and create employment within social enterprises and to promote voluntary work experience and paid employment opportunities.

The additional Towns Fund investment will enable:

- Networking building – to further the develop out the contacts register and database to over 300 social enterprises in the town.
- Events – to put on at least 20 events each year (currently there are no formal events run by WNSET) to encourage collaboration and partnership.
- Grants – deliver over 20 grants to social enterprises in the town.
- Resourcing – enable WNSET to employ staff to support the initiative and project.

2.5 The Proposed Investment

Do Nothing Scenario

In the **do-nothing** scenario, WNSET would effectively not run any extended programme of practical support for the sector; support would simply exist of maintaining a register of local social enterprises and signposting towards external resources.

Do Minimum Scenario

In the **do minimum** scenario, WNSET will do the above, but add on networking services, signpost to other external funding and offer limited advice to emergent companies. There is likely to be small scale growth of the local SE sector at scale with limited impact, although individual organization, with their own funding, WSNET will continue to make sub-sectoral and specific impact for their own businesses.

Options Considered

As a sectoral development project, the objectives and vision closely follow the model of other areas as cited under the influence of the multi-area network facilitated by SEUK. Every comparable area is or has developed a programme similar to this project that has been proven to

give the best likelihood of positive sectoral growth. Each comparable programme has drawn from localised and national research as to the needs of the sector and individual entrepreneurs.

The only variables are related to the emphases within the various elements. A concentration on direct grants to business as the core of the project is crucial, as this is a sector that needs initial and early years funding, yet capacity building through grants for training delivery also rank high, given the relative inexperience of some sector participants; lastly coaching and mentoring, which again this project will commission through grants (which in turn develop a local sector training capacity) and sales, is important for the same reasons.

All options were considered by the WNSET board and consulted on through the network of local SEs, repeating similar consultations in other comparable areas that are strongly likely to predict equal efficacy in Northampton.

The project does not set out an aim that will explicitly create new markets for SEs locally, an aim adopted by some comparable areas (e.g. Plymouth). Work will enable SEs to build their competence to enter and trade within the local economy and will promote in more general terms the contribution of the sector, but the limits to the funding does not allow to create marketing opportunities nor places to sell for SEs. Some of that will be created by other projects within the TIP and are covered by interdependencies below.

Description of the Project

WNSET, as the locally accredited development company for social enterprise, will

- Create the project management capacity that will administer the programme, with appropriate skills and competencies
- Design a support programme for applicant SEs with a blended mix of coaching, training, grants and loans applicable to their specific circumstance
- Launch a grants application process inviting proposals from SEs for both start up and early year growth grants to develop their business, making at least 30 grants over the term of the award
- Grant fund the provision of coaching and training from within the local SE sector to offer this to other SEs
- Monitor closely use of funds and development and performance against our strategic aims.
- Leverage additional and complementary funds to enable offer of loans from other funders to achieve the same aims
- Actively promote our sector by all media and communications
- Actively seek research into sectoral development and outcomes from academic partners

Inputs:

- Design and quality and outcome monitoring of programme by WNSET team
- Support and advice from SEUK and other national partners and comparable areas
- £500k in grant funding from the Towns Fund
- Support from WNC economic development teams and contractors

Schemes Critical Success Factors:

In order for the scheme to be successful and deliver the stipulated outputs, it relies on the following factors:

- Towns Fund grant is approved by Northampton Forward, West Northamptonshire Cabinet and the Government. Without this grant, the projects cease to exist as there is no other sources of funding.
- The West Northamptonshire Social Enterprise Town (WNSET) continue to champion this scheme, without this external support the scheme will not have the momentum and resource it requires to be successful.
- The Social Enterprise sector in Northampton continues to grow and remain resilient, without an active sector the scheme will not be able to deliver grants to those intended.
- Working collaboratively – the scheme will require many different partners to work together in partnership i.e. the Council, the WNSET, private sector businesses, skills providers and the social enterprise sector.

Market Failure

Social enterprises already do make a valuable contribution to the local economy, and have the potential to do more, both in terms of output and employment. In addition, they deliver benefits to the overall “wealth” of the town’s economy through a range of social and environmental objectives.

Social Enterprises are businesses who objectives are primarily social change, rather than profit – with objectives such as job creation, supporting vulnerable people, improving health and well-being, promoting education and literacy, and protecting the environment. There are a number of reasons to make the justification for public sector intervention in this project, this scheme actively looks to support businesses in the social enterprise sector for activities such as training and provide grants to start ups and scale ups. The market failure in this case is that the state is no longer able to deliver, with policy changes and reduced funding for sectors such as health and social care as well as the private sector not being interested due to the minimal return on investment for them or they don’t know how to provide services in this market. Social enterprises look to focus on small-scale solutions to specific local problems, contrasted with government and big companies that look for generic solutions to widespread problems.

The specific market failure in this case is that the private sector is not providing the support or allowing the room for the social enterprise sector to grow and be self-sustaining. The private sector do not see a return on investment by investing and supporting this sector. This provides the rationale for public sector intervention.

2.6 Theory of Change

By providing a range of individually designed programme elements, each based on proven, established methodologies, structured to fit the development needs of individual SEs, the predictive capacity of the programme to achieve the desired impact is maximised. This is an individualised, not a single mode support programme, with each element designed and offered with discretion against identified need.

There is an assumption that there is a direct measurable outcome from functional inputs (training, mentoring, funding, loans) supplied at volume and with monitoring of quality against

standards and best practice, to appropriate beneficiaries, based on positive evaluations of similar projects in comparable areas and other sectoral development programmes.

Put as an equation this is:

Inputs x quality oversight x programme competence x selected/assessed beneficiaries = measurable outcomes at appropriate level

2.7 Protected and Minority Groups

The project will explicitly seek to expand the number of women and members of ethnic minority communities leading or running SEs locally.

The project will prioritise places in coaching, mentoring and training programmes for the same groups and actively target them through advertising, communications and outreach.

The project will monitor the employment make up of funded SEs to check the positive impact on employment of women and ethnic minority communities, and amongst those with labour market challenges, such as barriers to employability, lived experience of the issue being targeted, history of economic inactivity, and increased employability.

2.8 Risks, Constraints, and Interdependencies

Risk or Constraint	Mitigation
The potential oversubscription of funding	Seek to leverage match funding from other sources, put a strict criteria in place for grants
A lack of suitable social enterprises with the capacity and resilience to make funding and training work for them and hence stall in development	The development work with the sector being undertaken aims to resolve this through coaching and mentoring to get social enterprises up to readiness for their own grant funding
Staffing capacity and competence recruited within WNSET to manage the scheme	There will be careful staff selection and management by experienced social enterprise practitioners
Failure to secure additional funding to complement the Towns Fund grant	Utilise networks with the SEUK network, build on existing funding sector knowledge linkages
Failure to secure research funding	Continue close engagement with University of Northampton

There are various interdependencies:

- The economic situation of the town as a whole and the success or otherwise of other businesses funded by this programme and the wider success of the TIP
- Creation of markets for SE products and services through other economic development and new trading settings, such as the market square
- The willingness of other lenders and funders to match fund
- Other funding from bodies such as SEMLEP
- Other funding streams targeted at similar issues, not delivered through SEs

2.9 Stakeholders

Letters of support can be found in Appendix 2.

Stakeholder	Role, Viewpoint, Interest	Engagement to Date
The Social Enterprise Sector Locally	Beneficiaries of the work and outputs, highly interested and keen to see delivery.	Extensive, through WNSET advisory board, directors group and monthly networking events.
The University of Northampton	Board members, highly involved, keen to research as funding allows.	Through board involvement, across multiple departments and research leads.
General Public	Desire to see new products and services come to market.	Continuous.
West Northants Council	Clear and strong interest at multiple levels, economic and social. Included in Town Investment Plan as priority project.	Continuous.
SEMLEP	Clear interest in economic potential to grow economy and create jobs, especially for those economically inactive.	Continuous.
SEUK	Keen to see the social enterprise town prosper and achieve positive results.	Extensive and Continuous.
Local VCSE Organisations	Keen to see project delivered and explore partnership working.	Continuous.
Other National SE Bodies	Keen to see development of sector locally.	Continuous.

2.10 Consultation

The development of the Town Investment Plan was guided by community and stakeholder consultation. The TIP builds on the initial consultation work undertaken to inform the development of the Town Centre Masterplan which seeks to address many of the challenges outlined in the TIP. The consultation exercise for the Masterplan informed the early development of the project longlist.

Online Consultation

Online consultations on the potential TIP proposals were held in September 2020 to determine the community's priorities for investment, gain feedback and opinions on a range of proposed investment areas and determine the challenges / opportunities for the town.

Approximately 434 individuals replied to the questionnaire creating a total of 1,495 pieces of project level feedback. The responses were evenly split between males and females. 18% of respondents were aged under 35 and 15% were over-65.

Overall, the majority of responses were positive about how beneficial the projects would be to improve the town centre. The main challenges highlighted were a lack of quality goods offered in the town centre, poor appearance of the town centre and competition with other areas. The main opportunities were bringing disused buildings / public space back into use and improving the public realm. The initial survey was followed by more detailed questioning of a web community across three days.

This builds on over two years of consultation completed on the ground and through all media channels. The online consultation completed for the Town Centre Masterplan in 2019 informed the development of the longlist of projects developed for this tip.

Key local priorities identified at that stage include the restoration and upkeep of historic buildings, improving the quality of retail, the quality of public realm and greenspace in enhancing the town centre, pedestrianization in the town centre, and the potential to accommodate new homes.

Consultation Workshops

A series of consultation workshops were completed in October 2020 focusing on urban regeneration; deprivation and inequality; and business, enterprise and skills. Approximately 150 stakeholders were approached to take part in the workshops. Workshops were attended by key stakeholders in Northampton including local businesses, social enterprises (Northampton Social Enterprise Town), Community Town Safety Teams, Northampton Digital, Northampton Arts and University of Northampton.

Engagement with private sector bodies aided understanding of growth barriers and helped to ensure the plan remains responsive in uncertain times.

Engagement with public sector and community organisations highlighted how social enterprises can be incorporated into projects.

The consultations produced a number of themes for the Town Investment Plan including re-energising cultural and historic assets, diversifying the housing offer to match the needs of the community, make the town centre feel safer and upgrade / improve management of key public spaces.

The Town Investment Plan consultation findings can be found in Appendix 3.

Stakeholder Engagement Plan

A Stakeholder Engagement Plan has been developed to accompany Northampton's Town Investment Plan. This document sets out our commitment to develop ongoing relationships with key stakeholders to ensure implementation of the Town Investment Plan remains responsive to the overarching needs of the town.

The Stakeholder Engagement Plan can be found in Appendix 4.

3. Economic Case

This section sets out the economic case to the Skills and Social Enterprise Fund and outlines the impact of the proposed investment and the benefits that will arise through delivery.

Northampton has deprivation-related issues (28th percentile of most deprived areas in the UK), with specific social issues related to education and skills training, housing, and child poverty (top 20% for deprivation in these areas). Northampton is also significantly above the national average for alcohol-related hospitalisation (over 50% higher than the national average). The town is considered to offer high growth potential for social enterprises due to the social needs present.

Research carried out for the town's application to join Social Enterprise UK and becoming recognised as a 'Social Enterprise Town' identified over 200 social enterprises operating in Northampton, with 74 CICs and a further 179 charities who secure at least 50% of their income from trading. The most common sector of operation is in the offering of support services to disadvantaged groups. The second most common service offered is education, which ranges from coaching and wellbeing courses to pre-employment support. The town also has a transport social enterprise that delivers bus services and community transport. A range of other services are carried out by the towns' SEs, including heritage protection, business support, youth work, media services and homeless shelters.

The Social Enterprise community has a strong partnership. This partnership identified and supports the proposal to set up a Skills and Social Enterprise Fund within the Town Fund programme. Support from the Towns Fund will facilitate the delivery of the following outputs.

- Creation of specific role within WNSET to lead the project, with admin support, 1.4 FTE equivalent in total
- Provide practical support to at least 80 social enterprises over 3 years
- Make grant funding available to at least 20 enterprises
- Provide training to at least 20 social enterprises
- Map and create growth in the turnover of social enterprise businesses against the baseline of at least 30% in 3 years, and where traded income formed the majority of their turnover
- Increase the diversity of social enterprises in the sector, including those led and run by women and people from ethnic minorities, and which tackle the key issues facing our town with economic solutions to those issues
- Support those enterprises funded to achieve measurable gains against the issues they propose to tackle
- Using the funds as leverage to attract match funding from other investors
- Increase awareness of the impact of social enterprises, as an economic force and in terms of its impact on key local issues
- Obtain separate research funding to evaluate our success
- Supporting 51 individuals to improve their mental health
- Providing 37 individuals with support to secure NVQ Level 2 qualifications and 23 individuals to secure NVQ Level 3 qualifications.
- Provide programmes to support 8 people with a history of drug misuse to move closer to employment.
- Provide programmes to support 21 people with a history of alcohol misuse move closer to employment.
- Support 10 ex-offenders to develop skills and confidence to move closer to employment.

- Provide accommodation and guidance to 8 homeless people to help move them into accommodation.
- Support 14 job seekers allowance claimants to move into paid employment.

3.1 Introduction

The project is seeking total investment of £500,000, with all funding being sought from the Towns Fund

The Northampton Skills and Social Enterprise initiative has been created to drive the continued growth of social enterprises business in the town which as a result will create both economic benefits and those social benefits within wider community support.

The proposal covers two elements, firstly the establishment of a Social Enterprise hub which would be the recognisable centre of the sector, the second being the establishment of a grants programme for the sector.

The project will establish within a town centre location a social enterprise growth hub to provide promotion and collaborative opportunities for social entrepreneurs, the hub will be resourced by a combination of voluntary participation of the existing social enterprise town Board and associated focus groups as well as paid resource, whose role it will be to promote access to funding and facilities which will grow individual social enterprises as well as the overall local economy and also to create and maintain collaborative relationships between social enterprise and other key local organisations such as West Northamptonshire Council, SEMLEP, Chamber of Commerce, other private sector funders, The University of Northampton and additionally local hub groups specialising in IT, food and sustainability initiatives.

Principally, the Hub will manage the grant process including (alongside WNC) the reporting and continuation of relationships with grant receiving organisations post grant allocation to ensure that targets set at submission are recorded to allow full and accurate reporting of the outcomes relating to the Towns Fund investment.

The project will also provide grants to social enterprises which will support their establishment and growth. The grants will specifically build organisational capacity, support the re-use of town centre retail and office premises, support access to business and marketing skills training for social entrepreneurs, IT and other specialised equipment required for business growth or development of new offers and funding for promotional and marketing engagement activities. The project will deliver a number of community benefits which will support the re-positioning of the Town Centre, these include:

- Supporting 51 individuals to improve their mental health
- Providing 37 individuals with support to secure NVQ Level 2 qualifications and 23 individuals to secure NVQ Level 3 qualifications.
- Provide programmes to support 8 people with a history of drug misuse to move closer to employment.
- Provide programmes to support 21 people with a history of alcohol misuse move closer to employment.
- Support 10 ex-offenders to develop skills and confidence to move closer to employment.

- Provide accommodation and guidance to 8 homeless people to help move them into accommodation.
- Support 14 job seekers allowance claimants to move into paid employment.

3.2 Approach to the Economic Case

The Economic Case has been developed using the latest guidance set out in the Green Book and using advice set out in Towns Fund documents. The economic model used to generate outcomes and outputs are based on recognised national benchmarks. These include:

In developing the project, a number of assumptions and forecasts. Individual components of deadweight, displacement, leakage and multiplier effects have been reviewed to revisit assumptions about additionality. These have then been taken into the revised CBA calculations and Business Case. These sensitivities have been identified below.

Time period considered: The Green Book States “costs and benefits should be calculated over the lifetime of the intervention or asset.” For the project a time horizon of 5 years of operation has been identified.

Timing of spend: For all scenarios a planned timing of spend was used, relying on the assumption of the project being supported in 2021. The project will commence on the funding has been secured.

Discounted rate: a standard **discount rate** of 3.5% per annum has been applied in calculating future benefits arising from the investment.

A range of sensitivity tests have been applied to the modelling, this includes the following:

Deadweight: The Green Book published by HM Treasury in 2020, states that deadweight refers to: ‘allowing for outcomes that would have taken place without the intervention under consideration. Deadweight is identified when the total outcome of an option for intervention is compared with business as usual. As the proposed project is new activity, we suggest the impact of the reference case (Do Nothing) is zero. A number of the intervention outputs, particularly the proposed grant programme may potentially have an impact on existing services and facilities within Northampton Town centre. Calculations for the Preferred case have therefore estimated deadweight loss of 10%.

Displacement: the HM Treasury Green Book states that displacement arises when the benefits of an intervention in terms of increased output or employment are offset by a reduction in output or employment elsewhere. The establishment of the grant scheme could result in employees moving from existing roles in the Town Centre to new ones created in the Social Enterprise sector following grant support. The economic case has therefore assumed displacement at 25%.

Inflation and Indexation risk: Values set out in the economic case are expressed in real prices relating to the first year of the projects operation.

Leakage: Leakage measures the number or proportion of outputs (occurring under the reference case and the intervention options) that benefit those outside of the intervention's target area. This could have positive and negative effects on other areas;

The project forecasts that there is a chance of leakage due to the potential competition that social enterprises may have with other private providers within Northampton Town Centre. There is limited private provision for the types of services the grant scheme will support, in recent years provision has moved from the public sector to the community sector as tightening local authority budgets have encouraged the rise of new delivery models, including Social Enterprises. As a result of this limited direct competition a factor of 25% has been applied within the economic impact modelling.

Substitution: In line with standard approaches to substitution, benchmarks suggest this is a negligible issue for this type of development.

Multiplier Effect: Measures economic impact (jobs, expenditure or income) of an intervention is multiplied because of knock-on effects within the local economy.

- Reference Case: As far as the reference case is concerned, the multiplier effect has been set to zero;
- Preferred Case (Option 3: the establishment of the Social Enterprise Hub and Grant scheme). The Multiplier Effect has been forecast to take effect once investment has been made, which in turn will encourage new investment into the Town Centre. Improvements delivered through the Preferred Option will be a further signal of Northampton's strength as a 'Social Enterprise Town', which will help with both economic and social outputs that will support both the Town Centre and Northampton residents benefiting from the project. A multiplier of 0.1 has been utilised based on the Green Book's Place Based Employment Multipliers reference at the "Low Value" for non-tradable sector. This reflects the project's impact on incomes.

These factors have now been applied to the various options under consideration and the CBAs been updated accordingly. The scheme will also help safeguard jobs within current operators in the Town Centre, these will be addressed appropriately.

These factors have now been applied to the various options under consideration and the CBAs been updated accordingly. The scheme will also help safeguard jobs within current operators in the Town Centre, these will be addressed appropriately.

Optimism bias: the Green Book guidance has been used to identify a suitable level of optimism bias. The Green Book states that standard building projects are those which involve the construction of buildings not requiring special design considerations i.e. most accommodation projects e.g. offices, living accommodation, general hospitals, prisons, and airport terminal buildings.

Optimism bias has therefore been calculated at the standard rate of 24%. This has subsequently been applied to the model.

3.3 Options Appraised

The West Northamptonshire Social Enterprise Towns partnership and West Northamptonshire

Council have been developing discussing options to support the Social Enterprise Towns status and build the organisational resilience and help develop new operations to address gaps in the towns provision of support to its communities. These discussions have led the project to be included as a revenue-based project within the Town Deal programme. Through these discussions three options which will support the development of the Social Enterprise Sector have been identified. These are Do Nothing – with no Towns Funds allocated, develop a Social Enterprise Hub and, establish both a Social Enterprise Hub and a grant scheme to assist with capacity building across the sector. These options have been considered and appraised by the partnership and the Council with the outcomes are presented below.

i) Longlist of options appraised

A range of potential solutions to the opportunities and challenges have been set out in the Strategic Case, these were identified during the option generation process. Initial options included a variety of elements that will help support both existing social enterprises and those seeking to establish new operations within the sector. The options include:

Option 1 - Do Nothing

No provision of funds via the Towns Fund.

Detail	Impact
The Northampton Social Enterprise Towns group will continue to connect and support incubator and other social enterprises within the limits of the time and resources available i.e. through the use of time given voluntarily by the 6 directors. This time is however extremely limited as all have full-time roles within their organisations which limits opportunities.	The growth of social enterprise in the town will continue albeit at a slower rate, connections will continue to be made but access to funding for incubator social enterprises and those wishing to grow continues to be incredibly challenging which poses barriers to the growth of the social enterprise economy.

Option 2 – No Grant Scheme

Use the Towns Fund to create and maintain a dedicated social enterprise hub.

Detail	Impact
<p>Utilise £500,000 to establish and resource a hub with permanent associated meeting and conference facilities, manned with full time resources (estimated 4) a mixture of leadership/project management, marketing, administrative support.</p> <p>The increased staff would investigate and bid for funding/loans etc from social investors to support the growth of social enterprise in the town centre.</p>	<p>The hub fully funded through the Towns Fund would provide flexible facilities for networking, training, presentations etc which would be accessible free by registered social enterprises and prospective entrepreneurs to enable collaborative relationship building as well as business support through the full-time staff employed by the project. This Option would deliver:</p> <ul style="list-style-type: none"> • Offices to house 4 resources; • Meeting room x 2 <p>Conference suite which would seat 20 seated or 50 cinema style for events.</p>

Option 3 – Hub and Grant Scheme

Use the Towns Funding to develop two strands of activity, including establishing a smaller hub and a grant programme to support the capacity of the social enterprise sector.

Detail	Impact
Funding will be split £100,000 to create and support the hub for 4 years and £400,000 to be provided as individual grants to at least 20 incubator or growth-ready social enterprises to enable increase in business, creation of jobs etc.	By providing both a collaborative hub to support better engagement, communication and support of social enterprises and grant funding the intent is to specifically target growth opportunities with businesses locally which will have direct impact to town centre jobs, premises and the local economy. The additional benefits to that growth is greater community engagement and support provided through the commercial success of those social enterprise businesses.

ii. Options Shortlisting

Options have been considered by the West Northamptonshire Social Enterprise Partnership and West Northamptonshire Council, a simple matrix has been used to summarise and present evidence on options in a clear and consistent format. This matrix utilises a red/amber/green (RAG) scoring system for each of the assessment areas, which facilitates the assessment and comparison of scheme options. A scoring range was developed to establish the influence and effect each option would have on key core issues, which included Strategic Fit, Benefits optimisation, Achievability and Affordability. Using these criteria, the various options and resulting scores are illustrated below:

Option	Strategic fit	Benefits Optimis	Potential achievability	Potential Affordability	Total	Impact on Northampton and its Social Enterprise sector
Option 1 - Do Nothing	0	0	5.0	5.0	10.0	This option does not support the Social Enterprise sector beyond current activities
Option 2 – Use all the funds to create a maintain a dedicated social	3.0	2.0	5.0	5.0	15.0	This option would ensure that existing Social Enterprises are supported and have access to professional support.

enterprise hub						
Option 3 – Create a hub and a grants programme to organisations	5.0	5.0	5.0	5.0	20.0	This option will ensure that the Social Enterprise sector is effectively supported and organisations will be able to build capacity and support Northampton's communities

ii. Options Appraisal – Short List

The purpose of the business case is to establish an intervention option that supports the Social Enterprise sector within West Northamptonshire. The sector is currently providing valuable support to the West Northamptonshire's most vulnerable residents.

Stakeholders have progressed discussions on the options and have agreed that the final preferred option should assist the sector to make build its capacity, assisting existing enterprises and help those seeking to establish new social enterprise. Towns Fund will also support the wider objective of building West Northamptonshire's profile as one of the UK's pre-eminent 'Social Enterprise Town'.

The Reference Case is Option 1 – Do Nothing

Without support from the Towns Fund the project would not proceed. The sector would continue to progress using its limited capacity to help drive forward. West Northamptonshire is home to over 200 Social Enterprises. The network represents a strong partnership with a strong spirit of collaboration. However, without support from the Towns Fund focus will continue to be on working together, rather than building capacity and growing the range of services that can be offered to communities and residents which will be possible through support from the Towns Fund.

Option 2: Use all the funds to create a maintain a dedicated social enterprise hub

This option would involve the establishment of a Social Enterprise Hub as a dedicated resource. The hub will provide a resource for the wider sector with permanent associated meeting and conference facilities, manned with full time resources (estimated 4) a mixture of leadership/project management, marketing, administrative support.

The increased staff would investigate and bid for funding/loans etc from social investors to support the growth of social enterprise in the town centre.

Option 2 is deliverable and affordable. However, it would not achieve the objectives which local stakeholders have for the sector.

Option 3: Create the Social Enterprise hub and a programme of grants to individual organisations

This option focuses on delivering the Social Enterprise Hub and a supporting grants programme. The programme would provide grants to social enterprises. Grants will help social enterprises to re-use of town centre retail and office premises, support access to business and marketing skills training, provide support for purchasing IT and other specialised equipment required for business

growth or development of new offers and funding for promotional and marketing engagement activities. The funding would also be used for the creation of business plans to help support the stability and growth of individual social enterprises

iv. The Preferred Case

Having developed the project stakeholders quickly discounted Option 1, recognising the value of the Social Enterprise sector. Option 1 was discounted due to the limited impact it would have on both Northampton Town Centre and the sector. Option 1 is our reference case, it was discounted as 'doing nothing' is recognised as it will not help build the capacity of the sector which supports a number of West Northampton's most vulnerable communities.

Option 2 was also discounted, as based on stakeholders experience it would not provide sufficient support to both existing and embryonic social enterprises. The option would provide a high-quality hub which would support the sector with additional expertise and make additional space available to local organisations. Stakeholders believe that the hub is a very important element of the optimal solution, however as a standalone feature, it is not considered of significant value on its own.

Option 3 would see the delivery of the hub supported by a grant programme which would assist at least 20 social enterprises. Each grant would help build the capacity of the sector in Northampton Town Centre. Greater presence of the sector within Northampton Town Centre will improve the commercial standing of the social enterprises and increase the footfall of the wider town centre. When reviewing the overall benefits and merits of each of the options, Option 3 was recognised as the optimal package to help the Social Enterprise sector and the Town Centre.

Unintended Consequences

The project has been appraised for any beneficial or adverse collateral effects and unintended consequences. Our analysis revealed that the project will not have any negative effect on individual groups within Northampton, indeed investment will make the Old Black Lion more accessible to all of Town's communities.

3.4 Appraisal Modelling Assumptions

The following assumptions have been made in the modelling;

Benefits Criteria:

The benefits criteria were developed using a range of criteria, the core benefits were calculated using accepted national benchmarks, triangulated wherever possible with secondary data, to provide additional robustness.

- **GVA benefits:** GVA benefits have been modelled over a 5 year period. This has been used to offset the public costs to give a net fiscal cost/benefit over a 5-year period. Benefits have been modelled on £9,500 per job. The figure has been reached through using data available from Social Enterprise UK based upon their work in producing the State of Social Enterprise "No Going Back Report 2021"
<https://www.socialenterprise.org.uk/state-of-social-enterprise-reports/no-going-back-state-of-social-enterprise-survey-2021/>. The figure represents the nature of the work in the Social Enterprise Sector which has high levels of part time and flexible work. The model has adopted a Full Time Equivalent of £19,000, and calculated GVA on the Part Time

figure of £9,500 which is more appropriate for the roles which will be created through the project.

- **Build Costs:** No build costs have been assumed in this project. £100k has been identified for the establishment of the Social Enterprise Hub, through rented serviced office accommodation.
- **Purchaser's Costs:** No Purchaser's cost have been included within the project.
- **Contingency costs:** No Contingency costs have been identified within the project.
- **Professional Fees:** there are no professional fees associated with the project.
- **Equipment and Materials:** costs for the project are included within the Hub activity and in elements of the grants provided to third party recipients within the sector.
- **Indirect Jobs created and safeguarded:** Indirect jobs have not been included in the model. The project has identified 10 jobs which will be safeguarded through the grant programme. These jobs will be based within social enterprises which are operating with time-limited projects which could be extended with support from the Towns Deal. Additionally with increased pressure on budgets due to COVID-19 a number of jobs will also be protected with grant support which would ordinarily be lost as social enterprise re-adjust their budgets.
- **Monetised benefits:** all benefits have been monetised and that there are no additional benefits included within the economic appraisal.
- **Disbenefits:** there are no disbenefits foreseen as a result of investing in the project. The project focuses on improving the performance of the Social Enterprise sector which has an important role in supporting Northampton's most vulnerable communities.
- **Equality impact:** the project and the overall approach of the project is to serve the wider community irrespective of age, disability or ethnicity. Therefore the project will not be favouring or negatively impacting one community over all others.
- **Profit:** No developer's profit has been assumed.

Social Value assumptions

The principal impact of a stronger social enterprise sector will be to provide valuable support services to West Northamptonshire residents. Accordingly, a number of social value benefits have been modelled using a range of sources, underpinned by the Greater Manchester Unit Cost Database.

Modelling has been applied to following areas where supported Social Enterprises will be delivering support and services.

- Mental health disorder support

- NVQ Level 2 Qualification - annual fiscal and economic benefits
- NVQ Level 3 Qualification - annual fiscal and economic benefits
- Reduction in the number of people with drug misuse
- Reduction in the number of people with alcohol misuse
- Programme support to ex-offenders to return to work
- Homelessness advice and support - cost of a homelessness prevention or housing options scheme that leads to successful prevention of homelessness
- "Job Seeker's Allowance Fiscal and economic benefit from a workless claimant entering work"

3.5 Economic Appraisal Report

In preparing the Economic Appraisal a Cost Benefits Analysis of Option 3 has been developed and are broken down into the individual project elements which form the wide project. Appendix 5 details the economic modelling related to Option 3.

3.6 Preferred Option – Benefits

In preparing the Economic Appraisal a Cost Benefits Analysis of Option 3 has been developed and are broken down into the individual project elements which form the wider project.

i) Employment Impact

Delivery of Option 3, the Preferred case will generate net present benefits of **£194,940** (with multiplier added) and supports 20 new jobs and safeguard a further 10 jobs over a 5-year period from as set out in Appendix 5. New jobs will be based on a range of employment, including part time, flexible hours, retail hours and full time, in each case salaries will be co-invested by both existing social enterprise funds and the proposed grant scheme. With the grant scheme being invaluable to providing scope to employ more people.

ii) Social Value

A key element of the Skills and Social Enterprise project is the support that will be provided to the local community. The project will have a number of positive outcomes that will directly support West Northamptonshire's most vulnerable community. The project will have a growing impact on skills qualifications, mental health support and signposting and on crime levels. Crime levels will be impacted through the occupation of current empty and reducing anti-social behaviour and criminal activity in the Town Centre.

Through modelling the 5-year GVA forecasts social value has been identified as contributing £590,280 to Northampton Town Centre, as shown in Appendix 5.

Option 2: Use all the funds to create and maintain a dedicated social enterprise hub.

Option 2 has been developed to assess the impact against those of the preferred case. The sole implementation of the hub has been modelled and generates a BCR of **0.38**. This option delivers significantly less jobs outputs (4 in total) and reduced sales benefits and social value. While this option is viable, over a 5-year period a total net present benefits of **£177,245** would be generated within the Town Centre, this compares to the Preferred Option delivering net present benefits of **£709,741**

Appendix 6 sets out the detailed modelling for Option 2.

Sensitivity Test Analysis

In order to undertake sensitivity analysis, we switched certain key values and tested certain ‘what if ‘scenario’s by altering the values of the ‘uncertain’ costs and benefits to observe the effect on the overall ranking of options.

This included testing different economic impacts; shortening the timescales and exploring the impact of cost increases.

- Reducing the analysis period to 3 years reduces the BCR to 0.5
- Removing all direct jobs from the benefits changes the BCR to 1.09
- A reduction in all the economic benefits to zero, except the creation of direct jobs would reduce the BCR to 0.97
- Calculating GVA per direct job at Full Time equivalent leads to a BCR of 2.02. This however does not reflect the likely job creation enabled by the Towns Fund.
- To increase the BCR to 2.1 the project would need to increase GVA per job to a baseline of £21,000 per annum. This level of GVA is initially unlikely within the lifetime of the project, looking into the future a successful project which grows the Social Enterprise sector will increase the range and wage associated with the sector.
- A reduction in all the economic benefits to zero, except the creation of direct jobs and GVA would reduce the BCR to 0.25.
- Benefits would have to increase by £230,000 for the BCR to achieve 2.1. This would require more investment to gain leverage and would require significantly more employment opportunities to be created which is beyond the scope of the Towns Fund investment.

The sensitivity analysis suggests the preferred case is reasonably resilient to potential fluctuations to individual inputs, however if the Towns Investment Fund is to fully support the growth and development of the Social Enterprise sector the preferred case is currently the optimal project.

3.7 Summary of Impact Appraisal – Key Findings

The Economic Benefits show the detailed assessment of the Preferred option. Forecasts indicate that the preferred option would deliver up to **£709,741** of public benefits by 2026 (after Deadweight, Displacement, Leakage, Substitution and Multiplier Effects) as the Social Enterprise sector benefits from investment. Thereby delivering a Public Value for Money BCR of **1.51:1**.

3.8 Analysis of Monetised Costs and Benefits (AMCB)

Total net additional benefits	Preferred Option (NPV, 2021-22 prices)
Benefits for the BCR	
Land value uplift (LVU)	£m
Wider LVU	£m
Amenity value	£m

Total net additional benefits	Preferred Option (NPV, 2021-22 prices)
Air quality (if applicable)	£m
Transport benefits (e.g., time savings)	£m
Other applicable and robustly evidenced benefits*	£709,741
Total benefits for the BCR (A)	£709,741
Costs	
Towns Fund/funding (B)	£500,000
Co-funding local authority cost (including borrowing) (C)	£m
Total cost (Towns Fund + Co-funding) (D)	£500,000
Private sector cost (E)	£0
BCR calculation formula	1.55:1

4. Financial Case

The Financial Case assesses the affordability of the investment, identifying cost, revenue, and funding sources, with the level of detail should be proportionate to the size of the project.

4.1 Introduction

This sets out the financial case and background to the Skills and Social Enterprise Fund project; and outlines the project costs, revenue and funding sources in more detail as well as considering any financial risks in more depth and mitigating actions. It is important to highlight that there are many benefits outside of the standard financial cost/benefit calculation that should be considered as part of the project and included when reviewing the numbers in isolation.

4.2 Funding

This project is purely a revenue funded and all funding comes from the £500,000 Towns Fund investment. There are no capital costs to be considered.

The financial profile of the investment is as follows:

Year	Outputs
2021/2022	£50,000 for the rented accommodation for the Hub and associated costs (staffing and marketing)
2022/2023	£150,000 Grants
2023/2024	£50,000 for the for the rented accommodation for the Hub and associated costs (staffing and marketing) £150,000 Grants
2024/2025	£100,000 Grants

Project Costs

As part of the development of the hub and the delivery of the scheme, there are associated costs such as resourcing and marketing. These indicative costs are detailed below:

Activity	Indicative Cost
Rented office accommodation	£45,000
Staffing	£47,880
Admin costs and equipment	£7,120
Grants to local social enterprises	£400,000

These costs are based off engagement with partners who have been involved in the delivery of other schemes, as well as previous experience and the average costs of high quality serviced office accommodation in the town.

When all services and products are procured, the project will follow West Northamptonshire Council's procurement guidelines to ensure best value for money.

4.3 Financial Risks

Risks will be identified on a case by case basis in the delivery of the grants by the Grant Management Committee. When assessing the recipients of grant, due diligence will be undertaken to assess the organisations capacity and financial background.

A risk register will be produced when delivering the grants and regularly monitored and reviewed by the Grant Management Committee.

Risks for the delivery and management of the scheme include:

- Record keeping and audit trail – ensure that consistent documentation is retained at all stages of the process to comply with Government monitoring requirements.
- Application process – ensure the application process helps the applicant tell their story but also rigorous to ensure that due diligence questions are fully covered.
- The Grant Management Committee – ensure that the committee has the skills, resources and capacity required to review all applications and make informed decisions on the decision process.
- Recruitment – ensure the recruitment process for staff is simple and clear, without successfully recruiting the scheme will not be able to deliver the stipulated outputs.
- Rented service accommodation – rented accommodation might be higher than budgeted, ensure that best value is sought when procuring office space.

Currently, all risks sit with West Northamptonshire Council until the Grant Management Committee is set up in early 2022. Once the committee is set up a full risk register will be developed, with regular monitoring and evaluation by the committee.

There are no risks to date as no funding has been committed or the project implemented.

5. Commercial Case

The commercial case covers the commercial feasibility, contractual issues and high-level approach and the procurement strategy and key risks, including risk transfer strategy and mitigation plans and any constraints. This section sets out how the project intends to provide grants to the Social Enterprise sector and establish a central hub for the sector.

5.1 Commercial Deliverability

The projects focus is providing capacity building grants to the Social Enterprise sector. The focus of the sector is its intention to address a social need and its complementary role to commercial enterprises that would otherwise not be created. At this point the final grant recipients are unknown. From a commercial perspective all submissions for grants will be appraised against clear commercial factors. Social Enterprises submitting applications for grants will be asked to produce a theory of change which will set out a formal base for metrics to be achieved through each grant. Submission will address the following questions in understanding the potential commercial impact the grant will make and the social impact of the support. Formal questions will include.

- Has the grant supported an increase in product range or services?
- Has grant investment supported improved commercial return?
- How many people have taken formal courses?
- The number of people supported into sustainable work?
- Which communities are the principal beneficiaries of support?
- How many beneficiaries have received intervention to improve their health?

The establishment of the Hub will provide a central location for the sector. The project team will base them self in rented serviced accommodation offices. The Hub will provide advice and support alongside over monitoring of the grants and associated projects. This will ensure effective monitoring of the overall project and assessment of the commercial value that is delivered through the social investment.

The overall project will be overseen by a Grant Management Committee representing the sector and West Northamptonshire Council. They will be supported by Hub employees (once appointed). The Grant Management Committee will be responsible for approving grants with recommendations being made by the Hub officers.

An inflation contingency has not been included within the costings due to the scheme being predominately a grant scheme. All costs associated with the Hub have been reviewed and are not subject to inflation. Insurance will be in place to cover the Hub, with grant recipients having their own arrangements.

5.2 Procurement Strategy

For Hub elements, three quotes will be sought before commitment to purchase. Once the project is approved, the procurement of rented service accommodation and staff will commence (early 2022.)

There are two major risks to the project at this stage:

1. The take up of grants is low/slower than anticipated. The project will be advertised to the wider sector setting out eligibility and target support being sought. We believe that the project will be received positively by the sector and if activity is slower, we would use our network of contacts to promote the project.

2. Inappropriate use of funds by recipients. The Grant Management Committee and Hub will put in place effective monitoring to ensure that all recipients deliver against their original objectives. We will encourage recipients to report 'change requests' if they do require a change in spend priority. Any such change request of over £500 will be reported to the Grant Management Committee, with the Hub able to confirm and document any change lower than £500.

5.3 Wider Considerations

There is one major consideration that may have an impact on the project. This relates to the impact of COVID-19. This may impact upon the nature of services that can be provided by grant recipients. This will be monitored by the Grant Management Committee.

5.4 Subsidy Control Comments

This project is compliant with the Subsidy Control regime as per external legal advice. The following comment has been provided by a Solicitor in relation to WNSET and the companies in receipt of the social enterprise grant:

The amount involved is below £315k and the entity has not received other subsidy in the last three years, so that the rolling amount (over 3 years) is greater than £315k then this is permitted on a de minimis basis (i.e. too small to have a material effect). The same would true of the subsidy disbursed by the third party, but there you look at the recipients and you would have to judge, on a case by case basis, whether the amounts received, by each one, added to any other subsidy they may have received in the last 3 years will take them over the rolling limit – in practice this can be achieved by self-certification (that is what happened under the old State aid rules) by letter.

6 Management Case

6.1 Introduction

The management case assesses the deliverability of the investment that the Government via West Northamptonshire Council will make through the local representative Social Enterprise body (West Northamptonshire Social Enterprise Towns CIC). The investment will seek to develop the local social enterprise economy to drive increased employment, turnover and social inclusion which will be a supporting factor to the redevelopment of Northampton town centre.

WNSET has selected representatives of local social enterprises to form a Grant Management Committee, along with a representative from the Council. The Grant Management Committee will be responsible for assessing, interviewing and the delivery of the grants to local social enterprises.

6.2 Project Organisation and Governance

The Grant Management Committee will provide the oversight and day-to-day management of the programme and delivery of the grants. The committee will be made up of 4 representatives from the WNSET board and 1 representative from West Northamptonshire Council.

Members will have a demonstrable track record of delivery support and grant delivery projects with budgets of a similar value within local community infrastructure.

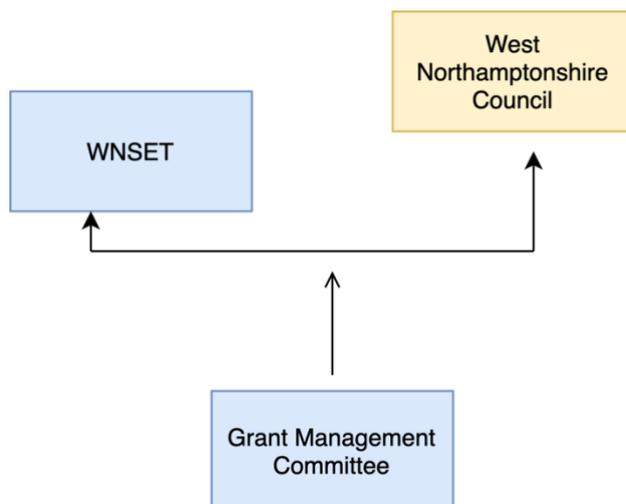
All approved grants and spend will be passed for final approval to the Head of Major Projects and Regeneration, West Northamptonshire Council. This will be formalised through a Grant Funding Agreement with the WNSET which will detail key milestones and performance indicators that must be met before the grant can be drawn down.

The table below shows the key roles, accountability and responsibilities of each of the groups responsible for the delivery of this project:

Group	Role	Responsibility	Resourcing
WNSET Board	Project Initiators and Oversight	Overall accountability of project	<p>The Board of WNSET currently consists of 6 volunteers with a diverse mix of skills including complex project and budget management and business leadership, including representation from the University of Northampton.</p> <p>There are currently vacancies to increase this group to 9 specifically focusing on greater gender balance and representation of additional minority ethnicities.</p>
Grant Management Committee	Day-to-day management of the grant programme	To create process and associated forms, scoring guidance and structure etc to support the grant programme.	The Grant Management Committee is made up of two members of the WNSET CIC Board, two other representatives from the wider membership of WNSET plus a selected officer from West Northamptonshire Council.

		<p>To engage with social enterprise organisations, provide impartial advice and guidance to their submission of grant applications.</p> <p>To then provide the forum for assessment of and judgement of submitted bids for funds.</p>	
West Northamptonshire Council	Oversight of the Towns Fund programme and support of projects	Ensuring that the programme meets it's agreed objectives as well as supporting overall development and growth within Northampton and specifically the Town Centre.	The Council have a dedicated Programme Manager and Regeneration Officer to oversee the project.

Governance Structure



West Northamptonshire Council

West Northamptonshire Council will oversee the delivery of all Towns Fund projects and manage the programme of activity.

West Northamptonshire Council's projects team has a strong and demonstrable track record in delivering major, transformational projects. The Council has put in place the arrangements for successful delivery of the interventions, including: a robust governance structure, risk and change management plan, and a system for monitoring and evaluating post-delivery benefits. The Northampton Forward Board acts as the Programme Delivery Board and the Town Deal Board for West Northants.

Northampton Forward is an informal partnership with the primary role of coordinating and driving forwards the integrated regeneration and growth within Northampton, including Northampton Town Centre. It acts as the Town Deal Board for Northampton and shall be responsible for establishing a strategy and delivery framework for the future development to achieve this vision.

The delivery of the regeneration framework shall be carried out by Northampton Forward's core partners – West Northamptonshire Council, South East Midlands Local Enterprise Partnership, The University of Northampton, Private Sector Representatives, Northamptonshire Police, Northamptonshire Chamber of Commerce, Royal and Derngate, Community Representatives, Northampton Town Centre Business Improvement District and other Partners as and when needed.

The Council will have a dedicated internal team to oversee and monitor the project, this will include:

- Project Sponsor
- Client Project Manager
- Programme Manager

Monitoring and Oversight

West Northants Council is the Accountable Body for the Towns Funding. As the Accountable Body WNC will be responsible for discharging all obligations with MHCLG. WNC will be responsible for overseeing the financial management and accountability monitoring of the project.

Regular monitoring will be undertaken, and the project team will comply with all requests from the Council for information regarding the progress of the project. This will include a project monitoring form which is required quarterly. The monitoring form will record information on expenditure and the progress being made towards delivery of the outputs as well as risk management and communication plans.

A full evaluation of the project will be carried out once completed to inform lessons learned as well as presenting the output information to Government.

Representatives from the Council and Government will have the right to inspect the project and all information.

The Northampton Forward Board will also receive the same updates as the Board responsible for the strategic direction of the regeneration activity in Northampton and the Town Deal Board.

WNSET Governance Responsibilities

The Grant Management Committee consists of the Chair of WNSET CIC plus three other members of the WNSET group. The Chair of WNSET has considerable current experience of managing similar grant funds on behalf of West Northamptonshire Council and its predecessor Councils - Northamptonshire County Council and Northampton Borough Council.

6.3 Assurance

WNSET CIC currently has no full-time staff but instead relying on voluntary time given by Directors and others, a proportion of the overall Towns Fund budget will allow for the employment of a part-time resource to closely manage and report on the maintenance of the grant process including to make observations and raise concerns to the Board and ensure that the end to end process is fully documented and reportable in line with the reporting requirements agreed with West Northamptonshire Council.

WNSET CIC is a registered social enterprise company and must therefore report to Companies House.

As part of the Towns Fund funding, a grant funding agreement will be issued to WNSET CIC by West Northamptonshire Council. This will set out the terms and conditions of the grant funding, including monitoring and oversight, review and payment milestones. Quarterly project updates will also be required which will be reviewed by an appropriate team within the Council.

Performance of the project will be monitored against the milestones set out in the grant funding agreement.

6.4 Schedule Management

The project programme is as follows:

Date	Activity
January 2022	Secure accommodation for workspace, training space and meeting rooms. Allocated budget of £100,000 over four years for space, training, staffing and promotional activity.
February – April 2022	Finalise grant scheme and put mechanisms in place. Devise promotional marketing campaign for the scheme.
May 2022	Launch grant scheme.

June 2022 – March 2023	Delivery of Grants
April 2023 – March 2024	Delivery of Grants
April 2024 – March 2025	Delivery of Grants

6.5 Risk and Opportunities Management

The management structure of the Grant process within this element of the Towns Fund is designed to provide maximum de-risking of the project. With all grants evaluated individually within the Grant Management Committee forum and then only when approved being passed to West Northamptonshire Council for final approval and payment of grant monies the project funds are to a greater extent mitigated by the risk methodologies of the Council itself.

In addition, it will be agreed that no grant may be for greater than £10,000 and that no Social Enterprise may apply for or be provided with more than a single grant. Additionally Social Enterprise organisations will need to submit due diligence of their company structure to ensure that no organization or individual of significant control is able to benefit from more than a single grant of monies from the Town Fund.

All risks currently sit with West Northamptonshire Council, once the project is approved and the Grant Management Committee is set up then a full risk register will be developed and regularly monitored and evaluated.

The project will follow West Northamptonshire Council's Risk Management Strategy and Framework - <https://www.westnorthants.gov.uk/finance/risk-management-strategy-and-framework>

6.6 Project Management

To deliver the programme it is imperative that roles and responsibilities are clearly defined and that all parties understand the scope of their responsibilities and limits to their authority. For details of the roles and responsibilities of named groups within the project please see the project organisation and governance table above.

Change will be managed through the same governance structures named within the table, suggestions for change will be evaluated and documented formally by the WNSET Board and then submitted to West Northamptonshire Council for review before a decision being made. Some requests might need to be progressed to MHCLG.

6.7 Stakeholder Engagement

During the period since the Social Enterprise Stakeholder group on behalf of Northampton was granted Social Enterprise Town status (July 2019), the Stakeholder Group was incorporated as West Northamptonshire Social Enterprise Towns CIC. The group has engaged in prolonged and in-depth stakeholder engagement across Northampton and the wider West Northamptonshire region to better understand and represent the diverse mix of Social Enterprises represented within the town.

This has been facilitated through the development of steering groups, regular monthly networking and information sharing meetings, as well as engagement as a key representative of Social Enterprise on the SEMLEP VCSE group and other forums.

Through these various methods WNSSET has been able to engage with over 80 representatives of social enterprise businesses during 2020 – 2021 despite the restrictions of COVID-19. The group has also developed a website, social media presence and begun work on an online directory which already includes 22 registered social enterprise businesses to promote per to peer collaboration and support by supporting the purchase of services across the local social enterprise economy.

This continuing relationship-building allows WNSSET to work closely both with existing social enterprises to determine how best they can be supported by funding and other initiatives such as specifically targeted training, indeed WNSSET is the single most representative body for social enterprise in the region.

WNSSET is additionally supported by the University of Northampton who have been a key component of the work WNSSET has done both in initial stages as one of ten stakeholder organisations and latterly as a significant Board member and supporter through it's Changemaker Incubator Programme, Social Impact Pledge & Internship initiatives.

Through this collaboration WNSSET would seek to engage with young graduates from the UoN in the creation of community focused social enterprise business as a viable opportunity for young entrepreneurs.

6.8 Benefits, Monitoring and Evaluation

There is more focus than ever on the need for new economic models, fresh ideas and a fundamental shift in the way we do business. This is high on the political, economic and academic agenda. Social enterprises can make a huge and positive difference to the world. The appeal is to all existing and would-be entrepreneurs to think about what sort of businesses they want to create and what impact they want to have on the world.

Additionally, there are tangible benefits related to investment in social enterprise business locally which has been seen in similar initiatives in other key locations, Plymouth, Liverpool, Birmingham & Sheffield.

The creation of new and fairly paid sustainable jobs within the Social Enterprise SME economy, reporting from SEUK demonstrates that social enterprises are more likely to pay staff the national living wage rather than the minimum wage.

Use of currently unused town centre premises as incubator social enterprises supported by Towns Funding are able to grow into their 2nd and 3rd years of trading creating employment for local people and adding significantly to the local economy and vibrancy and diversity of the town centre.

Previous grant funding of this type in Plymouth generated 127 projected jobs and return on investment (ROI) of 3:1. Northampton is a similar population size, is fully able to replicate these results with positive collaboration between WNC and WNSSET and the opportunities afforded by the Towns Fund funding.

After the project is completed, the following will be conducted:

- A review of the benefits detailed to assess whether they have been achieved. This will measure the project's achievements against the baseline and target data. This will be reviewed 6, 12 and 24 months after project completion
- A survey assessment with social enterprise businesses and other key stakeholders to establish their views on whether success has been delivered

- Specific reporting will be adhered from each recipient of grant funding to allow forecast change to be reviewed against actual growth of those social enterprise businesses including economic growth, creation of jobs and community support and engagement.

Project Assessment Report

Key requirements of the business case have been identified and assigned a RAG rating. A headline description of each of the ratings is provided below.

Risk Rating Key	
Red	The gap in information or issue raised fundamentally undermines the overall case or specific, critical elements being assessed. Without resolution, approval would not be recommended.
Amber	The information provided demonstrates the business case has the potential to be compliant subject to specific conditions being met.
Amber - Green	The information provided does not fully align with the requirements, but in the assessor's view, this is not sufficient to undermine the overall case. For example, the assessor believes a reasonable case could be made against the relevant assessment criteria or the information provided is proportionate to the investment sought. These are highlighted for information to the Northampton Forward Board.
Green	The information required is fully compliant with the assessment criteria; no further action required.

Project Details

Project Name	Skills and Social Enterprise Development Fund
Project Applicant	West Northamptonshire Council
Project Manager	Deven Efde
Total Project Cost	£500,000
TIP Request	£500,000
Proposed Construction Start Date	N/A
Proposed Construction End Date	N/A
Project Description	<p>The Northampton Skills and Social Enterprise Fund seeks £500,000 Towns Fund investment to support social enterprises in Northampton. The project is wholly revenue funded.</p> <p>The project has two elements:</p> <ul style="list-style-type: none"> - £100,000 is committed to establishing a social enterprise hub presence in Northampton town centre resourced through a combination of voluntary participation and paid resource to promote access to funding and facilities for social enterprises. The hub will manage the grant process, reporting and monitoring post grant allocation to ensure that targets are met and recorded.

-
- £400,000 will be provided as grants to businesses. This will support 60 social enterprises with organisational capacity and growth, enabling enterprises to locate in retail and office premises, access business and marketing skills training for social entrepreneurs and purchase IT and other specialised equipment to support growth.

Towns Fund investment will be spent between 2021/22 and 2024/25. The programme will run for four years.

The grant provided to social enterprises is expected to safeguard 10 jobs and create 20 new jobs, as well as delivering a range of wider social and economic benefits.

Appraisal Summary

Project recommended to proceed.

Overall Position

- **Strategic Case** – The Strategic Case clearly sets out how the project aligns with the Town Investment Plan as well as regional and local priorities. Analysis of need for the project and the case for change have been proposed, and there is evidence that the project will have a meaningful local impact. The market failure argument around positive externalities has been established and a theory of change has been expressed. It also identifies key stakeholders and mitigations of strategic risks.
- **Economic Case** - The Economic Case is appropriate for a scheme of this size. The project delivers a BCR of 1.5 which is considered acceptable value for money. Assumptions around GVA per employee are conservative and higher output per job (enough to deliver ‘good’ value for money) could reasonably be expected. The project also unlocks wider social value outcomes.
- **Financial Case** - The funding and cost structures for this project are relatively straightforward and are clearly outlined. This project is wholly revenue based and will establish a “hub” for social enterprises in Northampton which will manage grant giving to individual social enterprises. Draw down of funds will occur in line with the cost profile and individual grant applications will be overseen by the Grant Management Committee.
- **Commercial Case** - Procurement arrangements and timescales are clear. The approach to grant giving will follow a consistent approach and appears robust. A new member of staff will be hired to oversee the project delivery and risks will be mitigated through close oversight of individual grant approvals. Approach to risk ownership is appropriate and the project complies with the Subsidy Control regime.
- **Management Case** - The Management Case provides a clear view of the project management and governance arrangements to deliver the project and what the split of responsibilities will be between WNSET and WNC. Capability to deliver the project exists through existing members of the WNSET board who have been responsible for grant giving and reporting to WNC. Project milestones are clear and realistic.

Strategic Case

Project Details	Comments	RAG Rating
Strategic fit to the Town Investment Plan	Clear alignment with and contribution to some of the Town Investment Plan Objectives and the 10-year vision.	
Confirmation of the Strategic Objectives and Critical Success Factors	The project's strategic objectives have been provided and are closely aligned to the Town Investment Plan. Critical Success Factors have been identified and used as the basis for the options shortlisting to identify the Preferred Option.	
Strength of the market failure evidence and rationale	The rationale for investment is given and this links closely to the market failure argument around positive externalities and the creation of social and environmental benefits which are not directly captured.	
Evidence of demand, need and additionality	A clear narrative has been developed around the need for the project to address local economic issues such as unemployment, deprivation, challenging business environment and the need to diversify the economic base and improve inclusivity. WNSSET has been operating in the town for several years and has a good understanding of the business environment and needs within this.	
Stakeholder buy-in to the project	Key stakeholders in support of the project have been identified and detail regarding stakeholder engagement has been set out. This has included online consultation and consultation workshops.	
Integration/links with other projects/programmes	A detailed response is provided around the project's alignment with regional and local priorities which are also reflected in national policy commitments.	
Implications of any strategic risks and dependencies	Key project dependencies and constraints have been identified alongside proposed mitigations.	
Assessor Comments	The Strategic Case clearly sets out how the project aligns with the Town Investment Plan as well as regional and local priorities. The analysis of need for the project and case for change is set out and there is evidence that the project will have a meaningful local impact. The market failure argument around positive externalities has been established and a theory of change has been expressed. It also identifies key stakeholders and mitigations of strategic risks.	

Clarifications	No outstanding clarifications.
Overall Strategic Case RAG Rating	

Economic Case

Project Details	Comments	RAG Rating
Range and credibility of options (including the do-nothing and do minimum case)	A number of options have been identified to deliver the project's objectives and a long list to short list process is outlined via a RAG rating against Critical Success Factors. The Do Minimum presents a realistic alternative scenario against which to judge the Preferred Option and is quantified through the economic appraisal.	
<p>Scheme delivers value for money</p> <ul style="list-style-type: none"> • Implications of reference case / do nothing option considered for additionality • Assumptions underpinning the economic model and sensitivity test the output • Appropriateness of risk assessment and adjustments for optimism bias • Assessment of additionality and adjustment of gross benefits to account for deadweight, displacement, substitution, leakage and economic multipliers • Benefits appraisal aligns with refreshed Green Book and departmental guidance 	<p>A clear view of the Do Nothing option is provided which highlights the additionality associated with the Preferred Option.</p> <p>The economic appraisal follows a jobs/GVA approach to capture the benefits of the scheme. a place-based multiplier is also applied to account for wider linkages as a result of the intervention. Social value outputs are also considered, taking into account the wider benefits of the grant process to social enterprises. These are monetised using data from the GM Unit Cost Database.</p> <p>Additionality and risk assumptions are in line with the Green Book and considered appropriate.</p> <p>Switching values and sensitivity tests have been applied.</p>	
Assessor Comments	The Economic Case is appropriate. The scheme delivers a BCR of 1.5 which is considered acceptable value for money. Assumptions around GVA per employee are very conservative and higher output per job (enough to deliver 'good' value for money) could reasonably be expected. The project also unlocks wider social value outcomes.	
Clarifications	No further clarifications.	
Overall Economic Case RAG Rating		

Financial Case

Project Details	Comments	RAG Rating
Robustness of the project costs	The project is solely revenue based and will fund the establishment of a 'hub' space in Northampton in serviced office accommodation and with a full-time resource to oversee the running of the project as well as associated IT and marketing costs. These costs have been clearly outlined and are based on estimates/comparator schemes. More accurate cost estimates will be established through supplier quotations during the procurement phase. The remaining project costs constitute grants for social enterprises to address barriers to growth. Grants will be capped at £10,000 per social enterprise and due diligence will be undertaken prior to grant approval.	
Scheme funding	The project is fully funded by the Towns Fund and funding will be drawn down over the 2021/22 period to 2024/25.	
Project viability assessment (where appropriate)	Project funds will be drawn down in line with project costs, therefore there will be no cashflow issues. All risks currently sit with West Northamptonshire Council.	
Assessor Comments	The funding and cost structures for this project are relatively straightforward and are set out clearly. This project is wholly revenue based and will establish a "hub" for social enterprises in Northampton which will oversee grant giving to individual social enterprises. Draw down of funds will occur in line with the cost profile and individual grant applications will be overseen by the Grant Management Committee.	
Clarifications	There are no outstanding clarifications.	
Overall Financial Case RAG Rating		

Commercial Case

Project Details	Comments	RAG Rating
Appropriateness of procurement arrangements	In order to establish the social enterprise hub presence in Northampton, appropriate serviced accommodation will be identified and staff recruitment will commence. These activities	

	will occur in early 2022. Any equipment that needs to be purchased will need to provide 3 quotes. Headline risks and mitigations have been provided.	
Rationale for and appropriateness of the commercial structure and delivery arrangements	In advance of grants being awarded to social enterprises, recipients will be appraised against commercial factors and a theory of change will be required to provide a formal base from which to understand what the grant will achieve. This consistent approach will be overseen by the Grant Management Committee which will be staffed by WNSET and WNC.	
Depth and appropriateness of the risk assessment and adequacy of approaches to risk transfer and management	All risks currently sit with West Northamptonshire Council, once the project is approved and the Grant Management Committee is set up, then a full risk register will be developed and regularly monitored and evaluated.	
Capacity of applicant to deliver the investment (where applicable)	The project will be overseen by the Grant Management Committee which will be staffed by members of WNSET, including the chair, who have experience of managing grant funding. The individual hired to manage and report on the grant process will be selected on their ability to fulfil this function. Individual social enterprises will go through a due diligence process to establish their ability to deliver the investment.	
Asset ownership after project completion	Not applicable.	
Comment on subsidy control position of the project and whether advice has been sought	This project is compliant with the Subsidy Control regime as per external legal advice.	
Assessor Comments	Procurement arrangements and timescales are clear. The approach to grant giving is clear and appears robust. A new member of staff will be hired to oversee the project delivery and risks will be mitigated through close oversight of individual grant approvals. Approach to risk ownership is appropriate and the project complies with the Subsidy Control regime.	
Clarifications	There are no outstanding clarifications.	
Overall Commercial Case RAG Rating		

Management Case

Project Details	Comments	RAG Rating
Effective governance and management arrangements	<p>A clear overview of the management and governance arrangements has been provided. The Grant Management Committee has representatives from the WNSET board and WNC and will provide day to day management of the programme. The WNSET Board has overall accountability for the project. Sign off on approved grants and spend must receive final approval from the Head of Major Projects and Regeneration at WNC. A grant funding agreement will be prepared between WNC and WNSET detailing key milestones and performance indicators to enable grant draw down.</p> <p>Key roles, accountability and responsibilities of each of the groups have been provided.</p>	
Availability of capacity and capability to deliver the project effectively	<p>The chair of WNSET has considerable experience of managing similar grant funds on behalf of the council. In depth stakeholder engagement has been undertaken across the region, through steering groups, regular monthly networking meetings and representation on the SEMLEP VCSE group. These continuing relationships allow WNSET to work closely with companies in the region.</p>	
Realism of delivery plan and milestones	<p>Project milestones have been provided at a high level but present a clear overview of how the scheme will be delivered.</p>	
Existence of particular barriers such as planning consent, land purchase etc.	<p>No particular barriers to the delivery of the project have been identified.</p>	
Delivery risks and mitigation	<p>The management structure of the grant process has been designed to ensure maximum de-risking of the project. All grants will be evaluated individually through the Grant Management Committee and then passed to WNC for approval. The project will follow WNC's risk management strategy and framework.</p>	
Ongoing management costs and risks to benefit realisation	<p>A part-time resource will be employed by WNC to manage and report on the grant process to ensure that it is fully documented and in line with the reporting requirements agreed with WNC. Benefits realisation from the grant</p>	

	process has been outlined, including use of vacant space, provision of new jobs etc.	
Monitoring and evaluation plan	An overview of the proposed monitoring and evaluation approach has been provided. This includes specific reporting by each recipient of grant funding to ascertain growth of the companies. A survey will also be circulated with social enterprises and other stakeholders to gather views on the success of the programme.	
Assessor Comments	The Management Case provides a clear view of the project management and governance arrangements to deliver the project and what the split of responsibilities will be between WNSET and WNC. Capability to deliver the project exists through existing members of the WNSET board who have been responsible for grant giving and reporting to WNC. Project milestones are clear and realistic.	
Clarifications	There are no outstanding clarifications.	
Overall Management Case RAG Rating		



WEST NORTHAMPTONSHIRE COUNCIL CABINET

7th DECEMBER 2021

CABINET MEMBER WITH RESPONSIBILITY FOR ENVIRONMENT, TRANSPORT, HIGHWAYS AND WASTE: COUNCILLOR PHIL LARRATT

Report Title	Vehicle Maintenance, South Area Waste and Cleansing Service
Report Author	Fiona Unett, Assistant Director, Highways and Waste fiona.unett@westnorthants.gov.uk

Contributors/Checkers/Approvers

West MO	Catherine Whitehead	Emailed 29/11/2021
West S151	Martin Henry	26/11/2021
Other Director/SME	Stuart Timmiss	29/11/2021
Communications Lead/Head of Communications	Becky Hutson	29/11/2021

List of Appendices

Appendix A – Analysis of Advantages and Disadvantages of Future Service Options

1. Purpose of Report

- 1.1. To outline and update Cabinet on the results of the review of the current arrangements for maintenance of the vehicles used for the waste and cleansing service in the South area and to seek approval for the recommended option.

2. Executive Summary

- 2.1 The current arrangements for vehicle maintenance for the south area waste and cleansing vehicles ends 31 January 2022.

- 2.2 Three options for future service provision have been considered to assess the overall cost, certainty of cost and flexibility of service to determine which solution to choose.
- 2.3 The option that is considered to provide a value for money solution for West Northants Council, which is to secure the vehicle maintenance arrangements via Cherwell District Council, has been recommended.
- 2.4 The recommended option will result in a £7.5k pressure in the current financial year, which the service budget will be able to fund. There will be a full year revenue budget pressure of £45k in addition to the service pressures recently identified as part of the budget setting process.

3. Recommendations

3.1 It is recommended that Cabinet:

- a) Approve the recommendation to award the contract to Cherwell District Council for a period of three years with a possible two-year extension.

4. Reason for Recommendations

- The waste and cleansing service must continue without disruption to households and businesses, and the Council has a responsibility to ensure the vehicles are safe to drive and operate.
- The recommended course of action will identify the most cost effective and reliable solution.
- To accord with the statutory duty to collect waste and keep the streets clean.

5. Report Background

- 5.1 The waste and cleansing service for the South area of West Northamptonshire is run from the Tove Depot in Towcester. Waste services are one of the most visible of WNC services and can have significant reputational issues if it fails.
- 5.2 The satisfaction rate of the service is 96% according the last annual residents survey for the area which is one of the highest of all Council services.
- 5.3 The vehicles used for the service are owned by WNC and comprise of 22 HGVs, one road sweeper and 10 smaller vehicles. The advantages of ownership include lower cost, greater flexibility with each vehicle's asset life and opportunity for innovation.
- 5.4 These vehicles provide the waste and recycling service for around 41,250 households and 600 businesses.
- 5.5 Cleansing services for the area cover 109 villages, the towns of Towcester and Brackley and two trunk roads (A5 and A43).

- 5.6 Most of the maintenance is carried out at the workshop at Tove Depot but some work and specialist repairs need to be carried out at other places that have full workshop facilities such as an inspection pit, extended height vehicle lifts and brake testing facilities.
- 5.7 Until 31 January 2021 the service was provided by Cherwell District Council under a service level agreement which was a continuation of the previous shared service structure. This arrangement was satisfactory but was terminated as South Northamptonshire Council ended its partnership with Cherwell District Council in most service areas.
- 5.8 The vehicle maintenance service has been provided by West Northamptonshire Norse ('Norse') since February 2021 under a service level agreement, but this has not proved to be satisfactory for the Council for reasons of service quality and reliability. Despite frequent communication with Norse to overcome the issues, it has not been possible to reach a mutually agreeable solution to enable the delivery of these services.
- 5.9 A full tender was not undertaken in order to enter into the current agreement with Norse as the services were provided by a partnership arrangement between The Norse Group and West Northamptonshire Council (following the original partnership that began with Daventry District Council) and therefore deemed to be procured legally.
- 5.10 The current annual cost of the service provided by Norse is £260,500 which includes labour, parts and tyres.
- 5.11 Norse have given the required 6 months notice to the Council for the current agreement to cease and the end date of this is 31 January 2022.
- 5.12 As a result of the above, the Council has considered different options for the future provision of this service to ensure that the waste and cleansing team continues to deliver its statutory functions with no disruptions to the householders and businesses that it serves and so that high satisfaction levels continue.

6. Issues and Choices

- 6.1 The Assistant Director, Highways and Waste and the Waste and Cleansing Manager have identified **three options** for future provision of the service:
- Undertake a procurement exercise using the YPO Framework Agreement 921 for an outsourced service for maintenance.
 - Enter into a new Service Level Agreement with Cherwell District Council under revised and improved terms to the previous arrangement.
 - Operate a hybrid arrangement with part of the service done in-house and part outsourced.
- 6.2 The advantages and disadvantages of the three options have been analysed and are listed in Appendix A.
- 6.3 Each option has been explored to assess the overall cost, certainty of cost and flexibility of service to determine which solution to choose.
- 6.4 The options have been assessed using the same criteria to ensure a fair comparison and due diligence checks have been carried out as part of this.

- 6.5 Cherwell District Council have 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 is some risk with a contract priced in this way it is believed that this will be the most cost-effective option and there is an existing working relationship from when the service was under shared management. Entering a contract with another local authority, rather than a commercial supplier, is preferred and the contract will be based on partnership principles of providing a good public service. Costs for subsequent years will rise by CPI (the CPI rate in September (of the preceding contract year) will 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 is expected.
- 6.6 The YPO framework exercise was undertaken and one bid was received from a list of six pre-approved bidders. This bid, although satisfactory, was shown to be significantly more expensive than the approved budget and is therefore not recommended for approval (the detail of the price proposal is commercially sensitive and therefore not included in this report).
- 6.7 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.
- 6.8 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.

7. Implications (including financial implications)

7.1 Resources and Financial

- 7.1.1 The current annual cost of the service is £260,500 which is funded from the revenue budget.
- 7.1.2 The proposal submitted by Cherwell District Council estimated to be £305,000 per annum so there will be a £7.5k revenue pressure for 2 months of the currently financial year and a £45k revenue pressure from 1 April 2022 (full year effect).
- 7.1.3 Whilst the cost of the Cherwell maintenance option is an increase compared with the previous cost of this service, this option is considered to be good value for money since:
- 7.1.3.1 It is considerably less than the price secured via the YPO framework;

7.1.3.2 It is an 'all inclusive price' with the quote including all planned maintenance, all corrective maintenance whether the corrective maintenance is fair wear and tear or from driver misuse.

7.1.3.3 It is comparable to the costs of the inhouse option when the costs of administering and the supporting systems of an inhouse option are taken into account.

7.1.4 There is a rolling replacement schedule for the vehicles which are generally replaced after 7-8 years of use. This will be included in the forthcoming capital bid process.

7.2 Legal

7.2.1 WNC has a statutory duty to collect waste and keep the streets clean as set out in the Environmental Protection Act 1990 and the safe and effective maintenance of the vehicles used for this service is a critical factor in achieving this.

7.2.2 West Northamptonshire Council's procurement team were consulted at the start of the process of considering options and have provided support, particularly with the mini-competition for the YPO framework.

7.2.3 With regard to a direct award of a contract to Cherwell District Council, procurement have advised that the Contract Procurement Rules state:

These Rules do not apply to the following transactions: a. Any contracts entered through collaboration with another contracting authority and/or public body, where the person awarding the contract (the lead authority) can demonstrate the arrangements comply with the requirements for Value for Money and other applicable legislation, including where relevant UK Procurement Regulations.

The options appraisal has established that the Cherwell arrangement is Value for Money.

7.2.1 The Public Contract Regulations 2015 (PCR 2015), Reg. 12(7) provides for contracts concluded exclusively between two or more contracting authorities to fall outside PCR 2015 where stated conditions are fulfilled. Legal advisers are satisfied that the proposed contract establishes a co-operation between the Council and Cherwell District Council which satisfies the conditions in Reg. 12(7), and that there is a low risk of challenge.

7.3 Risk

7.3.1 If the fleet is not correctly maintained, then the Council could lose the Operator's Licence which allows the waste collection and cleansing HGVs to be operated.

7.3.2 If waste is not collected this is a serious reputational risk and also means that the Council is not fulfilling its statutory function to arrange for the collection of waste.

7.3.3 Effective maintenance and regular inspections of the fleet is key to the safe operation of the service for staff, householders, business waste customers and other stakeholders affected by the service.

7.4 Consultation

7.4.1 Consultation was not necessary for the proposed changes in arrangements, since maintenance of the vehicles is an enabling service rather than directly impacting on our residents.

7.5 Consideration by Overview and Scrutiny

7.5.1 Not previously considered by Overview and Scrutiny.

7.6 Climate Impact

7.6.1 The waste and cleansing fleet is almost entirely diesel powered and is a significant source of greenhouse gas emissions. It is therefore crucial that the fleet is correctly maintained in order to maintain fuel efficiency. There is one electric van on the fleet already and as vehicles need replacing, they will be considered for electric power where appropriate.

7.7 Community Impact

7.7.1 High quality waste collection and cleansing services are vital to the community in keeping the area clean and safe to live and work in. Effective vehicle maintenance is a key part of providing this service.

8. Background Papers

8.1 None.

Appendix A – Analysis of advantages and disadvantages of three proposed options

Option	Advantages	Disadvantages
Contract with Cherwell District Council	<ul style="list-style-type: none"> • Existing relationship from previously working together • Depot in Banbury is well located for repairs • Potential to improve on previous service level • Good flexibility of service • Best overall cost 	<ul style="list-style-type: none"> • Need to be able to demonstrate value for money • Lower potential for innovation because they are not a national supplier • Parts costs are variable and not fixed
YPO Framework 921 for outsourced contract	<ul style="list-style-type: none"> • Suppliers are pre-qualified and pre-defined terms and conditions available • Well established and competent bidders on the framework 	<ul style="list-style-type: none"> • Cost received from bidder is prohibitively expensive • Would need to build relationship with new supplier • Strict contract monitoring required for unfair wear and tear on vehicles that is not included in the contract costs
Hybrid option of part in-house, part outsourced	<ul style="list-style-type: none"> • Labour costs per hour lower because staff are directly employed • Costs for parts and tyres will be under direct control • Dedicated staff just for South vehicles 	<ul style="list-style-type: none"> • Some workshop facilities will need to be externally provided and managed at separate cost • Low number of specialist staff are required for the service meaning that resilience of workforce may be difficult to manage (i.e. sickness and annual leave) • Limited existing staff expertise in providing direct vehicle maintenance services • Will need to award and manage a separate parts contract • May need new software to manage parts inventory and vehicle records

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WEST NORTHAMPTONSHIRE COUNCIL CABINET

7TH DECEMBER 2021

CABINET MEMBER WITH RESPONSIBILITY FOR ECONOMIC DEVELOPMENT, TOWN CENTRE REGENERATION AND GROWTH: COUNCILLOR LIZZY BOWEN

Report Title	Northampton Railway Station Multi Story Car Park Proposal
Report Author	Kevin Langley, Head of Major Projects and Regeneration Kevin.langley@westnorthants.gov.uk

Contributors/Checkers/Approvers

Monitoring Officer	Catherine Whitehead	29/11/21
S151 Officer	Martin Henry	26/11/21
Executive Director for Place, Economy and Environment	Stuart Timmiss	26/11/21
Communications Lead/Head of Communications	Craig Forsyth	22/11/21

List of Appendices

- Appendix A – Northampton Multi Story Car Park Business Case. - EXEMPT
- Appendix B – Demand and Income Risk Analysis - EXEMPT
- Appendix C – 40-year Operational Cashflow - EXEMPT
- Appendix D – Site Plan
- Appendix E – Developer Programme

1. Purpose of Report

- 1.1 The purpose of this report is to inform Cabinet of discussions that have been taking place between West Northamptonshire Council (the council), Network Rail and Blocwork over the construction of a new multi-storey car park (MSCP) and to seek approval for the key terms to allow the project to proceed.

2. Executive Summary

- 2.1 Since the new Northampton train station was opened in January 2015 there has been the intention to provide a MSCP due to the known undersupply of parking there. The development of the MSCP would free up land for the development of the wider site to provide a better gateway into the town while bringing forward brownfield development sites.
- 2.2 Network Rail (NR), Blocwork (NR's development partner), and the council have been working together to investigate the best mechanism to bring the MSCP forward. This would enable the wider site development which would support the continued economic growth and prosperity of the town and make significant enhancements to the overall environmental quality and pedestrian connectivity of the surrounding area.
- 2.3 After investigating various models, an income strip arrangement has been recommended as the best route for this, with conditions negotiated through the due diligence that has been undertaken, acting to provide mitigations to the risks of the project.
- 2.4 The council would enter a head lease on a 40-year term which will enable the construction works to be funded through a forward funding deal with a financial institution (such as Legal and General, M&G, Aviva, Canada Life).
- 2.5 The development appraisal provided by Blocwork demonstrates that without the council's covenant strength, the car park proposal will probably not come forward as it would fail to achieve a minimum level of commercial return, and therefore is unlikely to attract a commercial delivery partner.
- 2.6 Reports on the historic and future demand for parking at Northampton station estimate that the parking demand will continue to outstrip supply unless additional car parking capacity is delivered.
- 2.7 After soft market testing with potential funders there has been strong interest in the scheme with recent offers further improving the position to the council, should the project proceed.

- 2.8 The business case and financial model show that in the base case the council could expect a net profit of £16.753m at the end of the 40-year term and, even when looking at a range of sensitivities to reflect potential changes to inflation and demand, the council continues to make a profit over the term in all but the most extreme of circumstances.
- 2.9 A business case setting out full analysis of the terms is included as a private appendix A.
- 2.10 Authority is sought to proceed with this project to commence the next stage of due diligence, which will be undertaken by council officers alongside our professional advisors, and to complete the arrangements, subject to these meeting or improving on the terms set out in the heads of terms.

3. Recommendations

- 3.1 Cabinet is asked to:
- a) Note the work to date undertaken to assess the proposal brought to the council from Network Rail and Blocwork.
 - b) Approve “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) Delegate 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) below
 - d) Agree 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.

4. Reason for Recommendations

- a) The council has been approached by Network Rail and Blocwork with a proposal and that proposal needs 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 will 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 enable the scheme to proceed, whilst there remain outstanding risks and interdependencies, without these approvals, the project could not continue at this stage.

5. Report Background

- 5.1 The Northampton Railway Station site is located close to Northampton town centre, bounded to the south and east by Black Lion Hill and St Andrew's Road, The river Nene to the north and the railway line to the west. It is within an area identified for development of approximately 7.2 hectares.
- 5.2 Plans were established as a part of the creation of the NWEZ in 2012 to redevelop the former station buildings, providing a new station building and associated MSCP together with new highways approach roads and the opportunity for significant additional commercial development.
- 5.3 The new train station commenced construction in 2013 and was opened in January 2015. The new station is currently served by a decked car park with 800 spaces. When the original masterplan for the site was developed there had been the intention to provide an MSCP due to the known undersupply, with estimates at the time placing the requirement between 1,250 and 1,550 car parking spaces that were required. As well as this, there has been plans to develop the wider site to provide a better gateway into the town while bringing forward brownfield development sites.
- 5.4 Northampton Borough Council (NBC) previously considered a number of options of how to potentially fund the construction of a new MSCP in 2017, through prudential borrowing following dialogue with Network Rail (the landowner).
- 5.5 In July 2017 NBC considered an outline business case which looked at the capital cost of delivering new MSCP over a 20- and 40-year period. However, NBC concluded at that point not to proceed, largely based on the financial proposition when comparing the level of net rent and the annual borrowing costs associated with the capital investment. At that point the level of return forecast was insufficient to justify the council intervention. Importantly the demand for a new MSCP had not materially diminished over the last few years (pre-COVID-19).
- 5.6 The council has now been approached by Blocwork LLP which has presented an alternative approach to the council around the delivery of a new 1,200-space MSCP to support the train station and help unlock wider regeneration activity across the site.

- 5.7 Blocwork LLP is a joint venture company owned 50 per cent by Network Rail and 50 per cent by private developer bloc. Blocwork's remit is to develop on land owned by Network Rail to maximise both value and wider rail and societal benefits.
- 5.8 The core objectives as set out in the Blocwork proposal is to "provide Northampton with a new car park that will attract more users on to the rail network whilst also unlocking further regeneration projects and investment into the town".

Proposal from Blocwork

- 5.9 Blocwork originally provided NBC with a proposal in May 2019 to take forward the construction and funding of a new MSCP. This information has been subsequently updated following a number of workshops held between Network Rail, Blocwork and its adviser and the council. In addition, the council has received draft heads of terms, high-level financial projections and a supplementary report from Richard Talbot Consultancy Ltd, an independent parking consultant.
- 5.10 Blocwork has outlined a potential funding structure to support delivery, the transaction presented by Blocwork will require the council to enter into a long lease with Blocwork/Network Rail which will enable the construction works to be funded through a forward funding deal with a financial institution (such as Legal and General, M&G, Aviva, Canada Life). This type of funding structure relies on the council's covenant strength. This means that the council is exposed to car parking income risk throughout the duration of the lease.
- 5.11 In order to appropriately assess this structure and offer, a business case has been prepared by the council's advisors, Avison Young, to review the financial proposition proposed by Blocwork and Network Rail and seeks to set out the risk and reward structure to enable the council to make an informed decision with regard to its support of this approach.
- 5.12 The proposal sets out that the council would be required to enter into a long lease with an institutional funder, the lease will be index linked to the retail price index (RPI), with minimum and maximum annual increases of one per cent and four per cent, respectively. In return the council would have the benefit of the net car parking income generated by the new MSCP over the life of the lease.
- 5.13 The development would involve the construction of the new MSCP on a site to the west of the decked car park, shown on appendix D, to allow the current car park to remain in operation while construction takes place. This would minimise disruption to rail users and also allow Network Rail to meet its obligations to the train operating company (TOC).

Business Case

- 5.14 Given the commercial nature of the information, the business case is part of a private appendix A. This sets out the strategic, financial and management cases for the investment decision including a full review of the heads of terms including the lease arrangements, term, rent commencement, costs and developer profit.
- 5.15 The proposed development would support the council's long-term objectives and aspirations and enable the regeneration of future development locally, in addition to enabling the new car park to progress.
- 5.16 The MSCP at the station site would positively contribute to many of the council's strategic priorities including that, through the council's investment, a wider regeneration opportunity is unlocked which will ultimately deliver new jobs and homes to the town, delivering clearly against four of the six strategic priorities set out in the WNC Corporate Plan:

- WNC strategic priority: Connected Communities – transport and connectivity.

How the project will deliver against this: This project will directly improve the main rail asset within West Northants, giving the potential for more people to use the rail system and improve overall sustainability of how people travel and commute. Northamptonshire has a significant rural economy base, however increasingly its income is coming from employment outside of the traditional rural sector, either by working in growing sectors of the economy, or commuting to major urban areas. It is these people that the car park would appeal most greatly to, enabling a stronger infrastructure, economic growth and a recognisable social environment.

- WNC strategic priority: Thriving Villages and Towns – place shaping and homes

How the project will deliver against this: Enabling investment to be secured; unlocking future development opportunities. This project will directly complement the wider regeneration in Northampton town centre, specifically the Four Waterside development opposite, which will provide new residential, commercial space and a hotel development. Train stations are integral to placemaking, offering accessibility that is a key factor in the regeneration of an area. Accessibility is not the catalyst for regeneration, but the making of place itself; offering commuters and visitors alike an opportunity to access the town by foot minimising both their carbon impact and their time to embrace the rich history and heritage of town centres.

- WNC strategic priority: Economic Development - growth and prosperity

How the project will deliver against this: Contribute to growing the local economy; creating and safeguarding jobs. Good national, inter-regional and intra-regional rail connections are vital for economic growth, this project will allow for more capacity at Northampton Railway Station and stimulate economic growth in the area. Redevelopments within town centres are pivotal to the changing faces of an area with investors and developers alike. As town centres and cities across the UK look to attract a new wave of business, investment and people in the coming years, train stations will continue to be at the heart of urban modernisation projects. Projects that not only improve transport links but enhance local amenities on offer such as car parking facilities, further support the placemaking agenda to drive people into the town and reinforce options to commute.

- WNC strategic priority: Robust Resource Management – transparency and financial probity

How the project will deliver against this: Through enabling a new revenue funding supporting the council's long-term financial strategy. This project capitalises on the future way of working and commuting and provides the potential for a new revenue stream for the council to support investment and development within other areas of West Northants. The proposed development would be classified by West Northamptonshire Council as a land and/or building asset, and would be recorded, valued and accounted for. The main intention of the new asset would be to facilitate economic growth, in a potential development area.

- 5.17 The development plan for the site comprises the West Northamptonshire Joint Core Strategy Local Plan (Part 1), the Northampton Central Area Action Plan and the Northampton Local Plan. The plan sets the precedence for development, highlighting the parcels of land located adjacent to the train station as of significant importance to the regeneration of the town centre. In particular the development plan references the development of an MSCP to be accommodated within the site
- 5.18 Blocwork LLP is the proposed developer client. The site includes land to the north east of the Northampton Station building, and currently comprises: The Network Rail car park, goods sidings and open storage. Blocwork is seeking outline planning permission to redevelop the area to provide:
- Around 270 residential apartments
 - A 111-bed hotel
 - Around 400sqm office floorspace
 - Around 300sqm retail unit

- an MSCP with around 1,198 spaces.

- 5.19 A planning pre-application was submitted at the beginning of October 2020 to NBC and engagement over the proposed scheme has continued since this time.
- 5.20 Blocwork intends to deliver the scheme in two phases. The first phase would be the delivery of the new MSCP on land to the north of the existing decked car park. The second phase would be the redevelopment of the existing decked car park to deliver the office, residential, retail and hotel elements of the scheme as a new gateway community for Northampton.
- 5.21 Following the second phase, a third phase is proposed consisting of residential development on land south of Spencer Bridge Road and east of the railway tracks

Demand and COVID-19

- 5.22 There was a pause in activity upon the outbreak of COVID-19 while the relevant parties assessed what impact this would have on the future demand for parking on the site.
- 5.23 In acknowledging the potential for medium term car parking demand to potentially reduce, the cost and number of spaces has been reduced to 1,198 spaces. The rationale for this number is provided in appendix B but summarised below.
- 5.24 Despite the short to medium term impact of COVID-19 it is assumed that over the long-term demand for rail travel and the associated car parking will continue. That said in the short term the research indicates that there is anticipated to be a dip in demand ranging from ten per cent to 30 per cent, although this is likely to recover by 2025.
- 5.25 Occupancy patterns to the station have increased over the last five years. Considering the ongoing COVID-19 pandemic, it is recognised that commuting levels will have fluctuated since the last occupancy report. However, it is likely that there will be an increase in people seeking to relocate to areas of commutable towns whereby housing and living costs are affordable, which should increase demand for car parking adjacent to key transport hubs, such as Northampton station.
- 5.26 Whilst the leisure recovery in particular has been stronger than forecast, commuting and business travel remains weaker.

- 5.27 It is likely to be spring 2022 before greater certainty around these markets is available; car park occupancy will depend on the extent of the recovery of these markets, but also the midweek concentration.
- 5.28 Our consultant has advised that whilst there is confidence about improved demand for car parking, it might be prudent to wait until spring 2022 for updated data prior to embarking on a long-term commitment where demand is uncertain.
- 5.29 The potential implications of not making this decision at this point, are summarised below.
- The council's credibility with potential investment partners could be damaged, and it is reasonable to assume that some of the current investors may not be willing to participate next year and beyond
 - The project may be exposed to increasing construction inflation the longer it takes to fix the costs of the project
 - Due to current market forces, investors are very keen to participate in these types of funding deals, however the market may change over the coming months which may impact on the beneficial yields that we are currently seeing
- 5.30 The Council will not be entering into the Agreement for Lease and Lease or completing ancillary matters until further due diligence relating to the passenger demand, as recommended in Appendix A, has been undertaken. This will be reviewed and considered as part of the delegation in recommendation 3.1 (c), if the passenger demand changes from what has been forecast in a negative manner then a further report will be brought back to Cabinet.

Financial considerations

- 5.31 A detailed development appraisal which relates to the cost of constructing the new 1,198-space MSCP has been prepared by Blocwork with details included within the business case. This information will be subject to further due diligence, if the key terms presented in this report and the business case are approved.
- 5.32 The total cost of enabling works, site assembly and construction costs is set out within the business case, with this also including the total forecast capital value of the asset once constructed.
- 5.33 In Avison Young's opinion, the level of profit forecast is on the upper range of acceptable profit given the low risk exposure for the developer. They suggest the market norms for a development of this type with the level of risk exposure for the developer should be between ten per cent and 12 per cent.

- 5.34 The level of profit, land premium paid to Network Rail and the incentives paid to the train operating company are driving up the capital funding requirement, which in turn increases the base rent payable by the council.
- 5.35 The council and its advisors have been pursuing this point of negotiation for some time. Despite challenge, Network Rail has been unable to reduce the land premium payment as it is tested against comparable land payments/market evidence provided for similar land transactions.
- 5.36 Evidence has been provided by Blocwork and tested by our advisors and is set out in the business case.
- 5.37 As a simple investment decision, the council would be acquiring the car park for 40 years in exchange for annual net profit, then the council (subject to pricing and indexation changes) could generate an IRR (internal rate of return) of 15.15 per cent based on the base case scenario. This is a reasonable level of return.
- 5.38 Blocwork working alongside Network Rail have proposed a funding strategy to the council to help facilitate the delivery of a new MSCP adjacent to the railway station.
- 5.39 The funding proposal requires the council to enter a long lease (40 years) with an institutional funder. The year one head lease rent payable by the council will increase annually by retail price index (RPI). The draft heads of terms states that the annual increases will be between one per cent (minimum) and four per cent (maximum). The RPI average over from 2009 to 2020 is 2.635 per cent. Government has set itself a target for annual inflation at 2 per cent per annum, although this is measured by Consumer Price Index (CPI); RPI tends to be higher.
- 5.40 A full 40-year cash flow and a range of sensitivities have been provided within appendix C. This shows the rent commencing in April 2023, at the point when the car park is operational then increasing with the annual indexation.
- 5.41 Over the 40-year period the council would be obliged to fund the head lease payments and be entitled to receive the net income generated by the MSCP.
- 5.42 For the first three years of operation the council is forecast to receive a profit paid by the TOC. During this period, until the end of the franchise agreement, the TOC would be operating the car park. The franchise agreement comes to an end in 2025, at which point the responsibility for managing the car park would pass to the council.
- 5.43 The operating position above is contingent upon a forecast level of demand for car parking spaces in this location. The level of assumed demand falls within the tolerances advised by Network Rail and their advisers who, following the impact

of significantly reduced rail travel over the last 12 months, have indicated a potential fall in demand in the short term.

- 5.44 The sensitivities that have been presented demonstrate changes to the base model from changes to some of the key variables.
- 5.45 The base case which is built around cost inflation slightly higher than the five-year trend shows that over the 40-year term a net profit of £16.753m could be obtained. This figure is subject to key variables including overall demand for parking, and inflation as noted above.
- 5.46 The principal of a council having a share of the surplus or profits generated in the phase of development that is enabled by the MSCP being delivered has been agreed. The terms of this will be negotiated as part of the wider agreements.

Future Car Park Operation

- 5.47 While undertaking the due diligence, the assumptions over the costs for operating the car park have been built into the forecasts. The assumption that has been built in is that the car park is contracted out, however the council will have the option to choose how to operate the car park and could choose to not contract this out and manage it directly.
- 5.48 If the council opts to use operator, then the operator will normally take responsibility for the operation of the car park and will potentially benefit from a net profit. The fee paid to the car park operator is modelled at 15 per cent of gross income, this is a reasonable assumption for modelling purposes.
- 5.49 If the council elect to operate the car park itself, it would potentially benefit from the car park fee that would be payable to the operator. Of course, it would also incur the operating costs. This is likely to be the preferred option due to the potential for economies of scale through combining operations with the council's other car parks.

Funding Mechanism

- 5.50 In providing some context and background with regard to the emergence of the funding mechanism that is being proposed by Blocwork, it is important to understand why this type of funding model is becoming increasingly popular with the institutional funder.
- 5.51 A combination of low Government and corporate bond yields overlaid with a comparatively uncertain economic outlook has led UK-based institutional investors, such as Aviva, L&G, M&G and so on, to look for alternative investment opportunities and, importantly, investments that help meet their annual liabilities, such as pension payments.



- 5.52 Naturally the investment market during uncertain times seeks investments that produce secure income that is not subject to dramatic variation year-on-year, which enables them to match returns more closely with liabilities. Therefore, investors are looking at “super secure” investment returns. The term “super secure” in the context of this paper really refers to the underlying covenant strength of local authorities (LAs). The overriding assumption is that LAs are unlikely become insolvent as they are Government backed, and therefore the term “super secure” refers to the LA’s ability to meet its financial obligations over the long term.
- 5.53 In response to the above market conditions investors have been promoting a financial instrument referred to more commonly as an income strip/lease wrapper. The fundamental principles that support an income strip model are very similar to straightforward sale and lease back arrangements that have been around for several years now. With an income strip, an institutional fund purchases a long leasehold interest in land from the LA. The LA then enters into an occupational lease with the institutional fund for a period normally between 15 to 50 years. Normally the LA has the option to purchase the reversionary asset for £1 at the end of the lease term but in this case, this is not proposed. In the negotiations Network Rail has been unwilling to concede the point, but the values for the council hold up without it. In support of the lease transactions a developer would enter into a development agreement with the fund obliging it to construct the development. As such, the fund would provide all the development funding.
- 5.54 Across the UK there are many examples of this type of funding proposition being used to assist with the delivery of regeneration activity and seek to address viability challenges. The proposition here in Northampton is no different. The development appraisal provided by Blocwork demonstrates that without the council’s covenant strength the car park proposal will need not come forward as it would fail to achieve a minimum level of commercial return, and therefore is unlikely to attract a commercial delivery partner.
- 5.55 The analysis undertaken by Blocwork indicates that the scheme is unviable without the council’s support. Our analysis of the information shared illustrates that viability challenges are mainly derived from abnormal delivery costs provided for in the cost plan.
- 5.56 To seek to address the viability challenges Blocwork has presented a funding proposal to the council based around a lease wrapper/income strip model. This model assumes that the council enters a long-term lease (40 years) over the whole of the new car park. The investor then values the council’s covenant strength, which establishes a much higher value than would ordinarily be possible and this helps address the viability challenges.

- 5.57 In entering this financial arrangement, the council will assist in unlocking the wider regeneration of the site, which includes other commercial uses and residential uses. This wider scheme cannot progress without resolution to the funding arrangements associated with the new MSCP.
- 5.58 The funder then provides capital upfront to service development need, in this case they will fund the cost of construction. The council then enters a long lease with the fund, which is indexed annually which repays the upfront capital over the term of the lease, but ultimately creates a return on capital for the funder. An initial payment is noted in the business case. We intend to use it as the maximum price and it is subject to further negotiation with the potential funder.
- 5.59 As mentioned above, the asset will revert to Network Rail at the end of the council's lease term.

Funder Soft Market Testing

- 5.60 To ensure that the financial and commercial assumptions contained in this business case are realistic and credible, Blocwork appointed Metis Real Estate to provide advice on structuring and marketing of the funding opportunity to the investor market
- 5.61 Marketing material was issued to investors during quarter four of 2020, and feedback on the proposition was received by the council during January 2021. Following the initial market testing, a second round of bidding has taken place and bids have been received back in June 2021. The second-round bids received have identified an improvement to first round bids.
- 5.62 Further engagement with the investment market has continued to take place with senior council officers meeting with potential funders to provide information on the council, given that it is a new entity. Subsequently further improved bids have been received with these reflected in the attached business case, appraisals and cash flow.
- 5.63 The process of soft market testing with funders provided opportunity, for further scrutiny of the information presented in the Blocwork appraisal pricing, supported by multiple bidders, all with established track records and substantial cash resources.
- 5.64 Therefore, in summary we can assume that the financial proposition provided by Blocwork is reasonable and deliverable, from an investor's perspective which is not unexpected, and the opportunity to invest continues to be of interest in a highly competitive market.

Enterprise Zone considerations

- 5.65 The proposed site for the new MSCP falls with the existing boundary of the NWEZ. Therefore, the NWEZ will benefit from an increase in business rates above the existing baseline. Although the current decked car park is in use, it does not pay business rates into NWEZ because the car park comes under the nationally agreed framework for business rates paid by Network Rail.
- 5.66 If the council were to proceed with the proposition set out in this business case, business rates would be paid directly by the council and will be capable of being captured by the NWEZ.
- 5.67 The council is in discussions with the SEMLEP to seek agreement on a financial contribution towards the operational running costs of the car park at a level equivalent to the annual business rates paid by the council, in relation to the operation of the car park.
- 5.68 The forecast annual business rates liability that will fall to the council is £125,000 from 2026 onwards. Although the NWEZ will only be able to capture the business rate income until 2038, this contribution towards the operational costs of the car park would help de-risk the council's financial position in entering a long-term lease liability. Subject to inflationary assumptions over the period from 2026 through until 2038, this could equate to a total revenue contribution of £1.6m.
- 5.69 Following conclusion of the discussion with SEMLEP, a business case to the NWEZ Board will be required, and then subsequent SEMLEP Board approval for any request to reinvest the business rates income into the scheme. As the council would bear the risk for this proposal and no business rates would be generated without the new MSCP, it is recommended that this funding be a requirement to de-risk the scheme for the council. If the approvals of the NWEZ and SEMLEP are made, then this income will be included in the council's operational budget for the car park.

Further matters – wider scheme benefits

- 5.70 As part of the negotiations Network Rail has agreed to address the lack of lift or ramp at the front of the station subject to the car parking gaining approval. A proposal for a new ramp has been developed and will be progressed on agreement. This will help encourage both sustainable transport access (cycles) and equity of access for people with mobility difficulties.
- 5.71 Blocwork continues to engage a range of interested parties in the phase two scheme, with residential proposed that could begin construction immediately after the MSCP is complete.

- 5.72 Public access to and around the site would be improved, with a cycling hub also proposed as part of phase two as well as the taxi rank/drop-off to the station being improved as part of the masterplanned scheme.

Alternatives considered

- 5.73 An alternative funding model has been investigated; this assumes that the council could prudentially borrow up to £36.423m to fund the cost of development
- 5.74 The total capital cost is slightly lower, as it excludes the capital financing costs of £610k. The prudential borrowing model assumes that the council repays the borrowing over a 20- or 40-year period with the annual prudential borrowing cost fixed and based on a long-term annuity rate.
- 5.75 The analysis indicates that if indexation remains below three per cent, the cost of the head lease structure compared to Public Works Loan Board is very similar however if inflation is greater than three per cent then the gross total cost higher, and increases further as it moves towards four per cent.

Scheme Delivery

- 5.76 The project will be managed directly by Blocwork, which will have responsibility for the delivery of the construction works on site and the relationship with existing uses of the train station car park, and will interface directly with Network Rail and the TOC.
- 5.77 A project board will be established which will provide a mechanism for the council to be updated on progress made against key milestones within the delivery programme and provide informal feedback where required.
- 5.78 Blocwork will have responsibility for the delivery of the project and will provide regular reports the project board. The project board will have oversight of the delivery of the project.
- 5.79 As part of the next stage of due diligence the details of the project board will be determined which will include areas such as the frequency of meetings and the representatives from each organisation. It is envisaged that these will take place fortnightly and will include all parties with a direct interest in the scheme, Blocwork, Network Rail, and the council.
- 5.80 A programme for the anticipated delivery of the scheme should the agreements be made is set out in Appendix E

6. Implications (including financial implications)

Resources and Financial

- 6.1 Initial financial considerations set out in points 4.31 – 4.46
- 6.2 The base model gives WNC an overall surplus of £16.759m by the end of the 40 years which equates to an IRR (Internal Rate of Return) of 15.15% which represents a reasonable level of return.
- 6.3 The model is built on a number of assumptions, all of which are best estimates. The two biggest elements are the head lease payments and the car parking income.

Head lease indexation

- 6.4 The base model assumes head lease indexation at 3% with the head lease indexation capped at 4%. If the head lease indexation was to be at 4% for the full 40 years while the income continued to only increase by the lower base level (3%), then the WNC would make a loss of £4.239m over the 40 years, as shown in the table 1 below.

Car Parking income

- 6.5 The base model assumes that car parking income will start at £2.251m in year 1 and then a percentage increase is applied to that income each year after that. However, given that the level of demand isn't certain we have also tested if that starting income position was 10% lower (i.e., £2.026m) with the same percentage increases are applied each year. If this was to take place, then over the 40 years WNC's surplus would drop down to £1.425m.
- 6.6 With a 15% reduction on the starting income position (i.e., £1.914m) leads to a loss of £6.241m over the 40 years. The breakeven point for the starting car parking income would be 11% lower than the base model, with any drop beyond this causing a an overall loss to the scheme.

Sensitivities

- 6.7 A full range of sensitivities that have been tested are set out in the table below showing the relative impact on the potential return to the council. These demonstrate while there is a breaking point when the car park will not generate a surplus for the council that in most tested circumstances the new MSCP is expected to provide the council with a surplus.

Table 1

Sensitivity Analysis	Base Case- Indexation at 3% on Headlease and cost, but 2.635% indexation on parking income	Base Case plus indexation at 2% on Headlease	Base Case plus indexation at 4% on Headlease	Base Case plus Cost Indexation at 2.6%	Base Case with Income /Head Lease Indexation at 4%	Base Case with all indexation at 2.635% (10 year historic ave)	Base Case plus year 10 24 months at 25% income with all other costs remaining at 100%	Base Case plus years 4- 10 Income Forecast at 50% of 10 year average (87%) base case forecast occupancy Levels
Gross Income Forecast (including Fare Box from years 2023 - 2025)	(153,324)	(153,324)	(153,324)	(153,324)	(189,684)	(153,318)	(142,746)	(146,826)
Direct Operating Costs Excluding Head Lease Payments	29,944	29,944	29,944	28,427	29,944	28,406	29,944	29,944
Cyclical Mtce Provision (Annual)	3,770	3,770	3,770	3,569	3,770	3,566	3,770	3,770
Head lease Payments (Institutional Funder)	80,670	69,454	101,665	86,099	101,665	76,304	80,670	80,670
Profit paid to car park operator - Based on 15% margin	22,181	22,181	22,181	20,950	22,181	20,933	22,181	22,181
Net (Profit) / Loss Retained by the Council	(16,759)	(27,975)	4,236	(19,709)	(32,124)	(24,109)	(6,181)	(10,261)
Internal Rate of Return (IRR)	15.15%	16.46%		15.53%	6.55%	16.03%	4.77%	4.34%

Legal

- 6.8 The Council has broad powers to invest in and deliver infrastructure within its area to support economic growth and its specific service responsibilities.
- 6.9 The lease provisions will need to meet the specific circumstances which enable Network Rail to maintain control due to its proximity to the railway but also ensures a period which enables the viability of the scheme and there are mechanisms available which would support these objectives, and which will be employed as is appropriate if the project progresses.
- 6.10 Given the ongoing testing of the business case it will be necessary to have a formal decision before moving forward following the necessary due diligence and this will be made in consultation with the statutory officers.

Risks

- 6.11 The principal risk is that the council will take on the risk that the car parking income will be sufficient to meet its obligations under the head lease for the 40-year term.



- 6.12 The continuing uncertainty over working patterns due to COVID-19 causing lower than expected demand for station parking into the future. With many businesses considering what a return to the office might look like following potential relaxation of social distancing rules, and whilst market evidence indicates that staff will return to the office over the coming months, many businesses are considering whether or not this will be full time or part time, with many businesses opting for a hybrid style approach. The hybrid approach is likely to see people working at home for part of the week and in an office for part of the week. If this does happen it is not yet known how this might impact upon rail travel and the potential use of the MSCP in Northampton.
- 6.13 The development of automated (driverless) cars results in lower levels of parking demand. This could arise from two sources. Firstly, cars which take people to the station may well be a form of taxi which then departs to seek other customers, or if owned by the user may return to their home or another free parking location. Secondly, it may suppress demand for rail trips because people are content to be taken longer distances by automated car than they would when having to focus on driving. Fewer rail trips would result in lower station parking demand. Whilst the development of driverless cars has been slower than its more enthusiastic proponents suggested, over the life of the proposed lease it seems likely that full automation will be achieved and become widespread. This could result in substantial reductions in parking demand. The council at the time might choose to mitigate this risk by:
- 6.13.1 Reducing parking supply in other car parks, including redeveloping them. Of course, the ability to do this would be affected by where people wished to park.
- 6.13.2 Including provisions in the lease agreement which allowed it to change the use of parts of the car park if it was clear that there was no prospect of those parts being used for parking.
- 6.14 Inflation runs at high levels, increasing the head lease payments quicker than in the base scenario. This would lead to head lease payments overtaking the anticipated car parking income quicker than expected and lower levels of return to the council, including potentially leading to an overall deficit. RPI is a poor measure of inflation which tends to exaggerate increases in costs. The four per cent maximum annual increase would mitigate that risk to some degree.
- 6.15 Construction costs increase faster than can be anticipated, leading to the developer seeking an increased contribution from the build of the MSCP. This would have a negative impact on the levels of return to the council. In the event that this occurred, a fresh report to cabinet would be made if it was considered the scheme was nonetheless worthwhile.

- 6.16 Future phases of station redevelopment do not come forward. The council would have no way to control the future phases as it would be taking a head lease rather than entering into a development agreement.
- 6.17 Funders change the rates that they have quoted for the financing of the works due to the council not being able to gain the necessary approvals in time and the period that they are committed to the submitted prices ending. As with a change in construction costs, a fresh report to Cabinet would be made if it was considered the scheme was nonetheless worthwhile.
- 6.18 **Consultation**
- 6.19 Internal council teams such as assets, finance, legal and planning have been consulted and engaged as the scheme has been developed.
- 6.20 External consultation has taken place through the planning pre application process with further consultation due to take place as part of the planning process.

Consideration by Overview and Scrutiny

- 6.21 N/A

Climate Impact

- 6.22 This proposal should have a significant positive climate impact, with rail travel being one of the most sustainable (with 80 per cent lower greenhouse gas emissions per kilometre compared with car) and safest forms of travel available. Having a greater car parking capacity at the station would allow more people the opportunity to use this mode of transport. Of course, it would also be helpful if people walked, cycled or used public transport to reach the station, but a degree of car use seems likely to continue. As mentioned above, the scheme would result in improved access to the station with cycles (and for those with mobility difficulties).
- 6.23 As well as this, institutional funds and Government strategic objectives around carbon neutrality are increasingly becoming aligned. A number of the funding bids received refer to their aspirations around carbon neutrality. Two of the top three bids have made very clear statements about their commitments to investing in carbon neutrality.
- 6.24 Although the actual benefit and cost/funding mechanism has yet to be fully appreciated, it is likely that during the funder technical due diligence process they will seek to understand and promote the carbon neutral route for



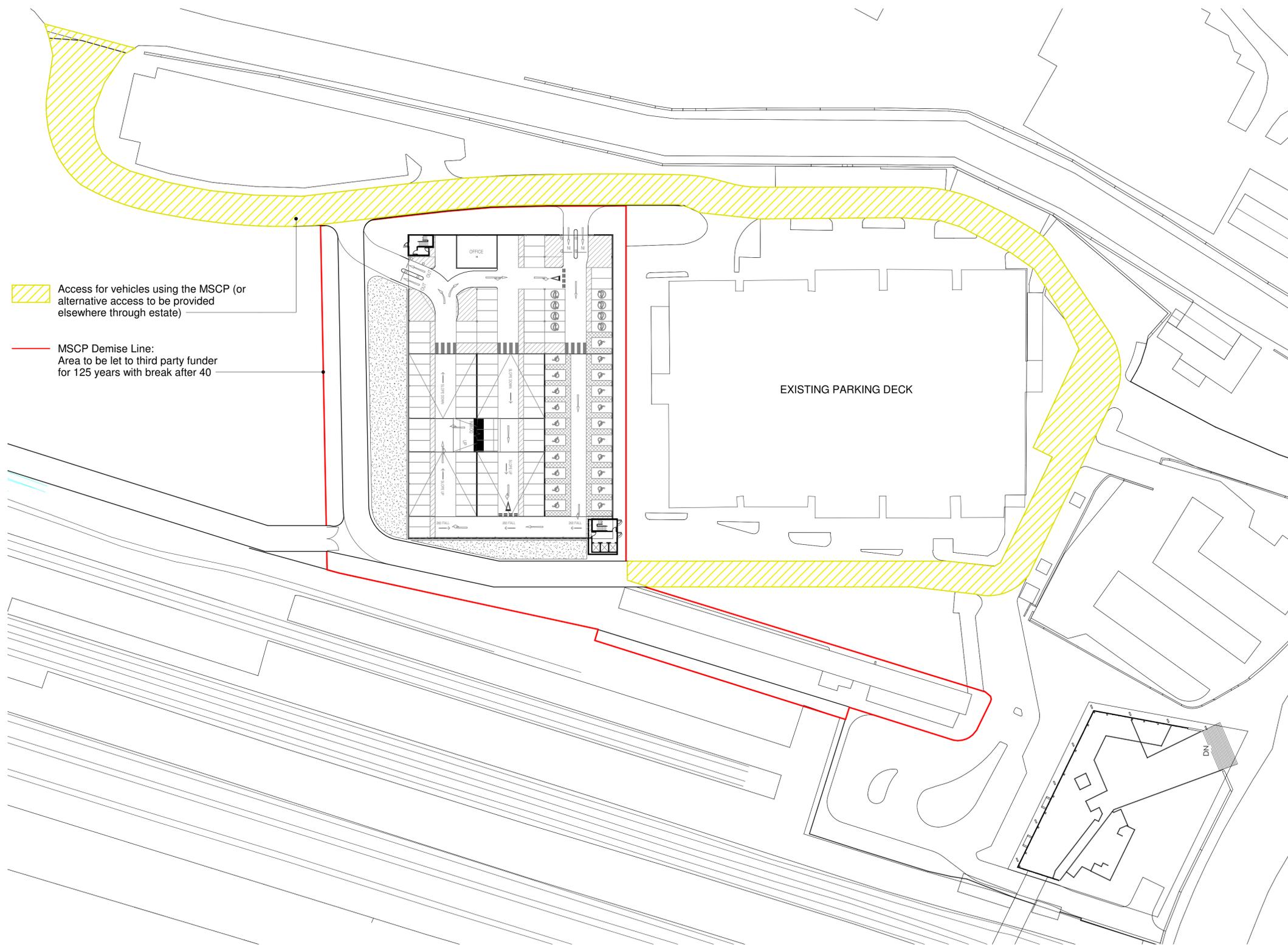
construction and delivery. Subject to approval by both parties it is likely that the funder may require “green clauses” to be implemented and that they are monitored throughout the life of the project.

- 6.25 Appropriate provision for charging of electric vehicles will also be provided for in the project.

Community Impact

- 6.26 N/A

7. Background Paper



 Access for vehicles using the MSCP (or alternative access to be provided elsewhere through estate)

 MSCP Demise Line:
Area to be let to third party funder for 125 years with break after 40

P 3	03/07/20	Title amended	AH/RD
P 2	01/07/20	Annotation amended	AH/RD
P 1		First Issue	
REV	DATE	REVISION NOTES	BY / CHKD

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CLIENT
Network Rail

PROJECT TITLE
MSCP Northampton Station

DRAWING TITLE
Plan 2 - MSCP Lease Demise

DRAWING STATUS SKETCH SCHEME			RIBA STAGE STAGE 1	BM STATUS
DRAWN	CHECKED	DATE	SCALE	
AH	RD	04/06/20	1 : 500 @ A1	
DRAWING No 3219 - TBC - CP - 00 - SK - A - 9001				REVISION P 3

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Northampton Station Car Park		2021												2022												2023												2024	
PROJECT Target PROGRAMME		May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb				
May-21		1	1	1	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	6	7	8	9	10	11	12	13	14	15	16	17	6	7				
Phase 1 - MSCP																																							
1	Funding Round 2	█	█																																				
2	Funding Heads of Terms		█	█																																			
3	Council Cabinet Approval to Funder			█	█																																		
4	Legal Drafting - DFA, ATL, NR				█	█	█	█	█																														
5	Prepare Planning Application				█	█	█	█	█																														
6	Exchange Contracts								█																														
5	Submit Planning								█																														
6	Planning Approval											█																											
7	Prepare Tender Pack								█	█	█																												
8	Tender Scheme										█	█	█																										
9	Select Contractor												█																										
10	Unconditional on all Contracts / Land Sale Completes													█	█																								
11	Start On Site													█																									
12	Construction - MSCP														█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	

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