

Northampton
Town Investment Plan

**Discover
our town's
potential**

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- Appendix 1: Letters of Support
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- Appendix 3: COVID 19 Impact Report
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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.

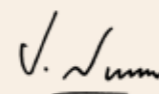
However, there are many opportunities for growth in Northampton. The historically important town benefits from excellent connections to the whole of the country, has a rich history of enterprise that is maintained to this day, and is home to a number of major employers. The town has a proud and prestigious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



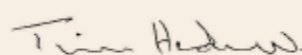
Cllr Jonathan Nunn, Chair
Northampton Borough Council



Martin Mason, Vice Chair
Trickers



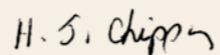
Andrew Lower, MBE MP
Member of Parliament for
Northampton South



Tim Hadland
Northampton Borough Council



Brendan Bruder
Northampton Business
Improvement District



Hilary Chipping
South East Midlands Local
Enterprise Partnership



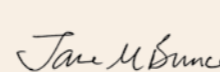
Mick Stamper
Northamptonshire Police



Matt Golby
Northamptonshire
County Council



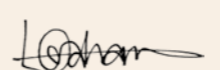
Jo Gordon
Royal and Derngate



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.

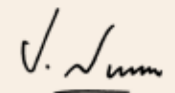
Like many large town and city centres across the country, Northampton has seen the impact of shifting consumer behaviour which has been enormously accelerated by Covid-19, but these plans embrace the town's heritage, including historic buildings and cultural assets, as key parts of its offer, making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



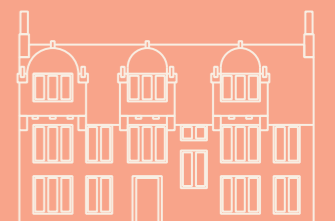
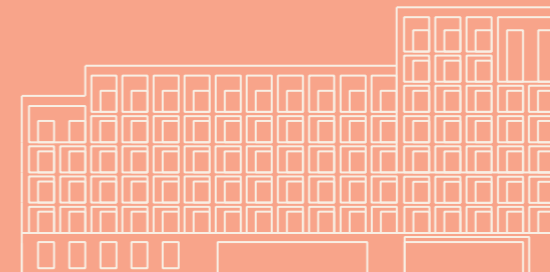
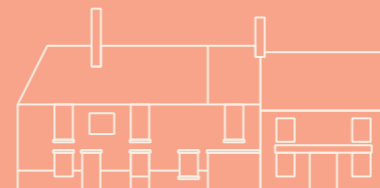
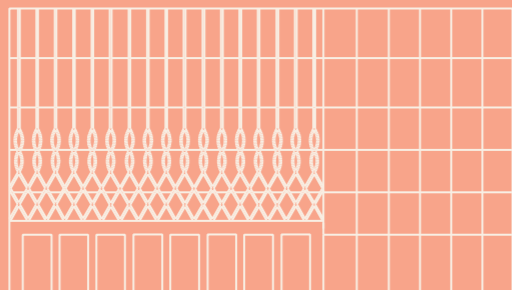
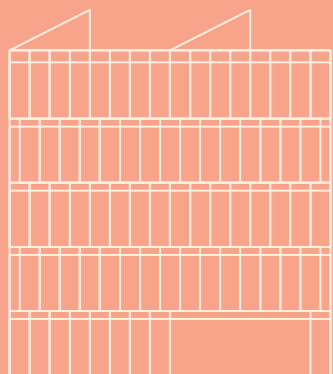
Cllr Richard Auger
Leader Daventry District
Council, Executive Member
West Northants Shadow
Authority



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

1

Executive Summary



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 | |
|--|---|
| 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. | Build – on our 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 that will enable our 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. |

| 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>  |
|  TIP Strategic Objectives: | |
| <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

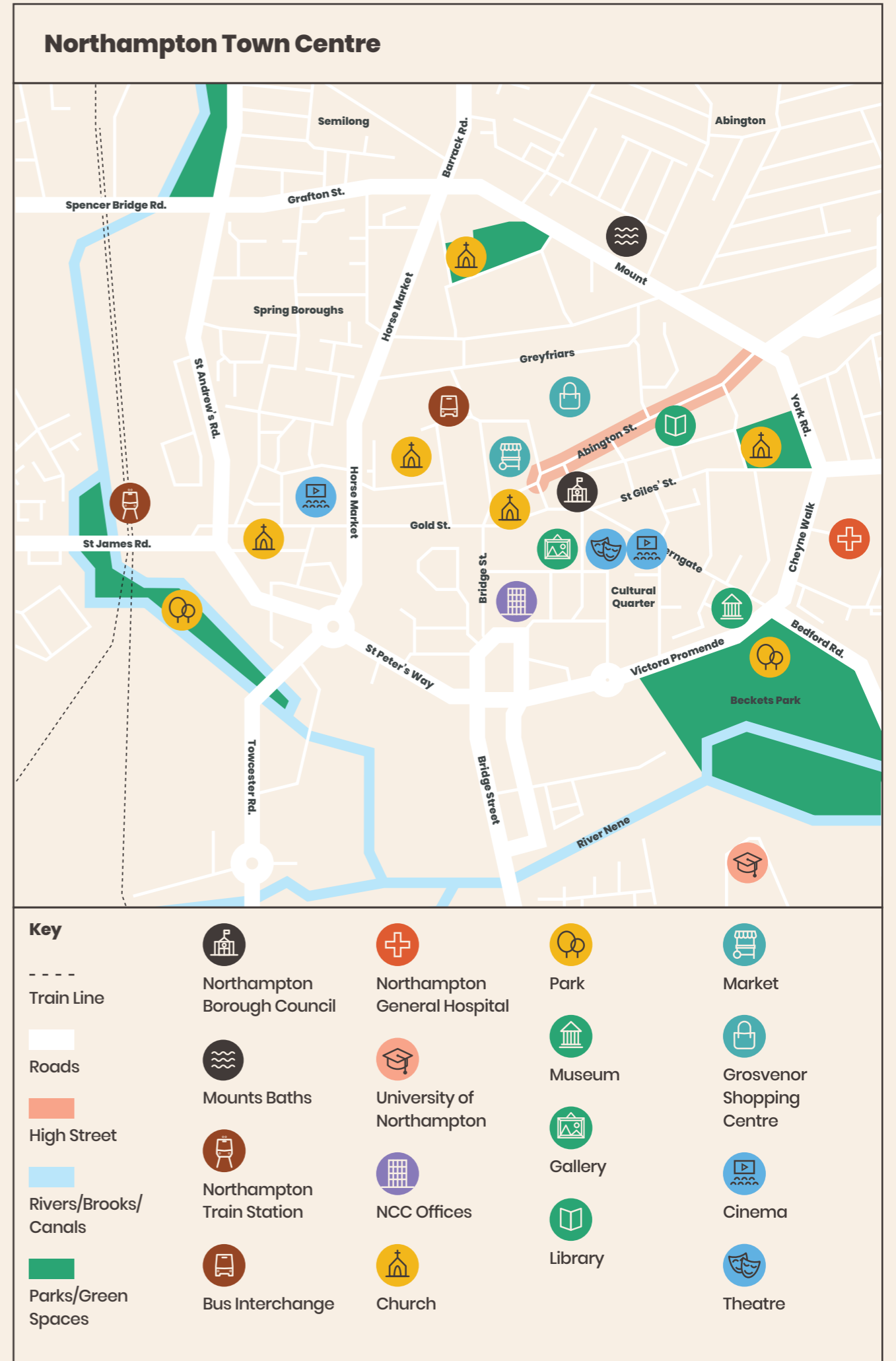
Cross Cutting Principles of Investment

Strategic Objectives

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



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Context and Analysis

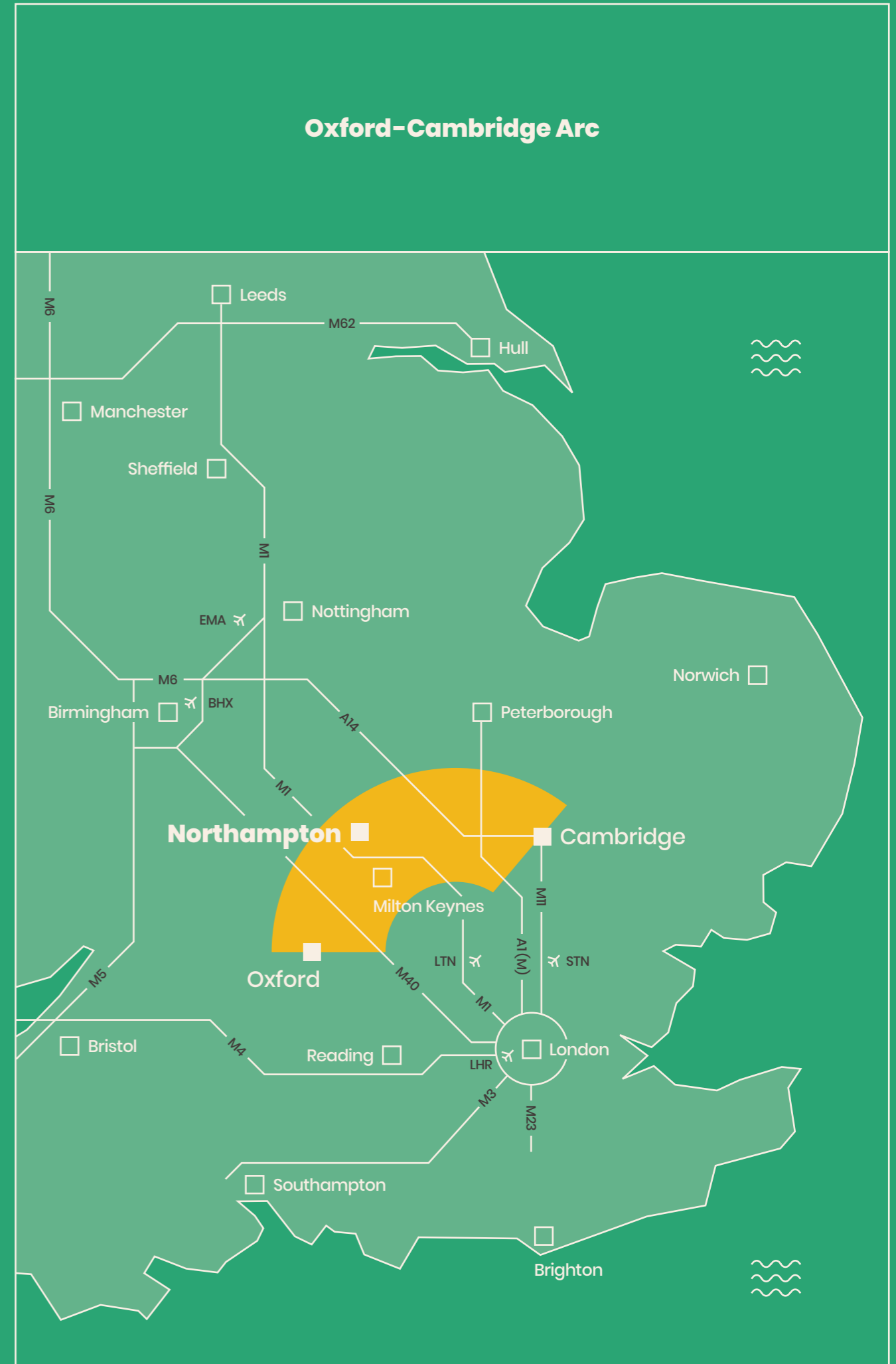


Introducing Northampton

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.

2. Northampton #MyTowns Portal

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

| Region | % Change |
|---------------|----------|
| Northampton | 160% |
| East Midlands | 119% |
| England | 127% |

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.

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

| Region | January | September |
|---------------|---------|-----------|
| Northampton | 28 | 73 |
| East Midlands | 26 | 57 |
| England | 29 | 66 |

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

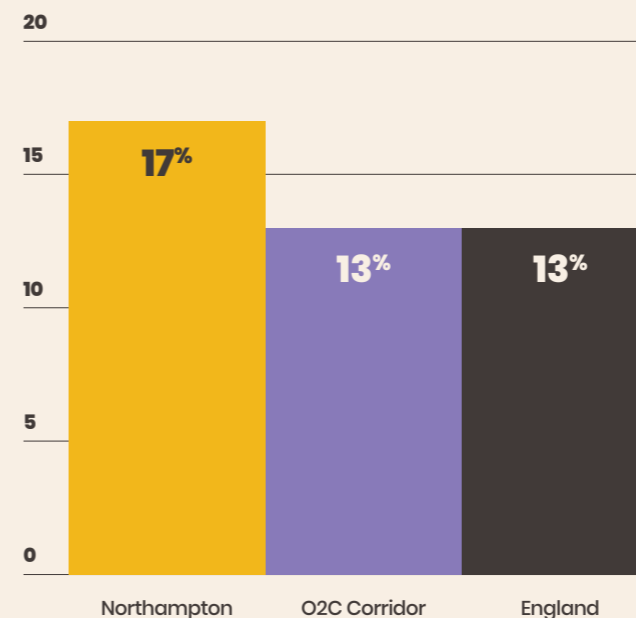
A critical mass of business starts

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.

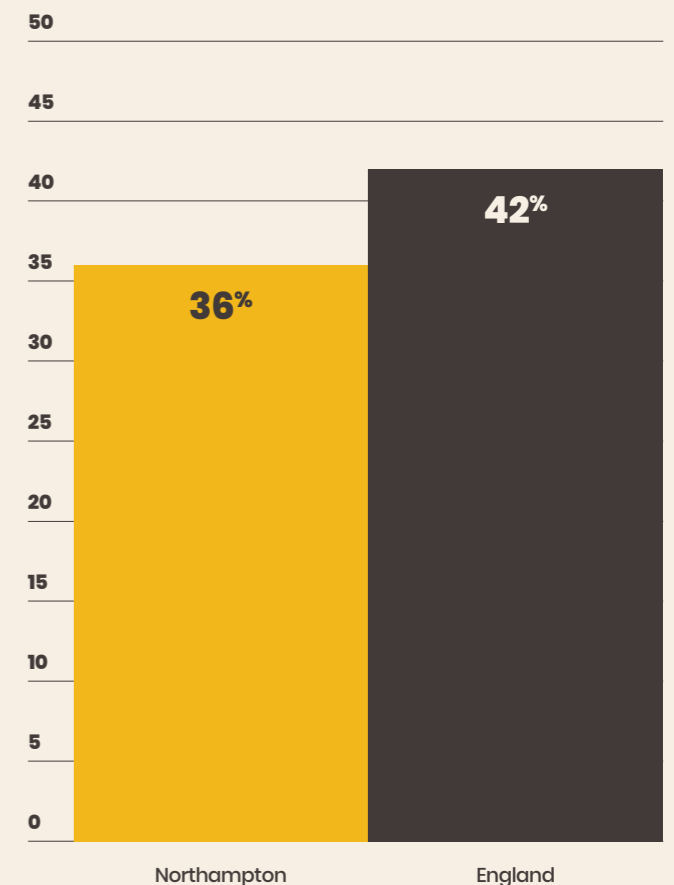
Business Start Ups, as a Active Businesses (%)



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>

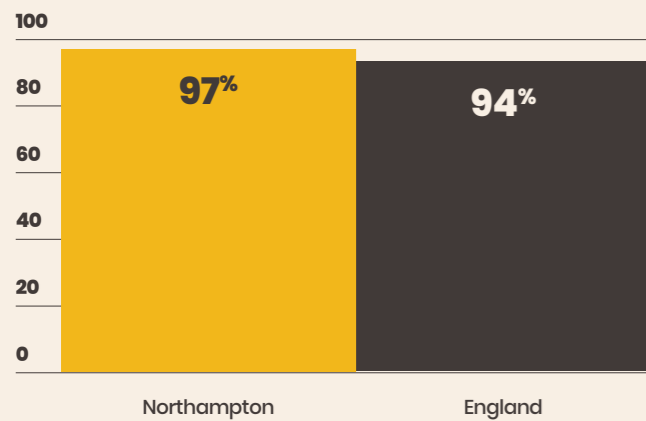
Challenge 3: Securing High Quality Workspaces Suitable for post Covid-19 Employment

Low levels of high-grade office stock

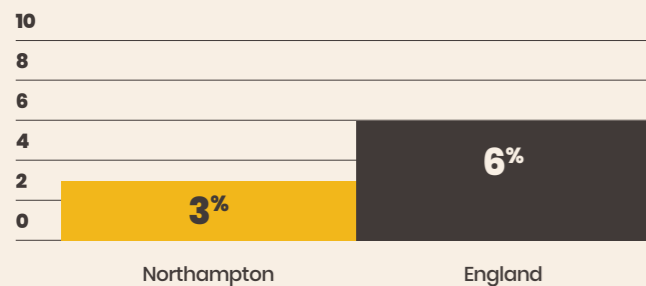
As illustrated in the graphs below, Northampton is characterised by an aging and poorly provisioned office stock, with only 3% categorised as high-quality (A-B) – half the national rate of 6%. This is also true for town centre accommodation, where Centre for Cities categorises 11% of office stock as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

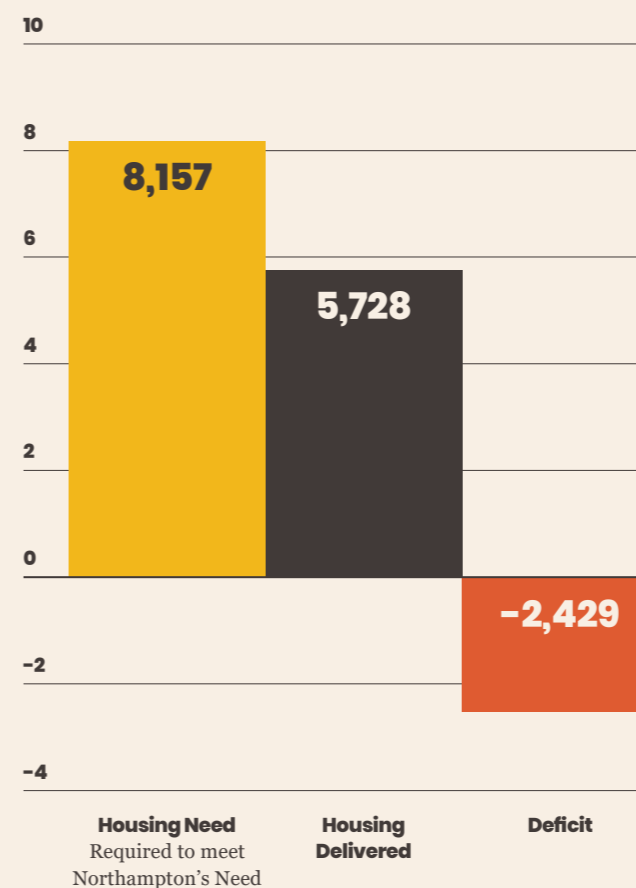
The departure of large retailers has accelerated the decline of the town centre and is contributing to crime, antisocial behaviour, and affects the attractiveness of the town as a place to visit and do business. Enabling investment in Northampton's strategic sites will support Northampton's housing need, 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).

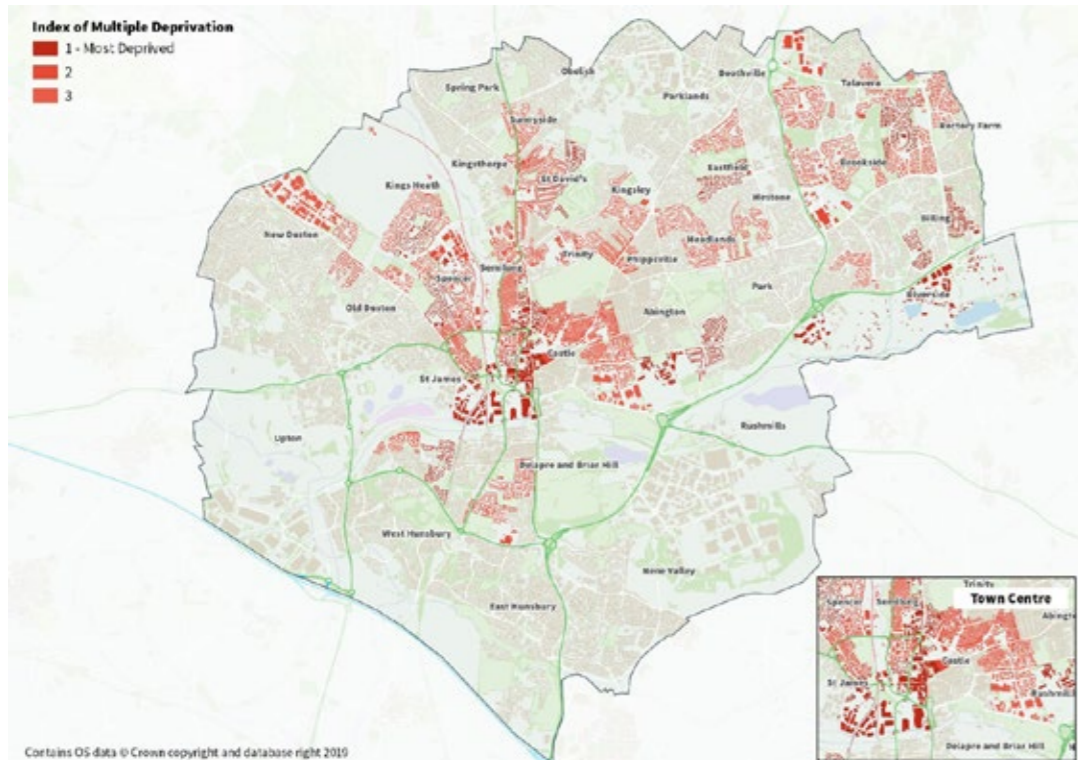
Northampton Areas of Significant Deprivation (Top 30% Nationally).⁸

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.

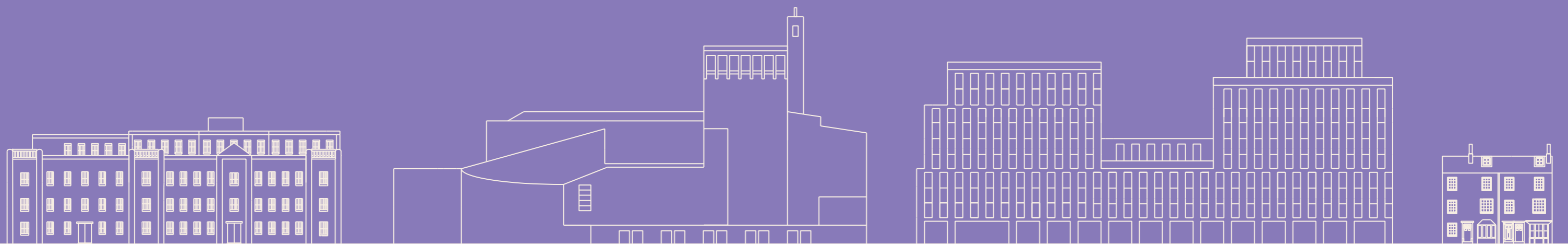


There is an opportunity for the town centre to improve the lives of all communities across Northampton

| 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” 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. |
|---|------------|---|
| 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% | |

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 | |
|--|---|
| 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. | Build – on our 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 that will enable our 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. |

| 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>  |
|  | TIP Strategic Objectives: |
| <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

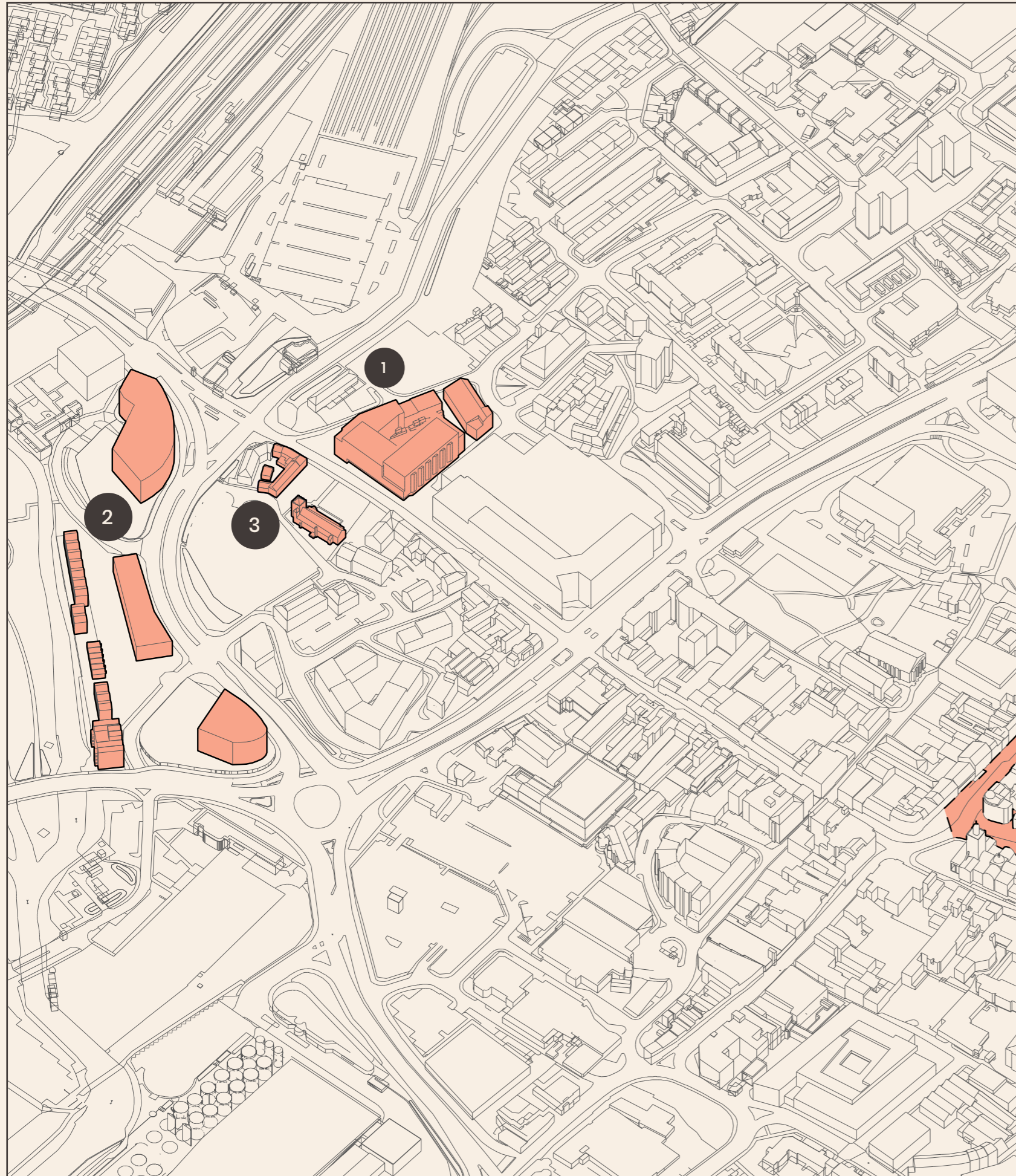
Further information on each project, including strategic alignment and delivery programme is provided in Part 3 of this TIP.

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

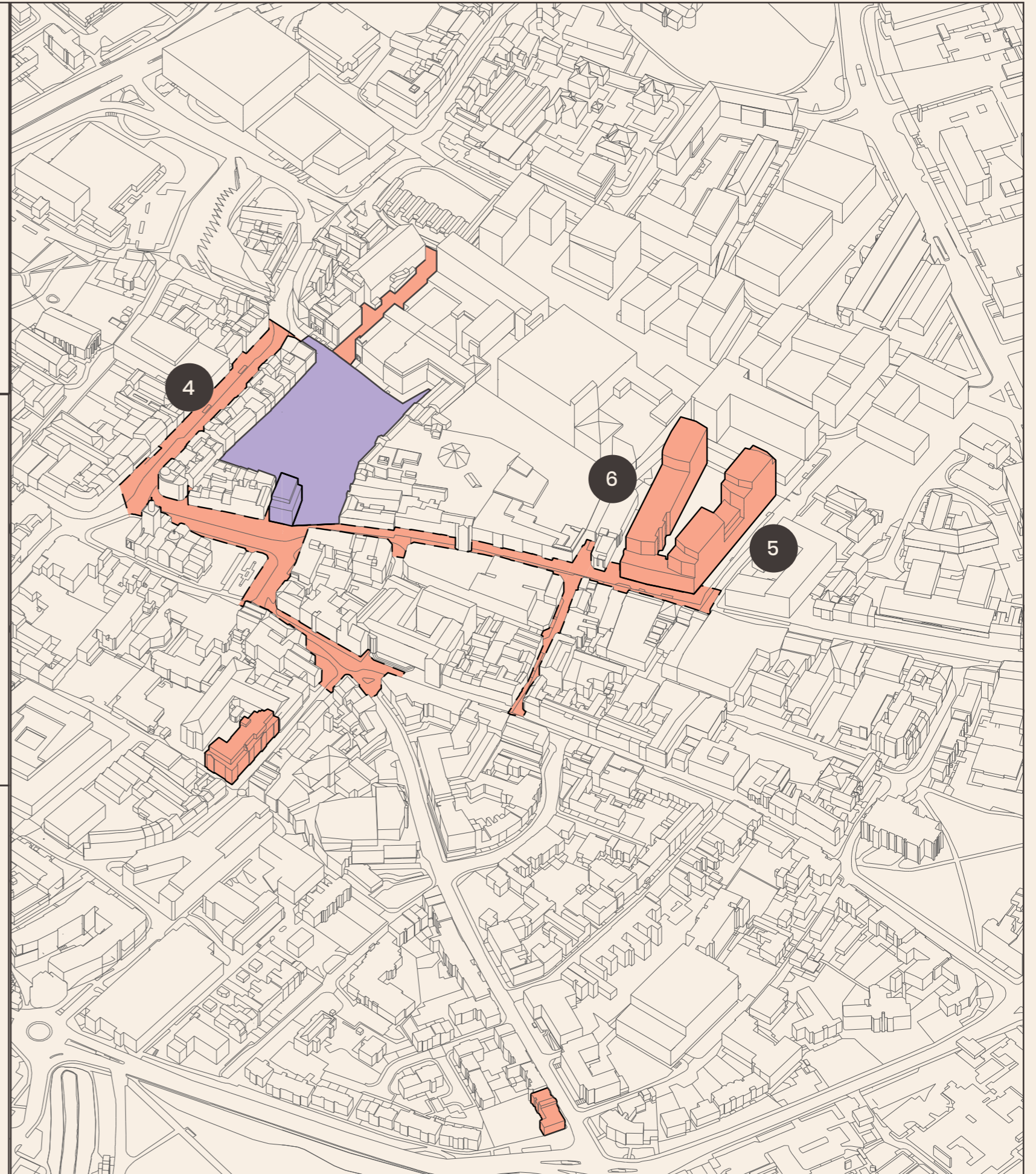
Enabling the redevelopment of the former M&S building – a high profile, site in the town centre which has remained vacant since 2018 to the detriment of the town. TIP investment will unlock a mixed-use development which will support the ongoing regeneration of the town.



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

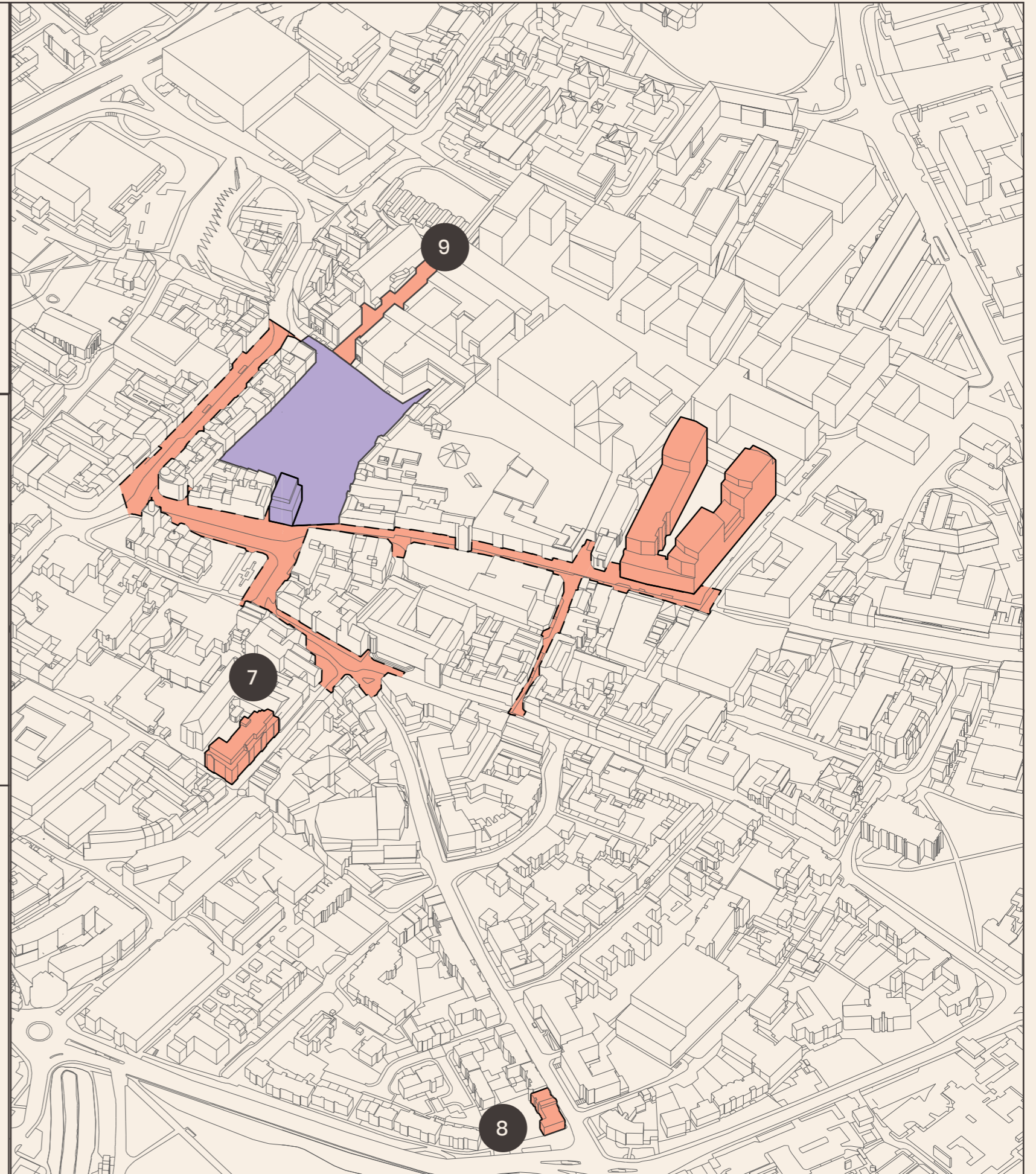
This project will enable an extension of the Rennie Mackintosh Museum and the create a new functional garden for the museum on disused land. It will provide an improved visitor experience and build on a brand that is well known and an iconic visitor attraction.



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

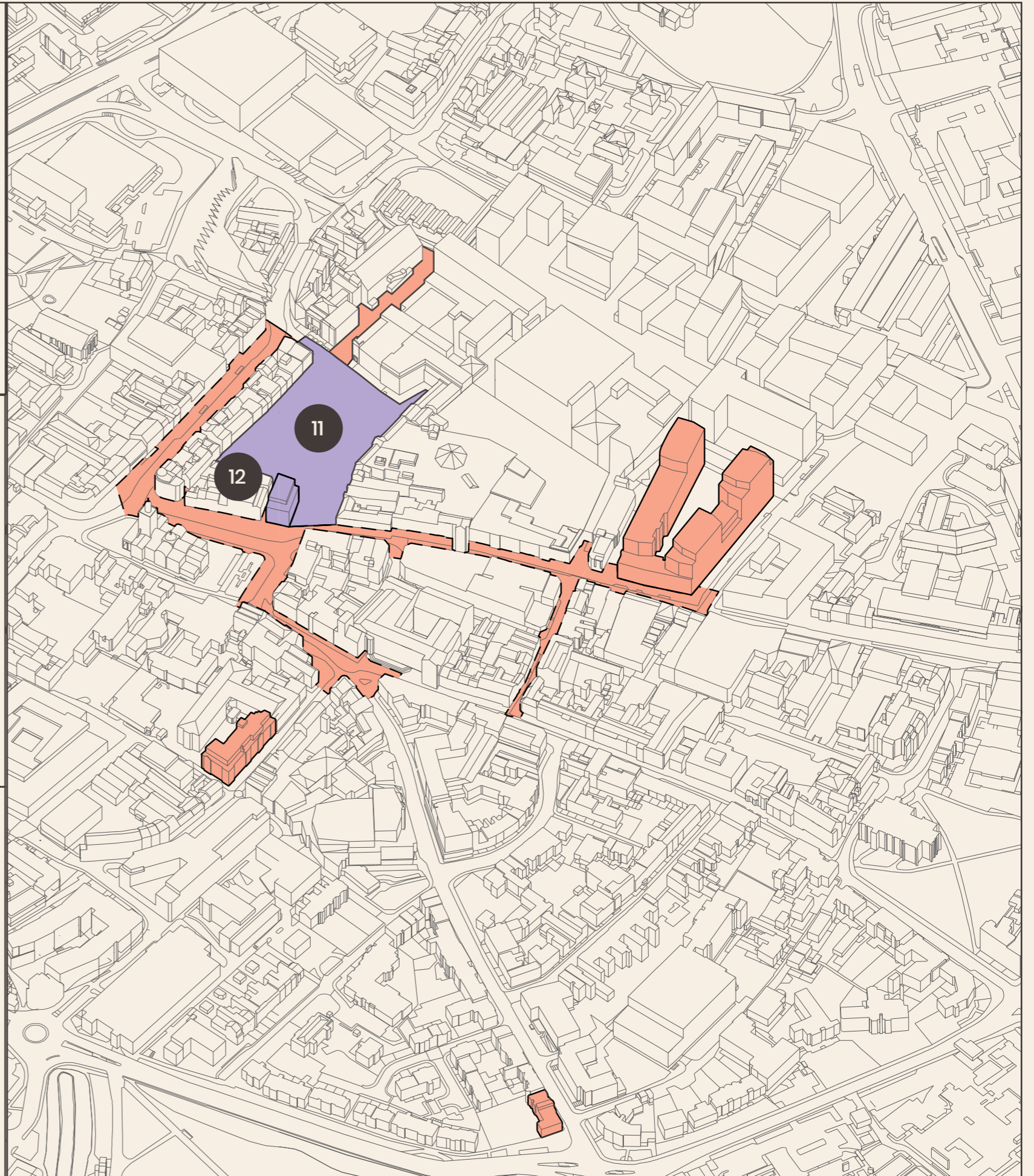
Given its historic role and central location, investment in the Market Square is considered to be an essential catalyst to the wider regeneration of the town. The Towns Fund will provide significantly enhanced public realm and existing stalls will be transformed to provide a smaller, more attractive platform for independent traders – freeing up space for functions, events and activities, re-establishing its role as the heart of the town centre.

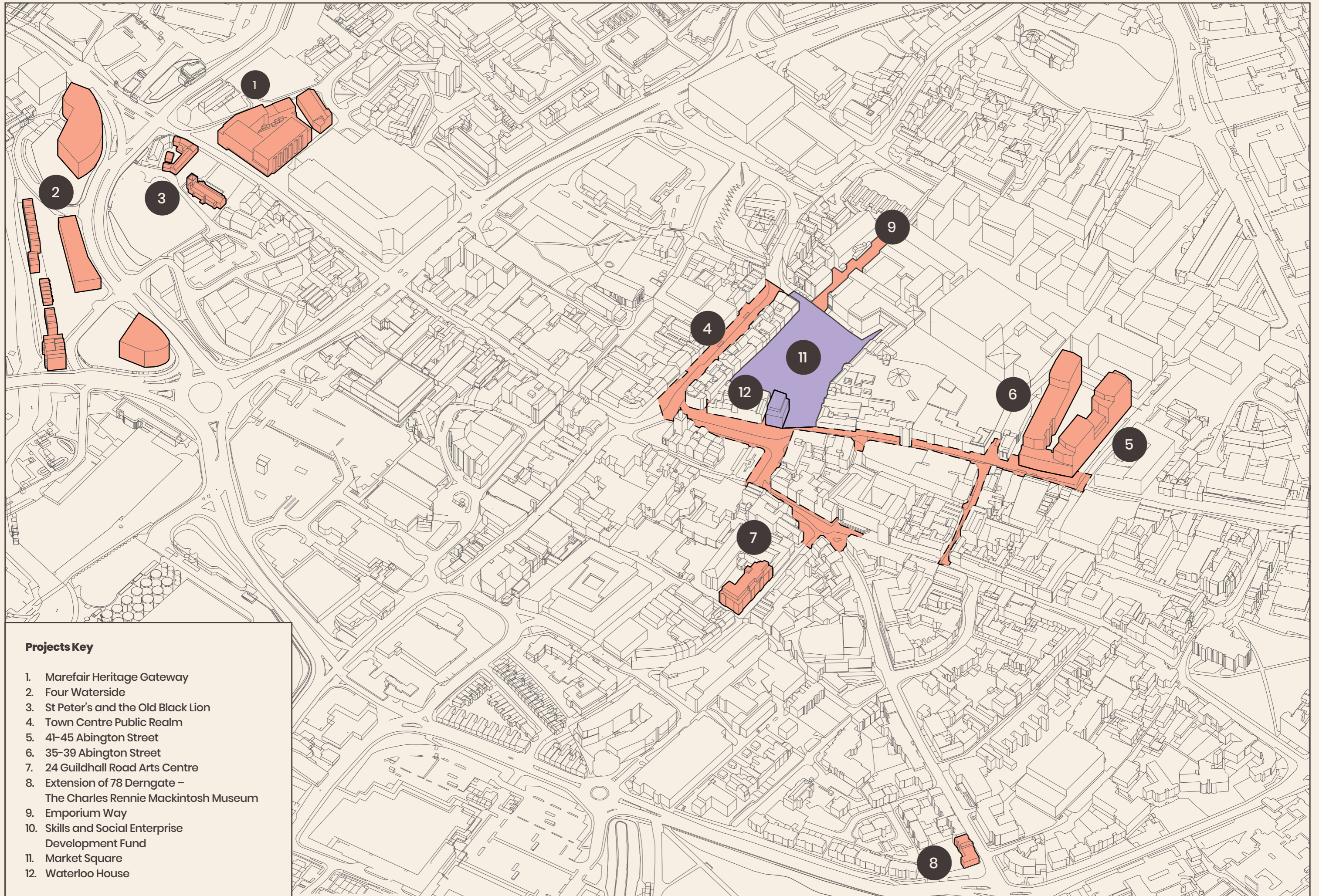


12

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.

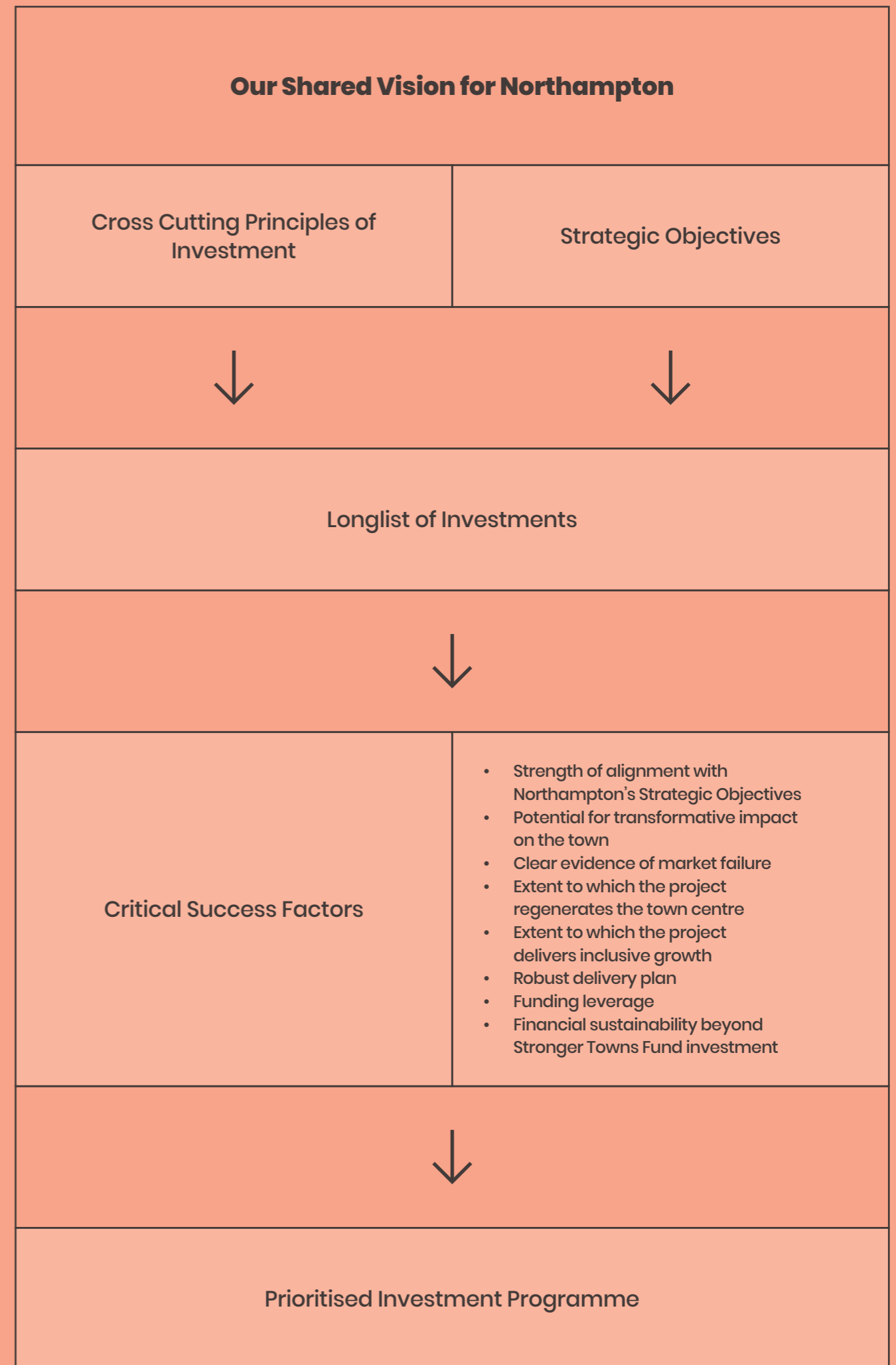
22 projects that support our TIP Vision and Strategic Objectives were included in the longlist. Another 3 projects were considered, but were excluded as they were not deliverable within timescales required for the Towns Fund.

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.



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

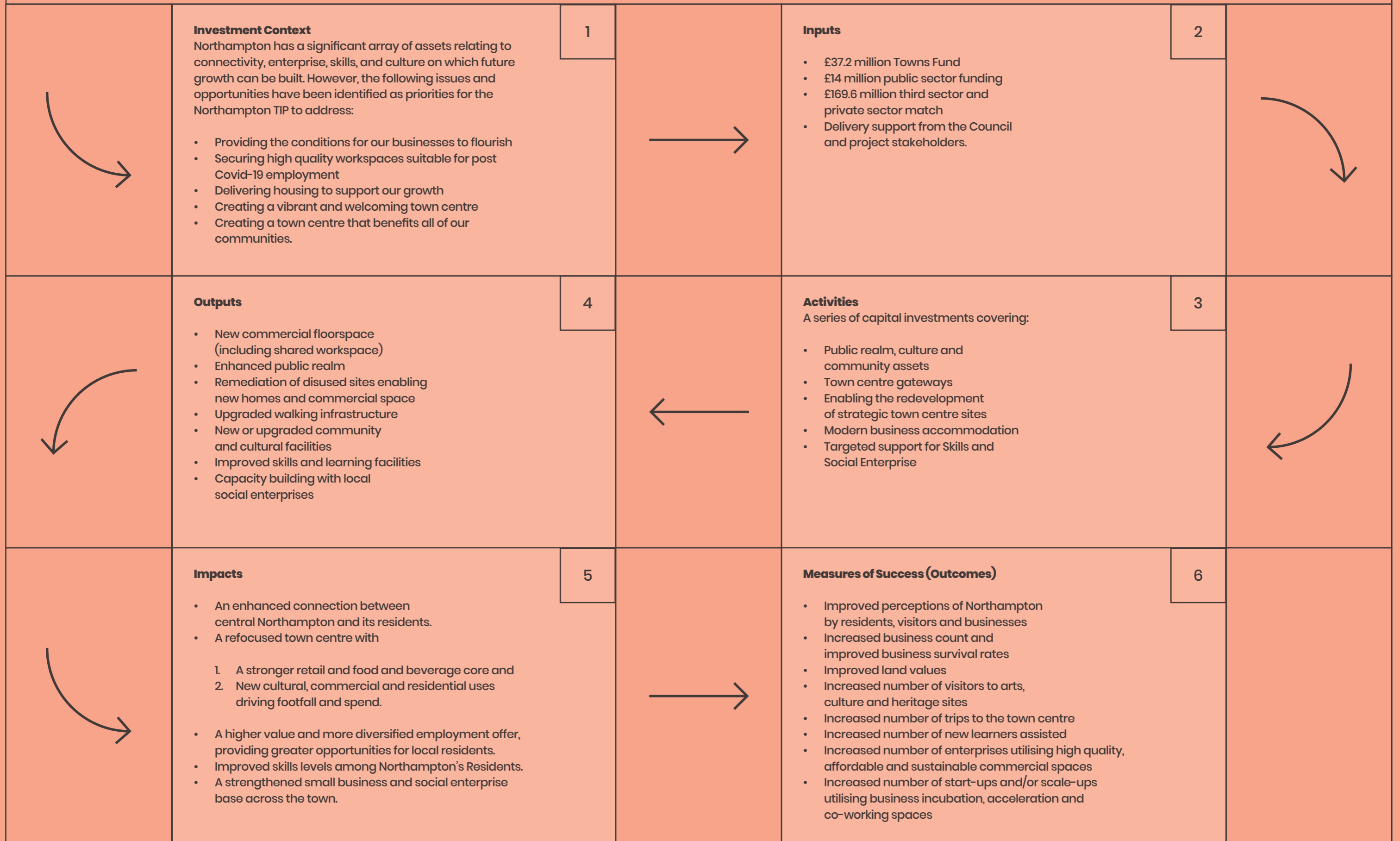
Several investments relating to public realm and gateways to the town have the qualities of public goods and are the types of investment that local authorities would take responsibility for. In some cases it may be possible to raise funding from developer contributions. However whilst development is 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 Derngate
- 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.

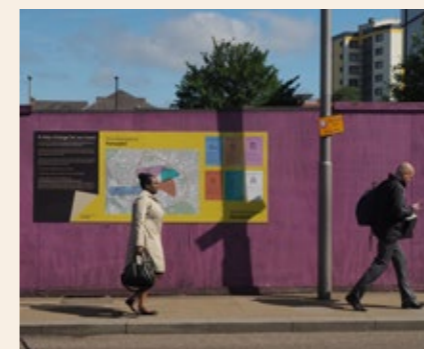
Engagement with private sector bodies aided understanding of growth barriers and helped to ensure the plan remains responsive in uncertain times.

Engagement with public sector and community organisations highlighted how social enterprises can be incorporated into projects.

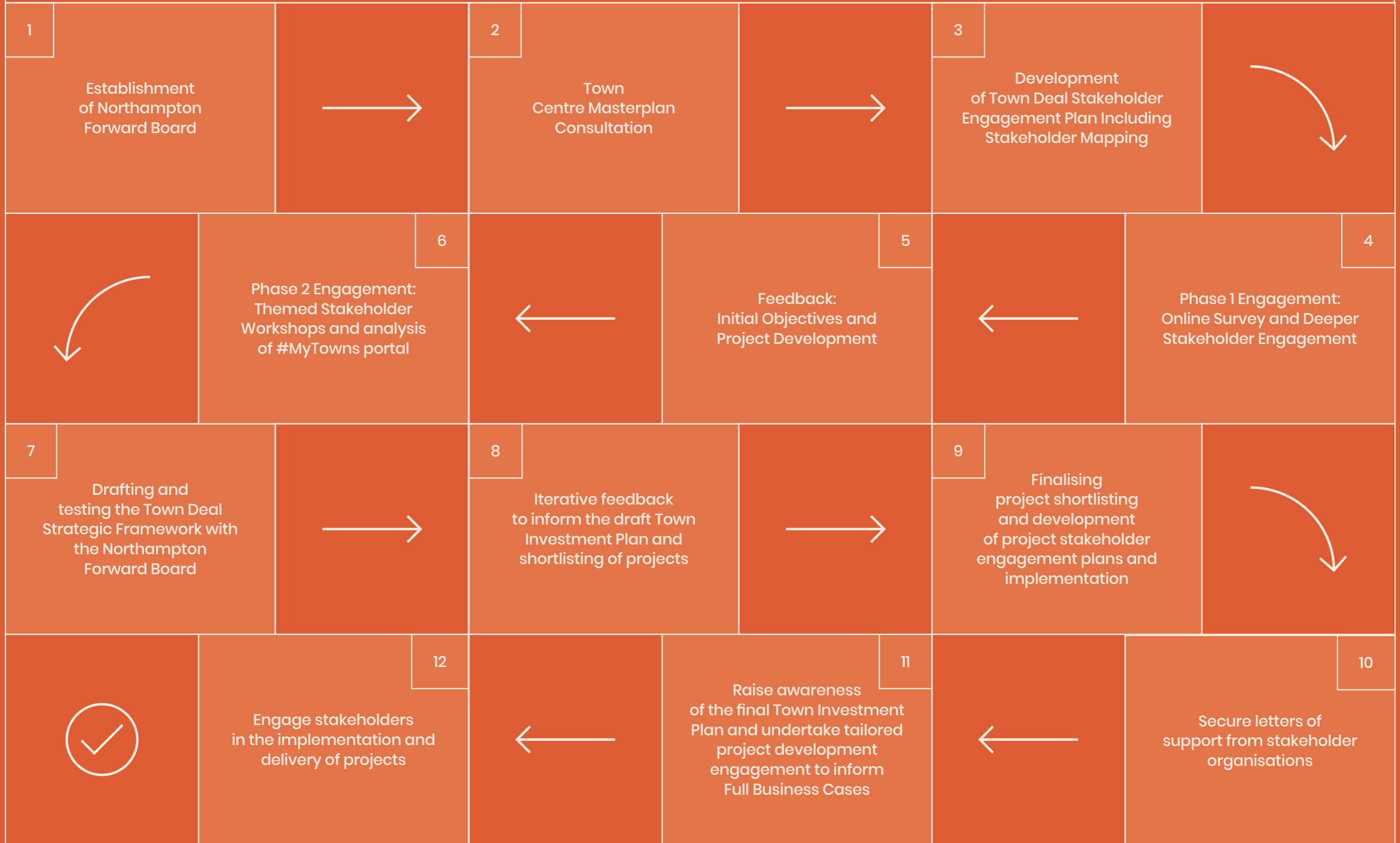
The consultations produced a number of themes for the Town Investment Plan including re-energising cultural and historic assets, diversifying the housing offer to match the needs of the community, make the town centre feel safer and upgrade / improve management of key public spaces.

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 |

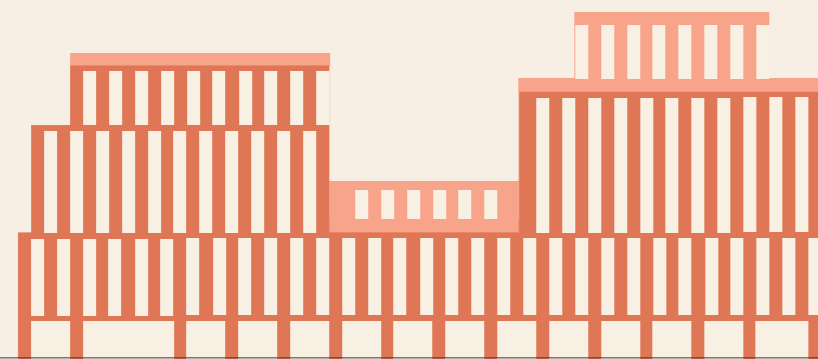
41-45 Abington Street

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 |

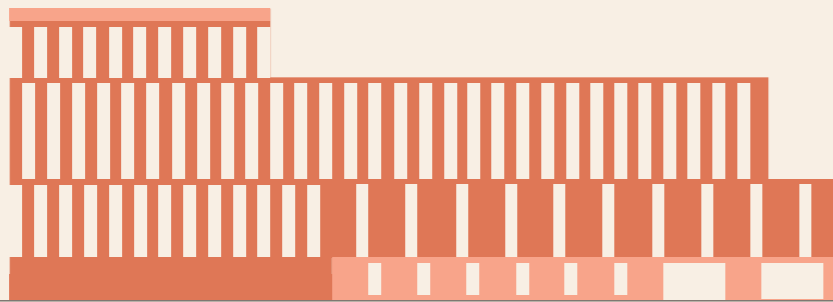
35-39 Abington Street

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 |

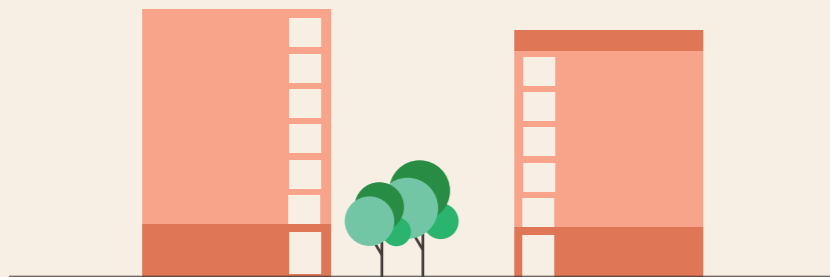
Emporium Way

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 |

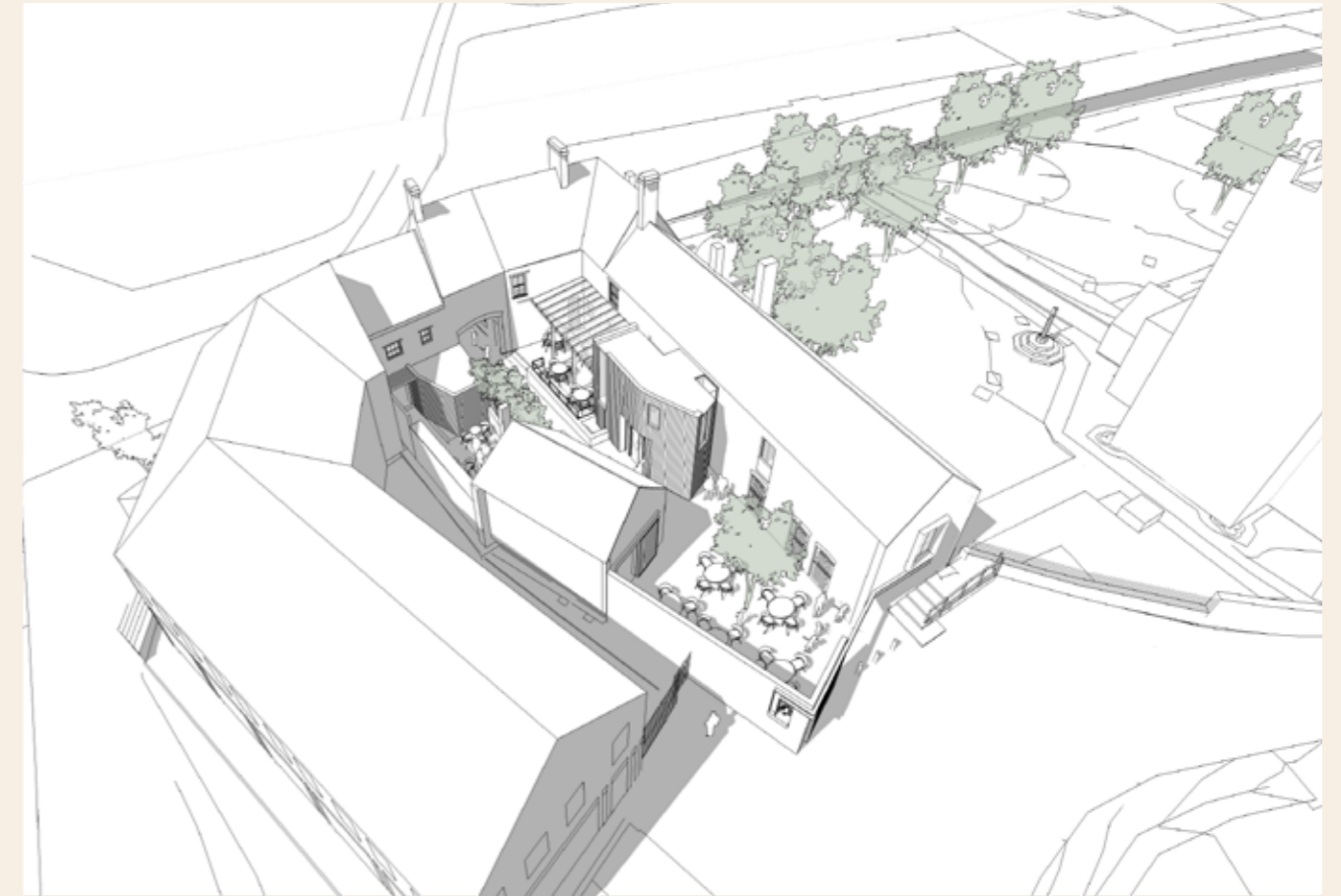
St Peter's and the Old Black Lion

TIP Funding
£315,000

Total Funding
£2.6 million

Accountable Body
Black Lion Heritage

Delivery
June 2023



| Rationale | | | | Outcomes | | | | | | | | | | | | |
|---|--|---|--|---|--|--|--------|--------|-------|--------|--------|-------|-------|--------|--------|--------|
| <ul style="list-style-type: none"> Provision of a new community hub within a deprived part of Northampton. The project will support the regeneration of two historic listed buildings at a gateway location close to other TIP investments. Limited TIP funding can unlock significant investment for regeneration of two heritage assets. | | | | <ul style="list-style-type: none"> Improved perceptions of the place by residents/visitors. Improved land values. Increased number of visitors to arts, cultural and heritage events and venues. Increased number of new learners assisted. | | | | | | | | | | | | |
| Strategic Alignment | | | | | | | | | | | | | | | | |
| Investment Principles | | | | Objectives | | | | | | | | | | | | |
| 1 | | 2 | | 3 | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| | | | | | | | Yellow | Yellow | White | Yellow | Yellow | White | 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 |
| | | | | | | | | | | | | | | |
| <p>As a revenue scheme, fewer objectives are directly supported. However, investment will embed community links and participation into the wider TIP investments.</p> | | | | | | | | | | | | | | |

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 Delivery

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