



NORTHAMPTON
BOROUGH COUNCIL

CABINET AGENDA

Monday, 1 October 2007

Jeffery Room, Guildhall

6:00 pm

Members of the Cabinet:

Councillor: Tony Woods (Leader of the Council)

Councillors: Brendan Glynane, Sally Beardsworth, Richard Church,
Trini Crake, Brian Hoare, Malcolm Mildren

Interim Chief Executive John Edwards

If you have any enquiries about this agenda please contact A.May 01604 837355 or e mail
at amay@northampton.gov.uk

PORTFOLIOS OF CABINET MEMBERS

CABINET MEMBER	PORTFOLIO TITLE
Councillor A. Woods	Leader Partnership and Improvement
Councillor B. Glynane	Deputy Leader Community Engagement & Safety
Councillor S. Beardsworth	Housing
Councillor R. Church	Regeneration
Councillor T. Crake	Environment
Councillor B. Hoare	Performance
Councillor M. Mildren	Finance

NORTHAMPTON BOROUGH COUNCIL

CABINET

Your attendance is requested at a meeting to be held in the Jeffery Room, The Guildhall on Monday, 1 October 2007 at 6:00 pm.

J. Edwards
Interim Chief Executive

AGENDA

1. APOLOGIES
2. MINUTES
3. DEPUTATIONS/PUBLIC ADDRESSES
4. DECLARATION OF INTEREST
Members of the public wishing to address Cabinet must register their interest by 12 noon on the day of the meeting by contacting Annie May on 01604 837355 or by e mail to amay@northampton.gov.uk
5. ISSUES ARISING FROM OVERVIEW AND SCRUTINY COMMITTEES
- K 6. EDGAR MOBBS WAY CAR PARK
Report of Director of Finance (copy herewith)
- K 7. ECONOMIC AND REGENERATION STRATEGY
Report of Director People Planning and Regeneration (copy herewith)
- K 8. GROSVENOR GREYFRIARS
Report of Director People Planning and Regeneration (copy to follow)
- K 9. HOUSING REVENUE ACCOUNT - CAPITAL PROGRAMME 2007-08
Report of Director of Finance (copy Herewith)
- K 10. GENERAL FUND - CAPITAL PROGRAMME 2007-08
Report of Director of Finance (copy herewith)
11. PERFORMANCE
 - (A) BUDGET MONITORING 2007/08 PERIOD 5
Report of Director of Finance (copy herewith)
 - (B) PERFORMANCE MONITORING
Report of Interim Chief Executive (copy herewith)

12. DRAFT NORTHAMPTONSHIRE JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY
Report of Director of Customer and Service Delivery (copy herewith)
13. CONSIDERATION OF OBJECTION RECEIVED TO THE PROPOSED DISPOSAL OF A SMALL AREA OF PUBLIC OPEN SPACE AT THE RACECOURSE
Report of Director of Finance (copy herewith)
14. LEASE TO NORTHAMPTONSHIRE COUNTY COUNCIL OF LAND AT FAR COTTON RECREATION GROUND (ADJACENT TO QUEEN ELEANOR PRIMARY SCHOOL)
Report of Director of Finance (copy herewith)
- K 15. COUNCIL'S SEVERANCE POLICY
Report of Interim Chief Executive (copy to follow)
- K 16. REGENERATION AND GROWTH STUDIES FUNDED BY LABGI
Report of Director People Planning and Regeneration (copy herewith)
17. HOMES FOR THE FUTURE MORE AFFORDABLE MORE SUSTAINABLE - THE HOUSING GREEN PAPER
Report of Director People Planning and Regeneration (copy herewith)
18. SATISFACTION SURVEY RESULTS 2007
Report of Interim Chief Executive (copy to follow)

EXCLUSION OF PUBLIC AND PRESS

THE CHAIR TO MOVE:

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

SUPPLEMENTARY AGENDA

**Exempted Under Schedule
12A of L.Govt Act 1972
Para No:-**

- K 19. LAND AT LANCASTER WAY (3)
Report of Director of Finance (copy herewith)
- K 20. GROSVENOR GREYFRIARS (3)
Report of Director People Planning and Regeneration
(copy to follow)
- K 21. SALE OF TRADE WASTE SERVICE (3)
Report of Director Customer and Service Delivery (copy
to follow)

Appendices



NORTHAMPTON
BOROUGH COUNCIL

Item No.

CABINET REPORT

Report Title	EDGAR MOBBS WAY CAR PARK
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AGENDA STATUS: PUBLIC

Cabinet Meeting Date:	1 October 2007
Key Decision:	YES
Listed on Forward Plan:	YES
Within Policy:	YES
Policy Document:	NO
Directorate:	Governance & Resources
Accountable Cabinet Member:	Cllr M Mildren
Ward(s)	St James

1. Purpose

1.1 To seek authority of Cabinet to this Council acquiring a long leasehold interest In the car park known as "P4" or the South car park at Edgar Mobbs Way.

2. Recommendations

2.1 That Cabinet agrees the principle that this Council should take a long leasehold interest in the land known as South Car Park ("P4") at Edgar Mobbs Way.

2.2. That Cabinet should delegate authority to the Director of Finance to approve the terms of a lease in consultation with the Portfolio Holder for Finance.

2.3 That any financial implications arising should be reflected in the Medium Term Financial Plan.

3. Issues and Choices

3.1 Report Background

3.1.1 In 2004 as part of the wider Brownfield Initiative, land owned by this Council at Harvey Reeves Road was transferred for value to English Partnerships. Some of that land together with other land formerly owned by Northampton Rugby Football Club Limited (NRFC) was subsequently remediated and developed at the cost of English Partnerships to form two surface car parks (known as P3 and P4). The car parks are of very similar size and are able to each accommodate approx. 950 cars. An understanding was reached with English Partnerships (EP), without any contractual force, that the ownerships of the car parks would be subsequently transferred to this Council – subject in the case of Car Park P3 to a 99 year lease to NRFC for parking on match days.

3.1.2 The development of the car parks was completed in 2006 and parking charges machines were installed at EP's cost to a specification agreed with this Council. The installation of the machines was project managed by staff within the Asset Management Department. Negotiations were held between EP's Agents and Gerald Eve Chartered Surveyors on behalf of the Council, about the terms of a freehold transfer to the Council of the land concerned. Agreement could not be reached about the value of the land. This Council has made no capital provision for any re-purchase. EP have subsequently indicated that they would be prepared to grant a long lease of the car parks upon a profit share basis, after taking into account operational costs.

3.1.3 In light of identified business rates liabilities arising from controlling and operating both car parks, a re-assessment of projected income and costs was undertaken. This is necessarily based upon projections of probable use since the car parks have clearly not been operated previously. This review by Town Centre Operations has identified that owning and operating either one or both car parks is likely to result in a revenue loss for the foreseeable future.

3.2 Issue

Notwithstanding a projected revenue loss from this Council controlling and operating one or both car parks, it is considered that there are potentially important possible uses and potential additional income streams that would justify taking control of at least one of the car parks (P4). These include:

- (i) Temporary bus lay over facilities
- (ii) To assist Northamptonshire County Council with Park & Ride Proposals
- (iii) To provide alternative parking facilities for displaced town centre parkers arising from town centre re-development proposals
- (iv) To provide scope for parking for Council staff in the event of any future proposals concerning re-location of more staff to the Town Centre.
- (v) Overflow parking for rail commuters
- (vi) Parking agreements with Northampton Town Football Club and other local companies

In addition, by taking control of one of the car parks this Council would be honouring in part the original intention between EP and the Council in developing the land for this use.

3.3 Choices (options)

3.3.1 The Council could choose to acquire both car parks on either a freehold or leasehold basis. This would result in the Council having, in the case of a freehold purchase, to allocate capital monies to purchase the land – assuming an acceptable valuation could be agreed with English Partnerships (EP). Whether the car parks were acquired upon a freehold or leasehold basis, there would be a projected revenue loss. This loss would be greater if both car parks were to be taken.

3.3.2 The Council could choose, as already discussed with EP, to take a 125 year full repairing and insuring leasehold interest in the land edged red upon the attached plan, upon the basis that no initial premium is paid to EP. The rent payable would be determined by reference to an agreed share (not more than 50%) of any net surplus generated by this Council operating the car park. Such a lease would permit the Council to enter into contract parking arrangements with third parties. Upon this basis there would be no revenue liability due to the landlord until a profit was made from operating the car park. There would though be a projected revenue loss from pursuing this route.

3.3.3 The Council could choose not to take either car park on any basis. This option would avoid potential liabilities, but would also reduce potential scope for future use of the land by either this Council directly and by others that may assist with both income generation and wider corporate objectives. This option may also expose the Council to criticism concerning a change of approach regarding an established understanding with partner organisations.

4. Implications (including Financial Implications)

4.1 Policy

There are none specifically

4.2 Resources and Risk

Projections prepared by Town Centre Operations indicate that there will be an initial operating loss from having control of this one car park ("P4") of £13,500 p.a. This loss would be borne by Town Centre Operations and be recognised in the Medium Term Financial Plan as arising from a corporate objective.

4.3 Legal

Heads of Terms have not yet been agreed for the lease and thus no specific comment can be made at this stage.

4.4 Equality

There are none specifically identified

4.5 Consultees (Internal and External)

Town Centre Operations, Regeneration & Growth, English Partnerships

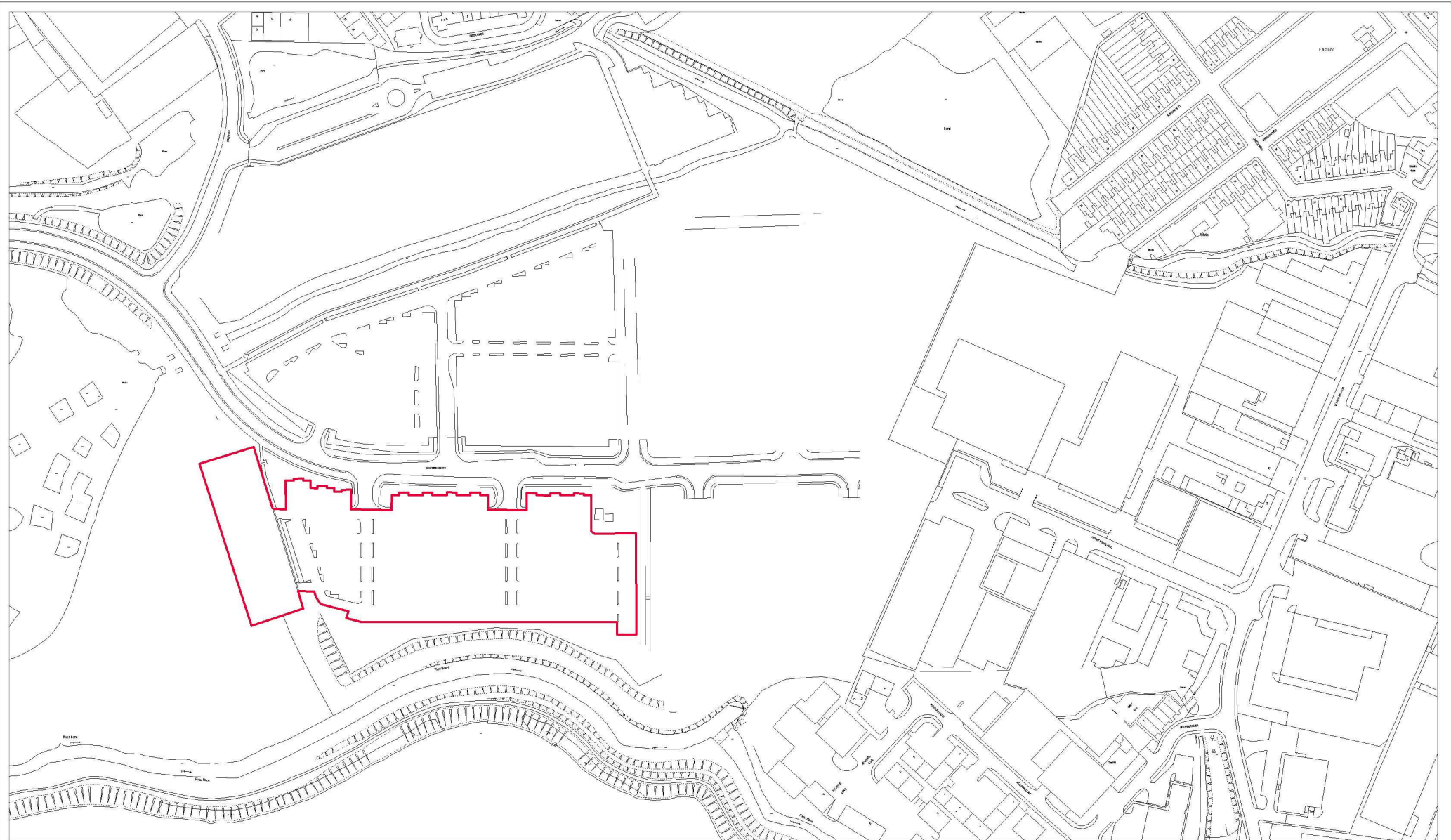
4.6 How Proposals deliver Priority Outcomes

None specifically at this time but the proposal does allow scope for assisting town centre regeneration initiatives

5. Background Papers

5.1 Asset Management Files FS/42/01 & Report to Management Board dated 5 July 2007

Simon Dougall, Asset Manager, x 8177



Title: Edgar Mobbs Way

DWG No. **EVS0667/A**

**ESTATES & ASSET
MANAGEMENT**



Directorate of Governance & Resources

Northampton Borough Council

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Appendices
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NORTHAMPTON
BOROUGH COUNCIL

Item No.
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CABINET REPORT

Report Title	Northampton Economic Regeneration Strategy
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AGENDA STATUS: PUBLIC

Cabinet Meeting Date:	1 October 2007
Key Decision:	Yes
Listed on Forward Plan:	Yes
Within Policy:	Yes
Policy Document:	Yes
Directorate:	Regeneration and Growth
Accountable Cabinet Member:	Cllr Richard Church
Ward(s)	All

1. Purpose

1.1 The Council's Northampton Economic Regeneration Strategy will be a key document for the Borough and relates directly to the Corporate Plan to 'promote economic development and growth in Northampton'. The Strategy sets out the Economic and Regeneration vision and priorities. The document also puts into words the actions that are required to achieve this objective over a projected time period up to 2021. Using National and regional, planning and economic regeneration policy the Council needs to lead this process supported by its partners.

This report seeks to approve a draft strategy to consult the wider community before returning to Cabinet in January 2008 with a final version for adoption.

2. Recommendations

2.1 The cabinet is asked to approve the draft Economic Regeneration Strategy (Appendix 1).

2.2 That Cabinet agree to commence a programme of consultation to ensure the final version is one that the Borough Council's partners can all sign up to.

3. Issues and Choices

3.1 Report Background

3.1.1 The Northampton Economic Regeneration Strategy aims to provide an agreed direction for Northampton's Future. The regeneration and growth of the Town will have a significant impact on the shape of the economy over the next 15 years and into the future.

3.1.2 The document will be used both internally and externally with our partners to show the key priorities and projects so ensuring good communication and buy in with all key partners. The document includes an executive summary; it shows the current economic position of the Borough, the future aspiration and the actions to be taken to deliver this. It is broken down into easily understandable themes or chapters looking at the broad economy ensuring all building blocks to success are identified. The document has taken into consideration national and regional policy as well as local needs in its development.

3.1.3 The Council's Regeneration and Growth Department has been developing a strategy, working towards implementing this and working in partnership across the region with partners including:

- Local Strategic Partnership
- West Northamptonshire Development Corporation,
- Northamptonshire County Council,
- Northamptonshire Enterprise Limited,
- English Partnerships,
- East Midlands Development Agency and
- GOEM.

3.1.4 The primary use of this document is to: -

- 1) Give leadership and direction to Northampton and bring forward cohesion to the priorities for the Northampton Economy.
- 2) Promote joint workings and understanding with key partners in delivering a long-term structured programme of work.
- 3) Provide corporate direction for NBC's activities.
- 4) Ensure clear priorities and objectives for resources, including; financial, people and assets to deliver the agreed strategy.

3.1.5 The Economic Regeneration Strategy addresses the community vision of wanting to create a 21st century 'Market City' to live, work and invest in.

3.2 Issues

3.2.1 This Economic Regeneration Strategy for Northampton is more than a vision and aims to give clear direction looking at local needs and regional strategies.

The core of the document looks at:

- Investment in the knowledge city.
- Building on existing strengths and weaknesses.
- Developing and strengthening the boroughs markets.
- Diversifying specialisation in the Borough's industries.
- Attracting and retaining high skills and skilled organisations.
- Promoting a vibrant education sector including higher education.
- A distinctive 'knowledge city' offer.
- Strong connectivity of transport and communication.
- Strong leadership united around a shared vision.
- Investing in communities and tackling social exclusion.

3.2.2 The Central Government Growth Agenda gives Northampton greater opportunity than most places in the UK. The number of houses in the town is set to increase from 80,000 to 111,500 by 2021. This projected increase in housing and associated growth in population gives an opportunity to regenerate the town and build on the successes that Northampton has to offer. From planned housing growth comes the increased demand for retail, jobs, leisure, green space and transport etc.

3.3 Choices (Options)

3.3.1 The option to do nothing is not acceptable as significant numbers of homes continue to be delivered through commercial activity. The supporting town facilities need to be clearly planned to ensure Northampton is an attractive place to live, work and invest. This will ensure Northampton gains from the opportunities presented from developer contributions and central government funding available to aid growth of the town.

3.3.2 The 'do nothing' option could result in a substantial grant being spent in an uncoordinated and incoherent way with poor results for the town.

4. Implications (including financial implications)

4.1 Policy

The document is one of a suite of documents being developed by the Council to address regeneration and growth. Strategic direction is given in the Economic Regeneration Strategy along with the Joint Core Strategy, Community Vision and Central Area Action Plan all currently evolving.

4.2 Resources and Risk

The production and consultation of the Economic Regeneration Strategy document has limited financial implications, as this will be implemented by internal staff with approved budgets. The application of the strategy will have major implications for the town as a whole but the long-term impact should be financially positive as investment into facilities, infrastructure and jobs are created from the proposed actions.

In the initial implementation of the strategy planning and feasibility studies are required to be carried out to fully understand the dynamic of key issues and to ensure that the option decisions are taken and developed before significant construction activity is undertaken. This planning activity will need to be budgeted for to start the process off and prove the case for major capital funding from developers and other government partners such as WNDC, NEL and EMDA. There is a risk that the plan is approved but action is restricted because initial budgets are not available to implement the plan.

4.3 Legal

4.3.1 This strategy is not a legal requirement but demonstrates prudent planning and awareness of the economic challenges facing the Borough with a fully supported strategy.

4.4 Equality

4.4.1 An equality and diversity assessment needs to be carried out and groups consulted on the strategy.

4.5 Consultees (Internal and External)

4.5.1 An extensive internal consultation has taken place giving all managers, corporate managers and directors and CEO the chance to contribute to the evolving document. Key partners have also been consulted for initial thoughts including EMDA, EP, WNDC, NEL, and NCC. The next step is to consult with a wider audience before all key stakeholders sign up to the final version.

A list of intended External Consultees and the programme is attached.

4.6 How the Proposals deliver Priority Outcomes

- 4.6.1 Northampton Borough Council's Corporate Plan sets out 5 main objectives to be achieved over the next 4 years. One of these is 'To promote economic development and growth in Northampton'. This NBC corporate objective is the driving force in writing the Economic Regeneration Strategy and in the future implementation of the strategy.
- 4.6.2 Northampton's Economic Regeneration Strategy takes its primary lead from local needs but also takes its guide from the East Midlands Regional Economic Strategy (RES), Regional Spatial Strategy (RSS) and the Northamptonshire Sub Regional Economic Strategy (SRES). These documents feed into the Local Area Agreement (LAA) that sets out specific targets. The Northampton Economic Regeneration Strategy does not aim to repeat these targets and objectives in this document but rather to give specific local achievable direction in areas of influence aiming to add value to the current overarching work.
- 4.6.3 The strategy will be the framework for delivering economic development, regeneration and growth of Northampton.

4.7 Other Implications

The Central Government Growth Agenda projects the number of houses in the town is set to increase from 80,000 to 111,500 by 2021 and a further increase to 2031. This projected increase in housing and associated growth in population gives an opportunity to regenerate the town and build on the successes that Northampton has to offer. From planned housing growth comes the increased demand for retail, jobs, leisure, green space and transport etc.

5. Background Papers

5.1

Management board paper 6 Sept 2007
Corporate Plan 2007 11
Milton Keynes and South Midlands Sub Regional Strategy
Regional Economic Strategy
Sub regional Economic Strategy

Mick Lorkins
Economic Intelligence Manager t:8033

A stylized, light-colored outline map of Northampton is positioned in the background, tilted at an angle. The map shows the city's irregular shape and major roads.

NORTHAMPTON
'The Market City'
ECONOMIC REGENERATION
STRATEGY

2007-2021

Northampton Borough Council

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Northampton Economic Regeneration Strategy 2007 - 2021

Foreword

Northampton is about to change, a change driven by the need for significant numbers of new houses in the region and a desire to expand in a sustainable way to serve the current and future citizens of this emerging “Market City”. This current opportunity arises with funding generated from growth. Northampton requires direction and vision to capture the opportunity.

Northampton is the largest town in the country with a population of 200,000 and it sits at the heart of the biggest growth area outside London. The town has 80,000 houses and a further 31,500 are going to be built by 2021. The population is projected to expand up to 300,000. Northampton’s current challenge is in making the growth transform the town into a balanced green and prosperous European ‘Market City’ for the 21st century. Currently the housing growth is leading the way in the transformation of the town but the heart of Northampton also needs dynamic growth, from its streets, shops, leisure and economy. The opportunity is to make it a sustainable city capitalising on its central location in the UK to attract business along with its distinct character, heritage and sporting legacy.

Northampton’s approach to accelerated growth requires a step change in the way things happen. There needs to be greater drive and partnership working to achieve the balanced results required.

Proactive intervention in Regeneration needs to go hand in hand with our exciting economic aspirations enabling us to compete at a regional, national and international level.

Northampton’s Economic Regeneration Strategy sets out clear targets for the transformation of Northampton’s economy with a golden thread connecting regional to sub regional and local needs and plans. The public, private and voluntary sectors, together with sub-regional partners, are to be/have been consulted to agree the planned actions that have to be brought to life.

Some major steps have already been made with the creation of the award winning Upton housing development, brownfield initiative, flood alleviation work and in the major £200 million PFI transformation of our school system (led by the County Council).

Northampton needs to create a ‘Market City’ of opportunities and diversity, with an economic base to provide a climate for innovation, investment and encourage enterprise to allow businesses to thrive.

Developing and promoting a highly skilled knowledge-driven workforce is also key. There needs to be the opportunity for all to train and then use these new skills in the local area to drive a dynamic economy.

The Northampton Economic Regeneration Strategy aims to give shared partnership direction for the town’s development, promoting and channelling energy to achieve agreed goals.

Northampton: City for Investment

By 2021, Northampton will be a European city of vitality known for its distinct quality of life, history, culture and green living, enjoyed by all.

The Milton Keynes South Midlands Sub Regional Strategy, West Northamptonshire Joint Local Development Scheme, especially the Joint Core Strategy (JCS) and Central Area Action Plan (CAAP) and NCC Transport Strategy for Growth will provide the strategic framework for the spatial development of Northampton. The Economic Regeneration Strategy identifies the key economic priorities and actions that are needed to move forward in a planned way.

Northampton's Economic Regeneration Strategy takes its primary lead from local needs but also takes its guide from the East Midlands Regional Economic Strategy (RES), Regional Spatial Strategy (RSS) and the Northamptonshire Sub Regional Economic Strategy (SRES). These documents feed into the Local Area Agreement (LAA) that sets out specific targets. The Northampton Economic Regeneration Strategy does not aim to repeat these targets and objectives in this document but rather to give specific local achievable direction in areas of influence aiming to add value to the current overarching work.

The Strategy aspires to:-

- Create the right environment to attract diverse and entrepreneurial business to invest in Northampton
- Promote a diverse and adaptable skilled workforce, stimulate ambition, and ensure that these people are retained in the Northampton economy.
- Develop Northampton's infrastructure including retail and leisure facilities to aspire to quality that aids the attractiveness of Northampton with amenities second to none.
- Enhance and promote the creative facilities, the unique historic character and niche retail offer in Northampton.
- Promote strong partnership working across all sectors for genuine commitment to the sustainable development of Northampton.

The vision for Northampton is to be a major regional and cultural economic centre with traditional architecture mixed with high quality new urban design creating city living. Northampton will have a cultural quarter, a riverside development, be known nationally as a centre for education, with diverse employment opportunities, excellent sustainable transport and a tourist destination of choice.

Northampton: the City to Live, Work and Invest in

The "city with a unique quality of life" is a central concept within the Economic Regeneration Strategy. By 2021 Northampton will be distinguished by:

- Distinctive character historically, culturally and environmentally.
- Knowledge creation and retention with a nationally acclaimed university, with infrastructure aiding technology transfer and renowned studies.

- Good skills levels throughout the workforce.
- Cluster(s) of growing knowledge industries including creative, science and business quarters.
- Good connectivity with IT and transport links, including good cycle and walking routes.
- Known for its high quality of life, expansive retail offer and diverse leisure activities.
- Effective local leadership (local government and other agencies).

Northampton's Assets

Northampton has significant assets not least its history stretching back over more than 800 years. Each generation adding a layer of activity and intrigue that is recorded in the physical make up of its buildings, industry and infrastructure.

These assets include the green infrastructure, its beautiful parks and village greens hidden in suburbs of Northampton are gems that need to be preserved and added to new developments, retaining an uplifting quality of life in the emerging green 'market city'.

Other items that give the place a distinct identity include, The Royal and Derngate Theatre, the town's Museums including the recently restored 78 Derngate designed by Charles Rennie Macintosh. The town also has many notable ancient churches including the round church of the Holy Sepulchre and All Saints Church in the town centre. Being a County Town it has an historic grand market square that can be seen on a map from the 17th-century. The Northampton 'Saints' Rugby Club, Northampton Town Football Club, Northants Cricket also add a sporting sense of identity advertising the town to a wider audience. All of these assets and many more give the town character, a character that ensures a sense of place and a starting point for developing a new European city.

The Boot and Shoe industry in Northampton was aided by Northampton's central location in the country offering good connectivity to markets.

Today's cities succeed by offering proximity to people and their ideas (Glazer 2005) and this is still apt for Northampton when considering future plans. There are also opportunities to support and expand the town's existing businesses.

The growth agenda gives great pressure to ensure the housing expansion and associated projected population growth from 200,000 to 300,000 will also deliver the facilities required of a medium sized city.

Northampton has a growing education infrastructure and established specialisms in creative arts, business, health care, environment, waste management, leather technology and land management amongst others. The University of Northampton, Northampton College and Mouton College are key drivers for skilling-up the town's work force and adding to the expansion of Northampton's knowledge economy and a critical influence on the future economic prosperity.

The town and surrounding area also hosts many events and rallies such as the annual balloon festival, carnival, numerous steam rallies and a diverse range of

sporting and cultural events all lending weight to Northampton's central location in the country.

The town is surrounded with historic houses and picturesque villages offering excellent quality of life. This feeling of wealth needs to be brought into Northampton town as well.

Northampton's Challenges

Northampton must provide a more supportive culture for its business community to invest. It must improve its image, promoting its cultural assets and attractions being a place to live, work and invest.

Northampton also needs to regain its rightful place as the focus of the County and gain support from its infrastructure to develop a city economy.

Northampton's current economy is not as diverse as it could be, relying on too few sectors and tends to have lower skills levels.

The town is within a commutable distance to and from London and this creates opportunities and challenges. There are opportunities for companies to relocate to Northampton where land is cheaper and quality of life better, and challenges that many of the Borough's high earners commute to London for wider opportunities. This could an opportunity to add to the local economy if more high knowledge skilled careers were available locally.

Northampton needs to raise its performance to become more competitive and diversify its economic base in order to raise incomes.

The Economic Regeneration Strategy

The Economic Regeneration Strategy for Northampton needs to promote a step change in the focus of regenerating and growing town in a planned way.

The key to the development of the town centre is 'deliverability'. The CAAP will provide the Statutory planning framework to deliver change whilst Northampton Borough Council holds significant land in the town and there is great potential for joint working with both private and public sector partners to get the most potential from these assets. The Economic Regeneration Strategy will have a long-term impact on the town, and actions are set for focusing delivery.

The focus being on:-

- Making Northampton a distinctive place, promoting its heritage and creating high quality places
- Developing retail, living and employment opportunities in the town centre
- Developing sustainable living, improving connectivity and access
- Promoting the knowledge economy

The Economic Regeneration Strategy will need to connect with Northampton's new spatial planning vision. The overarching aim of the strategy is to achieve a significantly improved competitive position for Northampton and to transform it into a

competitive, diversified, balanced and well-connected city economy where strong leadership drives economic success and quality development.

The Northampton Economic Regeneration Strategy identifies ten critical development themes that need to be progressed to achieve a rounded transformation of the Northampton Economy.

These are broken down in the document in an easily understandable set of ten subject headings expanded upon in the follow chapters:

- Retail
- Industry/Employment
- Business start up
- Regeneration
- Education training and skills
- Community
- Housing
- Leisure / Sport
- Infrastructure
- Leadership

These themes are the building blocks of balanced economic performance in all cities and will become Northampton's focus for success.

Proactive Interventions

The Focus of the Northampton Economic Regeneration Strategy develops these themes into a set of actions, targets and standards. The most important ideas promoted by the Strategy are:

- Expand the retail offer in the town centre
- Develop niche markets
- Develop Market Square as the centrepiece of the 'new city'
- Improve the public realm especially Abington Street
- Protect our green infrastructure, parks and greens and add similar spaces to the new 'Market City' as it expands
- Promote the creative sectors of the town to retain students, add character and provide creativity to the town's growth
- Promote availability of land for key industry sectors for Northampton including consultancy, head quarters of companies, knowledge based industry and a science park
- Develop the leisure offer
- Develop a branding and marketing strategy
- Promote good carbon management
- Promote quality affordable housing
- Be receptive to initiatives and ideas that promote Northampton expanding economy

Cutting across all of these themes is quality and simulating ambition. The community strategy highlighted that development should deliver cleaner, safer, greener, communities. Quality is a critical factor to ensure schemes deliver longevity rather than short term wins with long-term problems and well considered design is key.

INTRODUCTION

The Northampton Economic Regeneration Strategy aims to provide an agreed direction for Northampton's Future. The regeneration and growth of the current town will have a significant impact on the shape of the economy over the next 15 years and into the foreseeable future.

Northampton Borough Council has a dedicated Regeneration and Growth department, including an Economic Intelligence section working towards implementing this strategy and working in partnership across the region with many organisations including:

Local Strategic Partnership
West Northamptonshire Development Corporation
Northamptonshire County Council
Northamptonshire Enterprise Limited
English Partnerships
East Midlands Development Agency and
GOEM

The primary use of this document is to:-

- 1) Give leadership and direction to Northampton and bring forward cohesion to the priorities for the Northampton Economy.
- 2) Promote joint workings and understanding with key partners in delivering a long-term structured programme of work.
- 3) Provide corporate direction for Partner's activities and complement the strategic planning process.
- 4) Ensure clear priorities and objective for resources, including; financial, people and assets to deliver the agreed strategy.

The Economic Regeneration Strategy addresses the community vision of wanting to create a 21st century 'Market City' to live, work and invest in.

The aim of the strategy is to turn Northampton into a European city with ambition. The 'Market City' will thrive from morning to night whilst being safer, cleaner and healthier. With the expanding economy it will develop a sense of place and excitement, grown from an evolving cultural quarter, fully utilised European exemplar market square, expanded retail offer and wealth of learning, living and employment opportunities. Skills will need to be improved, driving to achieve a knowledge led economy, retaining students within Northampton.

The 'market city' will be modelled on the Northampton's traditional street patterns, differentiating it from its neighbours through its niche shopping, arts, culture and fashion (shoes) that give Northampton a distinct identity. Northampton will offer a mix of historic architecture and the best new urban design offering a variety of homes to appeal to a broad market from city living, bespoke waterfront development and treasured village greens.

All building work will aim to be of excellent environmental and quality standards, promoting the existing parks and village greens and adding to this in the expanding city. The city will also have a sustainable transport, cycling, walking network and wealth of well-maintained leisure facilities that create interest and intrigue. This will include a new landmark swimming leisure complex that reflects Northampton's distance from the sea but providing outstanding inland water based facility for all ages.

This Economic Regeneration Strategy for Northampton is more than a vision and aims to give clear direction looking at local needs and regional strategies.

The core of the document looks at:

- Investment in the physical 'knowledge city'
- Building on existing strengths and weaknesses
- Diversifying the Borough's industries
- Attracting, retaining and developing high skills and skilled organisations
- Promoting a vibrant education sector including higher education
- A distinctive 'knowledge city' offer
- Strong connectivity of transport and communication
- Strong leadership united around a shared vision
- Investing in communities and tackling social exclusion

The Central Government Growth Agenda gives Northampton greater opportunity than most towns in the UK. The number of houses in the town is set to increase from 80,000 to 111,500 by 2021. This projected increase in housing and associated growth in population gives an opportunity to regenerate the town and build on the successes that Northampton has to offer. From planned housing growth comes the increased demand for retail, jobs, leisure, green space and transport etc.

Northampton Borough Council's Corporate Plan sets out five main objectives to be achieved over the next four years. One of these is '**To promote economic development and growth in Northampton**'. This NBC corporate objective is the driving force in writing the Economic Regeneration Strategy and in the future implementation of the strategy.

Northampton's Economic Regeneration Strategy takes its primary lead from local needs but also takes its guide from the East Midlands *Regional Economic Strategy* (RES), *Regional Spatial Strategy* (RSS) and the Northamptonshire *Sub Regional Economic Strategy* (SRES). These documents feed into the Local Area Agreement (LAA) that sets out specific targets. The Northampton Economic Regeneration Strategy does not aim to repeat these targets and objectives in this document but rather to give specific local achievable direction in areas of influence aiming to add value to the current overarching work.

This strategy is primarily driven around living, working, and developing the town centre. A major factor is greatly increased retail demand from the growth of the town and the opportunity to significantly increase the shopping offer in the town centre. Fortunately, there is land available in the town centre to create this opportunity from surface car parks etc. The design of the new retail offer needs to be outstanding to create a '**wow factor**' that differentiates Northampton from other local offers and drawing people into the Town centre through a quality landmark development. The current historic character of the town needs to be promoted and niche markets created. The aim is to offer outstanding retail, leisure and investment opportunities, matched with new desirable houses, making it prosperous, progressive and promoted.

Expansion is not a new concept for Northampton as the town was designated a new town in the 1960's and saw dramatic growth through the 1970's and 1980's increasing the housing numbers by 20,000 with 42 miles of new roads, 10 million square feet of new office or factory space, 10 community centres, 10 local shopping centres and over 20 schools, at a capital cost at the time of some £200 million.

The current growth target of 31,500 new houses is far greater than the town has ever seen. The expansion is already happening. The greatest danger to the town is that this is left to market forces to drive forward, developing housing and retail opportunities where the land is cheapest and building of a low quality giving maximum returns for the investor but very little added-value to the citizens of Northampton and the economy. If out-of-town centres are developed there is a risk that the town centre will decline, eventually forcing current anchor tenants to quit the town on a downward spiral.

Northampton has the opportunity to develop in a controlled way and the local development framework will provide a clear master plan of the town and surrounding region but it must have the support of all of its local authority agents and citizens. A new piecemeal approach will give a half-hearted result reflecting in poor architecture and a less desirable place to work, live and invest.

A further significant element to the Economic Regeneration Strategy is the development of the public realm with consistent design principals aimed at reflecting the character of the town. This is extremely important to give the town the long-term desirability to invest and live in.

This document aims to evaluate the main areas of the Northampton economy looking at:-

- Retail
- Industry/Employment
- Business start-up
- Regeneration
- Education / Training and Skills
- Community
- Housing
- Leisure / Sport
- Infrastructure
- Leadership

These 'focus areas' of the economy have been selected to ensure a rounded view of the economy is considered. Some important subjects such as skills are covered across several subject areas.

The report briefly looks at Northampton's current economy and gives a focus on the future achievements identifying specific targets. Some of these targets are research projects to gain further information before taking action.

The 'targets' are detailed in a table in the appendices.

A key to the development of the town centre is deliverability. This is enhanced due to the significant land holdings held by the Borough Council and exploring the potential opportunities for joint working with both private and public sector partners. The results of this work will give rise to further targets. The strategy will have a long-term impact on the town; however, longer-term actions will need to be reviewed as work progresses and further detailed targets set. The focus is still envisaged to be:-

- Making Northampton a distinctive, ambitious and vibrant place, promoting its heritage and creating buildings of quality
- Developing retail, living and employment opportunities in the town centre
- Developing sustainable living, improving connectivity and access
- Promoting the knowledge economy

RETAIL

Current - Retail

Northampton as Northamptonshire's county town and an important market town currently has a fairly average retail offer but considering it is the largest town in the country the offer should be much better. Most of the top 20 high street retailers are present in the town but the size and level of the stores is disappointing.

Northampton has a total of 518 town centre retailers covering a total floor space of 123,000 sq m and retail warehousing of 131,000 sq m, making the out of town shopping larger than the town centre retail floor space. (ref Property Market Review 2006 CBRE).

The high level of retail warehousing is a major threat to the 'health' of Northampton town centre. A recent survey conducted by CBRE, 'Fashioning a Shopping Experience', shows that the average shopper now has a preference for out of town location due to the availability of free parking and larger shops. A further threat to Northampton town centre is the improvement of 'competing centres' in the area, that have the potential to attract local shoppers to those centres rather than shopping in Northampton. Current figures (2006) show that 18% of residents in the south of the Borough shop in Milton Keynes rather than Northampton.

The CBRE Northampton Retail & Leisure Needs Analysis Version 5 August 2006 looked at the capacity for new retail in the town categorising the shopping experience as Convenience goods (supermarkets) and Comparison goods (clothes, shoes, fashion etc). The results below show a considerable opportunity in comparison goods as follows:-

Retail type	Forecast capacity for new shop floorspace		
	2006	2011	2016
Convenience Goods in Town	1,890 sq m	2,450 sq m	3,080 sq m
Convenience Goods out of Town	4,390 sq m	6,080 sq m	8,560 sq m
Comparison Goods	21,350 sq m	53,400 sq m	86,300 sq m

When CBRE looked at Comparison Goods it was noted that Northampton town centre would be able to achieve higher market share with, a major new town centre development and taking into consideration the expanding population. The projected expansion of comparison goods in the town centre would represent a two-thirds increase in capacity. If the extension of the Grosvenor Centre provided an additional 50,000 sq m of space then this could equate to 2,500 new jobs.

The report also identifies the opportunity for another major supermarket within the town centre. This demand will be strengthened with the expansion of residential space in the Town centre.

Future - Retail

Desirable

High street shopping has experienced a change as food retail has moved to edge of town to 'local' centres as is reflected in Northampton. Town centre shopping has moved from being a necessity to being a leisure activity where attractiveness of product is key to sales. The internet also has a significant impact on the way people shop; Multi media and books are major items that are now bought on line taking about 16% of this market share. Clothes shopping only has 2% internet sales but this may not be the case in the future as catalogues

go computerised. The Town centre needs to offer something special to attract people in. The aim of the retailer is to promote a strong brand making the product desirable. To successfully achieve this, not only does the product need to be as desirable as possible, but so does the surroundings making the whole experience a pleasure to be repeated.

To this end the architecture of the centre needs to reflect this aspiration to achieve a memorable leisure activity that promotes return visits.

The challenge is for Northampton is to construct a retail offer that can meet the demands for an expanded town and be as beautiful as possible to inspire the economy and promote the town as a desirable place to live and work.

Functional

A second consideration is the long-term functionality of the town centre. The design needs to be flexible and adaptable enough to take the changes of life style such challenges as shopping on the Internet might present to future retail offers.

It is difficult to plan for future changes but history shows that some shopping complexes have not stood the test of time as the original perceived beauty becomes 'old fashioned' and dysfunctional.

Market Forces

The increase in population and potential to increase the shopping capacity are key to the future success and functionality of the town. Developing the Town centre is a necessity to ensure that there is a draw to attract current and future citizens. The greatest danger is that retail expansion is left to market forces to drive forward development with out-of-town retail opportunities being pursued where the land is cheapest and building of a low quality giving maximum returns for the investor but very little added value to the citizens of Northampton. In this negative scenario, it is possible that out of town centres will over shadow the town centre often making it a ghost town, eventually forcing current anchor tenants to quit the town.

The Transition Period

Another consideration is the transition period from old to new ensuring the existing town centre traders do not go bankrupt during construction as shoppers desert an unattractive, dusty, noisy centre for more attractive alternatives. To this end, Abington Street needs to have an uplift before a new centre is started to ensure the town remains attractive to shoppers.

Niche Markets

The town needs to distinguish itself from the surrounding towns and their offers. Milton Keynes has a very successful undercover shopping experience and it would be difficult to compete with this offer directly. Northampton has a history that stretches back over a thousand years that has left a legacy of buildings and historic streetscapes. There is an opportunity to work with this historic landscape to create a distinctive and attractive retail environment. It would be an option to consider that Northampton offer, either a number of Leeds style airy open Victorian glass shopping precincts or, open air Chester styled tiered walk ways with lots of specialist shops in pleasant pedestrian areas so aiming for market segmentation and niche markets.

The Market Square

The market square with its daily market is historically the main focus of Northampton and can be seen on very early maps of the town. It remains the heart of the town and is central to projecting a vision of the future for the whole town centre. Currently the large market square hosts a market most days of the week with two thirds of the square having fixed stalls which restricts alternative use. The market square appears to have great potential as a flexible space with all of the permanent stalls removed. This has been demonstrated by the success of the French market, with the ability to attract larger crowds for a one-off event. Markets could be held selling goods from vans to aid flexibility of the space.' The market could have a dedicated event's organiser staging everything from; car launches to concerts and big screen sporting events such as the Olympics. Designs could include a floor level fountain enabling small children to play there on hot summer days and with the jets turned off the area remains a flat functional space. (ref - Sheffield Peace Gardens).

Further research and consultation with partners and stakeholders is needed before the right decision is made.

Targets - Retail

R1. Niche Markets

Develop vibrant Niche markets to distinguish Northampton Town centre from other Retail Centres making it an attractive place to shop.

R2. Expand the Town Centre Retail

Increase the town centre retail offer by two-thirds i.e. 80,000m². To make Northampton a major competing retail centre it needs to expand and develop the Northampton off. The aim is to make the town centre the number one choice for the town and surrounding catchment. This will be achieved primarily through commercial alliances with either existing partners or new partners.

R3. Consult on Retail Design

The quality and longevity of the shopping experience needs instil a sense of pride in the town gaining popular public support. The town centre needs to promoting quality, reflecting Northampton's character, exploring niche markets and retail growth.

A consultative exercise and choice of designs could be given to aid the debate and consolidate the preferred choice with the Town's citizens.

R4. Increase Jobs/Skills and opportunity

The expansion of the retail area will bring significant employment opportunities and those opportunities should be taken up by local people skilled / trained to realise the opportunity. Geographically these opportunities are next to areas of the town with high levels of deprivation giving good opportunity to skill or re-skill people to work in the expanding retail sector. (There is a need to work with the Learning and Skills Council to ensure that training is delivered to local citizens to be able to realise the opportunities in the expanding retail sector.)

R5. Market Square

The market has great potential as a flexible space retaining the function of the market during the day and transforming into an events/social space in the evening.

R6 Evening Economy

The current evening economy has a bias towards a young pub culture. The town should look at developing a diversified offer to appeal to a wide audience including Cafes, restaurants and family friendly venues.

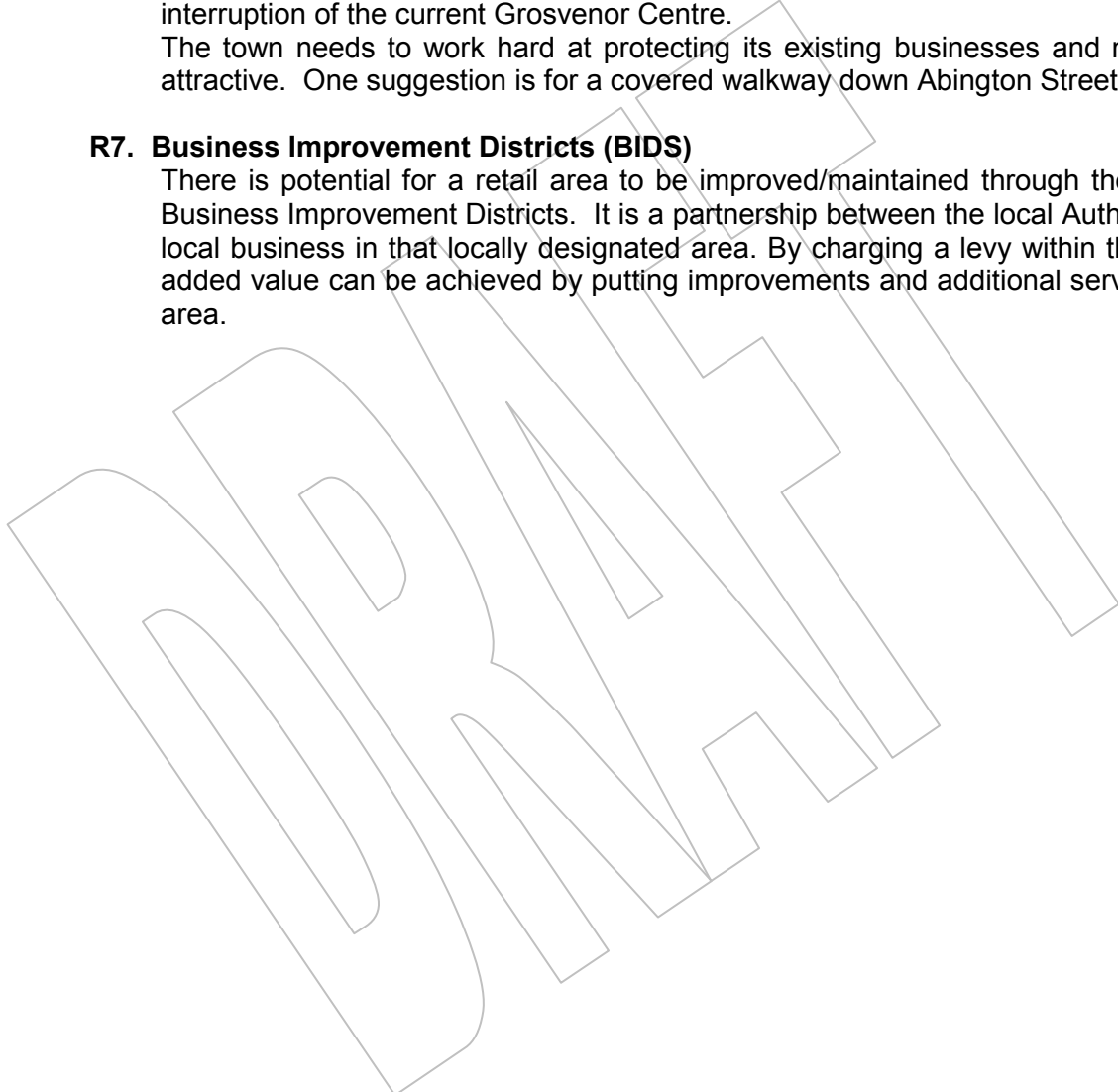
R6. Landscaping/Public Realm

Landscape major circulation areas of the town is already recognised as import. A major redevelopment of the route form the railway station into the town centre is being developed. This initiative needs to be continued, in particular improving Abington Street, which is looking tired. This needs to be carried out before there is major interruption of the current Grosvenor Centre.

The town needs to work hard at protecting its existing businesses and making them attractive. One suggestion is for a covered walkway down Abington Street.

R7. Business Improvement Districts (BIDS)

There is potential for a retail area to be improved/maintained through the creation of Business Improvement Districts. It is a partnership between the local Authority and the local business in that locally designated area. By charging a levy within the BID area, added value can be achieved by putting improvements and additional services into the area.



INDUSTRY/ EMPLOYMENT

Current – Industry, Employment

Although Northampton has a relatively vibrant economy that has led to a healthy and expanding property market for employment space, this is led by strategic warehousing with a decline in manufacturing. Most of the new development is on green field sites adjacent to the M1 motorway. This change in employment could be viewed as a dumbing down of the quality of jobs in the area as fewer highly skilled engineering workers and professionals are needed whilst the distribution industry requirements are land hungry but offer fewer skilled jobs.

The town centre employment space is reducing and stock is aged. Demand for general industrial and office accommodation is principally from local and regionally based companies seeking relatively small units, i.e. offices up to 700 sq m and general industrial up to 2,000 sq m. Supplies of office space in the town are significantly below the national average.

Northampton's current industry is a product of its historic connection with industry and geographically it's central location in England making the town a good location for business and in particular strategic warehousing. The main industries can be summed up as:-

<ul style="list-style-type: none"> • Environmental Technical • High Performance engineering • Food & Drink • Leather • Print & Publishing • Construction 	<ul style="list-style-type: none"> • Professional Services • Logistics • Financial Services • ICT • Public Sector • Sport
--	---

Some of these sectors rely on one or two major employers, such as banking and financial, whilst others have a spread of smaller companies such as the shoe industry.

The larger employers in the town are as follows:

Employer	Sector	Employees
Barclaycard	Banking / Finance	2,000-4,999
Nationwide Building Society	Banking / Finance	2,000-4,999
Northamptonshire County Council	Other Services	2,000-4,999
Northampton General Hospital	Other Services	2,000-4,999
St Andrews Hospital	Other Services	1,500-2,000
Northampton Borough Council	Other Services	1,500-2,000
Travis Perkins	Manufacturing	1,500-2,000
Salvesen Logistic	Logistic	1,500-2,000
Avon Cosmetics	Manufacturing	1,500-2,000
Barclays Bank	Banking / Finance	500-999
University	Other Services	500-999
Carlsberg UK Ltd	Manufacturing	500-999
Telfer Foods	Manufacturing	500-999
KAB Seating	Manufacturing	500-999

(Ref - BDP Property Market Review Nov. 06)

Northampton's Current and Projected Employment

The Northampton Employment Land Study (completed July 2006) takes the MKSM 37,200 jobs growth target figure and aggregates this geographically between authorities to conclude a target of 27,600 jobs in Northampton Borough. Although crude, it does give a basis to review projected employment figures in 2021 compared to 2001; as detailed below.

	2001	2021	Change 2001-21	Change % 2001-21	Change % 2001-04
Agriculture etc	100	100	0	0%	-1%
Mining & Quarrying	200	100	-100	-50%	-35%
Manufacturing	17,100	13,300	-3,800	-22%	-6%
Construction	12,700	14,600	2,000	16%	0%
Wholesale	9,100	10,900	1,800	20%	8%
Retail	12,500	15,000	2,500	20%	8%
Hotels & Catering	5,700	5,000	-700	-12%	-2%
Transport & Communications	8,600	10,200	1,700	20%	20%
Fin. & Business Services	39,200	58,000	18,800	48%	1%
Public Admin, Education & Health	31,700	36,400	4,700	15%	15%
Other Services	5,300	6,100	800	15%	5%
Total	142,300	169,900	27,600	19%	6%

(Ref - Northampton Employment Land Study July 2006)

Note the final column shows that the Borough's total employment grew by 6% per year in the period 2001 to 2004. If a target of 27,600 jobs is to be achieved up to 2021 then a lower growth rate of 1.3% per year could be acceptable although these might not be in targeted knowledge industry/professional jobs.

There will be loses as well as gains in all sectors over the projected time period. Some areas such as retail may be understated when the expansion of the town centre retail is taken into account. Hotel facilities in the town are also currently poor and this may result in an increase rather than projected decrease.

Employment Floorspace

The latest figures from the ODPM/Valuation office identify a total floor space stock in Northampton of 2,949,000 sq m split as follow :-

- Office (15%).
- Factory floor space (31%)
- Warehousing (54%),

Northampton's *employment floor space* is concentrated on a few large estates on the outskirts of the town whilst the much of the *office* stock is still located in the centre of town. In the period 2001-05 Northampton had net 5% gain in floor space, mainly attributed to warehousing, whilst the East Midlands region saw virtually no growth in employment floor space over the same period.

The changes in Northampton being :-

- Offices remained static
- Factory floor space fell by 66,000sq m
- Very large growth of distribution warehouses

Offices - Current town centre office stock is estimated at approximately 400,000 sq m. The office space in the town is older and of a lower quality than average across the UK with only

7.1% regarded as new i.e. completed since 1999. It is also predominantly in smaller sized units. All major deals have been in out of town locations in recent years, such as National Grid Transco taking space at the former Scottish and Newcastle headquarters in Lakeside Business Park.

Office availability in Northampton is currently at 8.1%, a figure that is significantly below the UK average of 12 – 13%. This suggests there would be demand but availability of land is restricts in comparison to Northampton's neighbours.

The office market in Northampton is characterised by :-

- Demand for modern open plan accommodation
- Limited to smaller/medium sized local companies looking to expand
- Popular size band is therefore up to 700sq m
- Significant new office stock is now located out of town, close to major routes and access to the M1

General Industrial/Small Distribution - Demand for large manufacturing sites has fallen significantly aided by the closure of such manufacturing sites as British Timken and Avon (although the Avon office headquarters remains in Northampton). Only limited manufacturing is left. The majority of accommodation suitable for general industrial/small distribution space is located on relatively modern industrial estates, e.g. Lodge Farm, Moulton Park, Round Spinney and Brackmills.

Projected demand is from locally based companies in units of up to 2,000 sq m. Current values within Northampton for modern units up to 20,000 sq ft are £5,50 per sq ft per annum, which is in line with East and South Midlands. There is a shortage of land and buildings available to accommodate this sector of the market seeking modern units up to 20,000 sq ft.

Strategic Distribution – The distribution sector has been one of the key drivers of the economy in central England within the last decade. The demand for large strategic distribution facilities continues unabated.

Northampton is within an area known as the 'Golden Triangle' for distribution because of its strategically central location. If a planning policy decision was taken to provide land for strategic distribution in excess of the forecast demand, a significant amount of such land could be taken up while current market conditions last.

Projected Demand for Employment Land

The average occupancy density of employment land spaces is :-

- | | | |
|--|---|--------------------|
| • Office Space | - | 18sq m per worker. |
| • General Industrial Space/manufacturing | - | 35sq m per worker. |
| • Strategic Distribution Space | - | 88sq m per worker. |

Taking the projected job demands and average occupancy density levels gives the following demand for employment land in Northampton 2001 to 2021 :-

- | | | |
|--------------------------|---|----------------------------------|
| • Offices | - | 85 ha |
| • Strategic distribution | - | 77 ha |
| • General industrial | - | 33 ha (i.e. a reduction in use). |

The Northampton Employment Land Study also produced an alternative demand estimate, based on more intensive use of land, and in this alternative estimate, Northampton's office demand for 2001-21 falls to 63 ha, but plot ratio as high as 80% would only be viable on town centre sites.

Future - Industry / Employment

Office Space

The demand for office space is predicted to increase. If left to market forces development will be in out of town locations near to motorway/major road networks with easy car parking. It is however vital to develop office space in the town centre as workers would be more inclined to shop, eat and socialise in the town during the day and in the evening so boosting the Northampton economy. There are a number of new living accommodation opportunities also being developed in the town centre which could encourage a live work culture in the town centre so cutting down the car journeys in and out of the town freeing up the roads. This is an important concept that should be strongly encouraged and planned for including the development of such sites as Castle Station.

Northampton Borough Council owns some land holdings in the town centre that could be utilised for office development to encourage the local economy. This is particularly true when looking at the surface car parks in the town (Ref. Chapter on Infrastructure). They hold the key not only to office but retail and other use and these could be rationalised into a number of multi-storey car parks freeing up land.

Looking at the advantage of Northampton's central location and the desire to attract high knowledge industry, the opportunity to attract consultant head offices and/or regional offices needs to be explored.

These could be located in prestigious gateway offices in the town or, if size dictates, could be a larger offices on routes into the town.

Manufacturing

The decline in manufacturing is a national trend rather than a regional or local trend. The main driver has been that goods can be manufactured abroad and the finished item being shipped back to the UK, at lower cost than local manufacture. This is primarily due to the use of cheap labour producing high volume whilst being able to maintain good quality standards.

Although it is desirable to target increasing the manufacturing base in Northampton, market trends and reports suggest that this sector will continue to decline. The aim should be to encourage stability in the remaining manufacturing industry in the town including the high performance engineering and shoe industry. Diversification and niche markets are an answer where price is not the main driver.

One area that could see expansion is the recycling industry. There is a growing opportunity to recycle materials in the UK and Northampton is well located to take advantage of this. The University are already investigating this subject and have a SITA library on recycling based at the University of Northampton.

Strategic Warehousing

Strategic Warehousing plays a major part in Northampton. The industry is land hungry and need to be managed/planned to ensure the right opportunities are available, ensuring that higher density higher skilled jobs are not lost from weak planning decisions but opportunities are available. Existing estates also need better management acknowledging Northampton's strategic geographic location in the road network and propensity for long haul lorries to stop in Northampton Borough.

Marketing

Once new employment land has been identified a targeted marketing campaign will be needed. The regional strategy is to promote relocation of business into the area and to promote expansion of existing industry, although the campaign would also identify and targeting key growth sectors and public sector bodies relocating from London and the South East (Ref. Lyons Review). The East Midland Development Agency (EMDA) and

Northamptonshire Enterprise Limited (NEL) funds are available to aid this. The Council has limited resources to encourage and coach companies to achieve this but will need to contribute.

Overseas Opportunities

In partnership with the university there may be an opportunity to explore overseas markets/business that may wish to locate in the UK and see the strategic fit that Northampton can offer now and in the future would appeal to them. The University and NEL may be able to help identify these opportunities. EMDA are keen to see engagement with expanding economies especially China, Russia, India and Korea. These and opportunities in Europe can be explored.

Targets - Industry / Employment

To review the strategic use of NBC land to develop office space and other opportunities within Northampton and in particular the Town centre.

E1. Promote the Development of Office Space

The aim is to promote living and working in the town centre, reduce journeys and boost the spend in the local economy. To further this there is a desire to promote the increased use of office space in the town centre balanced with housing to ensure the town has an attractive offer in the town centre.

E2. NBC Land Holding

Review of NBC land holding with projected reuse of land for commercial opportunities and social enterprise. (This point needs to be carried out in relation to the car parking strategy undertaken ref infrastructure section of this report)

E3. Create Office Site Opportunities – land Assembly

There is currently a shortage of easily accessible development land in and around town centre. To help stimulate the renaissance in the town centre there is a need to clear and create marketable land /building footprints for office developments.

E4. Promote High Quality Jobs

Market led growth will lead to warehouse and distribution taking major land opportunities in preference to lower density employment. A proactive strategy is needed to correct this promoting the use of out of town areas for high quality job with higher density land use in preference to land hungry distribution.

E5. Identify Gateway Sites

Promoting a high quality environment is important to increase the desirability of the town to investors. To this end there is a need for developing 'gateway' building projects that can house prestigious firms in high quality buildings that can be seen when entering the town.

E6. Proactive Targeting of Companies to Relocate in Northampton

With visible improvements in the town centre and identifiable sites in and out of the town there will be a need to proactively target firms to locate in Northampton. Target industries include:

*Consultancy
Recycling
Overseas industry looking for a UK base*

E7. Development Opportunities PPP / JVC

Evolving from the identification of NBC sites for development and the clearing of sites to give a clear footprint, will come opportunities for the Council to partner developers in promoting the building of office space in the town centre. As well as promoting economic activity in the town, these opportunities should also result in a one off payment or in receiving a long-term income.

These opportunities will need to be worked out on a case-by-case basis balancing risk and return (current and future) that each opportunity presents. If these opportunities are numerous then a suite of legal documents could be developed to aid the process.

E8. Increased Skills and Training

To up-skill the workforce/local community in preparation for the new employment opportunities. This should be done in partnership with the Learning and Skills Council and education establishments.

A good example of this is the promotion of apprenticeships in the building trade and training local people for positions in the planned expanded retail sector.

E9. Small to Medium Enterprises – SMEs

Aim to reduce the business rates to start up business in the first two years to enable Northampton to be a centre of innovation creating growing business.

E10. Industrial Growth Space

Northamptonshire is the centre of manufacturing and key industries including the motor sport and shoes. These and other industry need to be promoted to ensure development and growth space is available in the expanding town.

E11. Conference/Exhibition Centre

As identified in the leisure section of the report, Northampton's central location is naturally good for holding rallies and events with people travelling from all areas of the UK. This suggests there is an opportunity for locating a conference /exhibition centre in the town centre.

E12. Local procurement

Encourage local procurement to support the local economy and help reduce procurement miles so aiding the environment. Fairtrade produce should be promoted to ensure the towns status as a Fairtrade town and supporting developing economies.

E13. Management of Industrial Parks

Support needs to be given to ensure that industrial parks are given the right facilities including better safety and proper long haul parking/facilities.

E14. Science and Technology Park

Support needs to be given to ensure that Northampton provides a Science and Technology Park for the location of small to medium sized IT or technology based company seeking a prestigious site in the town.

BUSINESS START UP

Delivery of Business Support

East Midland Business (EMB), NEL and The University of Northampton support programmes for general business start up. NBC can support these partners within the town to cover this function, however with the recent establishment of two commercial organisations offering managed office work space there is less need to do so for the 'general' small / medium business.

EMB is now the main provider of advice and support to Small to Medium Size Enterprises (SME). The Business Link function has been franchised out to local delivery agents working under the national brand of Business Link. In Northamptonshire the pre-start and Business start-up support has been awarded to the University of Northampton.

The University have also championed a separate initiative to support creative arts with an innovation /incubation centre on the university campus. This is currently under going an expansion.

Northamptonshire Enterprise Limited (NEL) is the economic facilitator for the County and an important partner in business support. They aimed at relocating business in Northamptonshire but are also the Sub regional Strategic Partnership (SSP) for EMDA on business investment and contributes to the set up and running of the Portfolio Innovation Centre run by the University.

Statistics

Northampton has 34.27 businesses per 1,000 population taking the population as 194,458 (2001 census) this gives 6,664 business located in the Borough. The average business size is 16.4 people. The new business formation rate is 11.42% but to counter balance this the closure rate is 10.58%. This works out at 761 new businesses in 2004 and 705 businesses closed. 6.76% of businesses are self-employed. The 36-month survival rate is approximately 65%. These statistics do not take account of the people that engaged business link or other business advisory services that did not eventually put into action their plans.

The UK figures show a similar picture with 37.52 businesses per population, start-ups at 10.08% closures 9.94% and 36-month survival rates at approximately 65%.

Justification for Promoting Business Start Up

Enterprise culture and business creation are vital for regional development (ref - EMDA Business Birth Rate Consultation Document 21 April 2006). They list the four key justifications for providing public funds to support business start-ups as being:-

1. Return on public investment – research (Allenton 2005) indicates that there is a good return on investment.
2. Opportunity – new businesses generate at least 20% of the growth in the regions productivity and generate a large proportion of new employment opportunities. In addition they provide a source of innovation.
3. Need – Self-employment is the best or only viable prospect of economic inclusion for some groups. Increasing economic inclusion and added social benefits.
4. Market support – market failures associated with business start up are greater than for any other area of business support and need initial promotion to survive.

Enterprise skills need to be mainstreamed into education and skills development. The group that tends to generate the greatest number and most profitable start-ups are 35 to 55 year

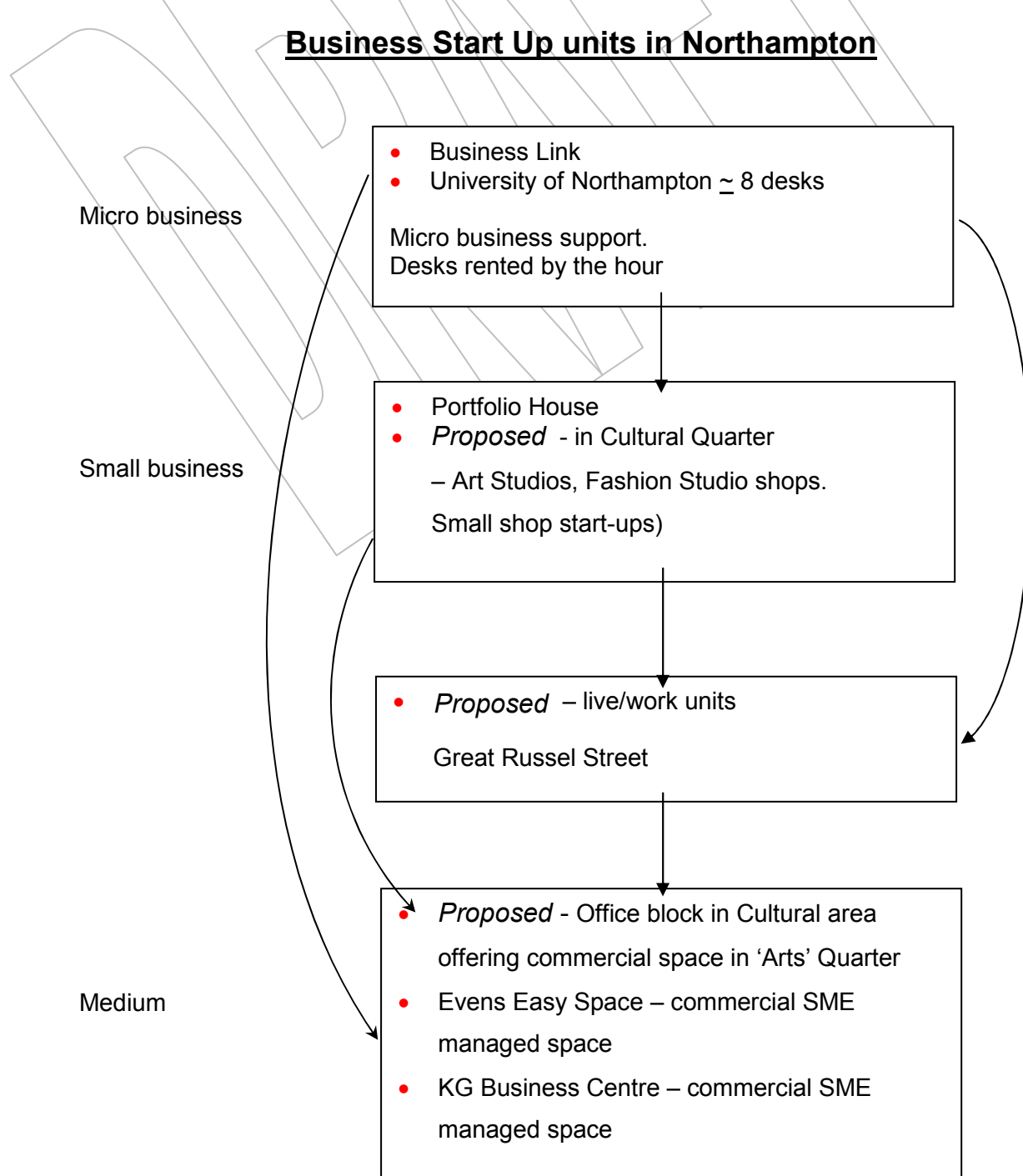
old skilled employees. A Small Business Service 'household survey' measuring the number the number of people considering starting a business within the East Midlands shows that this has been static at 10% since 2001.

EMDA Regional Economic Strategy

The Regional Economic Strategy (RES) sets out the following targets for start up and survival.

- i) Increase the rate of VAT registrations to 40 per 10,000 population in line with national average by 2009.
- ii) Maintain the 3 year survival rate at 71% by 2009.
- iii) Identify opportunities focusing on 35 to 55 year olds, especially women and encourage them to overcome their identified risk aversion to start up business.
- iv) Provide quality advice on setting up businesses.

Business Start Up units in Northampton



Student Retention in Northampton

The courses offered by the University of Northampton and Northampton College gives an insight into the expertise and skills that can be offered in the town (ref the chapter on education). The University says that its key expertise is in craft/art/design, leather technology, lift technology (especially lift certification) and in recycling. The University house the SITA Library on recycling information. They also have a business school that is keen to engage with local partners and businesses. Approximately 1,500 students graduate each year of which approximately 300 of these are arts/creative graduates. 355 are business graduates and 100 are studying applied science.

Courses at the University are not fully aligned to the industry within Northampton. The industries do not rely on highly skilled people for the bulk of their workforce and the university produces more graduates than the market in Northampton can employ. The University has a new aim of targeting small to medium enterprises, which is not the traditional employer of graduates. It has also been noted in several reports that the town has a difficulty in retaining its students because the town does not offer graduates the social, retail lifestyle that they demand. The housing is not affordable and jobs are limited.

From a graduate retention survey made by The University of Northampton the following observations were made;

Amongst graduates there is considerable agreement about what they did not like about the county. Both groups highlight “poor cross country transport links” and “unattractive, rundown, dirty urban environments”. However whilst current students highlight their “fear of crime”, those who had graduated mention a “lack of civic spirit” as a principal dissatisfaction.

The majority of graduates suggest that they do not expect to stay in the county on graduation and two-thirds of recent graduates have already moved away. This trend represents a considerable skills leakage.

Principal reasons for moving away from Northamptonshire, especially among non-Northamptonshire based students, include “being nearer to family friends”, “never intended to stay” and “cannot afford to live independently”. Few of these graduates, less than one-in-eight, had a job lined up prior to graduation. These factors suggest that student debt is a prime mover for departure – without a job and with a negative bank balance students have little choice but to return home.

It can be seen that there were limited opportunities and the place was not attractive enough to give them the desire to stay.

Small Business Start-Ups

The type and nature of the current start-ups in Northampton is as expected diverse, but tends to focus on sole trades, crafts men/women and traditional small business. A recent list of businesses set up in Northampton aided by the University show that out of the 110 start up businesses listed, 10% are retail. Generally, retail will include small speciality shops that have to commit to long lease on premises that have to be paid even if the business fails. A three or even ten year lease without get out clauses can be a major barrier to starting a business.

Creative Industries

The BDP report (October 06) and the Scott Wilson report (November 04) both identify the need to develop the creative industries and cultural offer in the town. This would also connect with the creative graduates from the University and Moulton College and connect with the creative start up businesses at Portfolio House.

The creative industries in Northamptonshire in 2005 comprise at least 1,500 companies and small businesses. These employ more than 10,000 people and produce a total turnover of some £729 million in the local economy.

This sector represents 7.7% of the total of VAT enterprises in the county. It employs 4.2% of the total of employment of all enterprises, and generates 3% of the total turnover of enterprises in the county.

In addition between four and five hundred very small businesses and individual practitioners produce an estimated additional £10m turnover.

The creative industries sector includes a wide range of different kinds of activities, and there is a wide range of difference between them. Businesses in the audio-visual and fashion categories in the county tend to be larger, employing on average more than 35 people, all the other sectors apart from publishing averaging less than five. Software and computer games generate the highest total turnover at £235 million, radio and television the lowest at just over £3 million.

Employment in Northamptonshire fell by 42% in creative industries, principally due to the drastic reduction in the fashion sector over the period 1997 to 2005, with more than 8,000 jobs lost, mostly in footwear. This is against the national trend, which has seen employment in the creative sector grow at a rate of 3% per annum, compared to 1% for the whole of the economy. The reason for the decline is specific to Northampton with many shoe manufacturers moving or facing competition with countries offering lower wages and cheaper production costs.

Northamptonshire has about a 12-13% share of the creative industries sector in the region. Compared to its population of 15% of the region's total, the county is underperforming in this sector compared to other parts of the region.

(Ref - Creative Industries in Northamptonshire 2005 A study for Creative Connections by Fred Brookes and François Matarasso December 2005)

Creative Connections, as a county wide organisation, supports locally-based arts initiatives some of the elements of its strategy include:-

- Growth and development of a diverse ecology of arts and creative industries enterprises, in the commercial, public and third sectors, using business support networks and expertise;
- Advocacy for the arts in the sphere of growth, regeneration and economic development;
- Nurture and incubation of new and emerging arts projects, organisations and enterprises, providing a unique opportunity to develop;

The Identified Need

The need to aid business start up and small to medium size enterprise (SME) as discussed above can be summarised by the following points:

- EMDA identifies that enterprise culture and business creation are vital for regional development.
- Northampton statistically starts up fewer businesses per head of population than the national average.
- EMDA aims to aid the removal of the risks associated with business start up, with targets set to increasing the rate of business start-ups.
- University students especially Art/creative graduates do not find related employment in the town and tend to leave
- Students do not find Northampton an attractive place to stay and work
- The university produces more graduates than the market in Northampton can accommodate
- A gap has also been identified in the development of social enterprise ie: not for profit 'industry' that promotes quality of life and social inclusion.
- The BDP report (Oct 06) and the Scott Wilson report (Nov 04) both identify the need to develop the creative industries and cultural offer in the town.

Future – Business Start-Up

Targets – Business Start-Up

Several specific start-up or small enterprises can be added in the retail development of the town and/or in the cultural area.

These include;

- **Bespoke shops**

Start-up shop businesses face a major barrier to entry to the market when faced with taking on a 10-year shop lease without break clauses. If the business fails this lease then typically needs to be sold on. New businesses also face a difficulty in needing to break even in the first few years whilst establishing a firm customer base from a standing start. To reduce costs many of these businesses are located in unfavourable areas for trading with restricted passing trade. More prominent locations attract higher rents and rates. By creating an area of the town with small units for rent by start-up business with good passing trade would aid diversity of the town's retail offer and aid the business start-up survival rate. If enough small shops were located in the same area this grouping would create a destination. They have the potential of sharing overheads and the complex could have a trust to manage the units as a not-for-profit landlord.

B1. Sole Trades/Start Up Business

Developing an area of the town centre for sole trades/ start up business shops to aid start up and create a more diverse shopping offer.

(This could potentially be in the evolving Cultural Quarter of the town)

- **Arts studio complex**

To aid the diversity that is currently lacking in the town and create employment opportunities for artists, a complex of managed studio space selling art works could be developed. Each unit would be a space that an artist could work and then sell their

pictures from. A similar set up can be seen in St Ives (Cornwall) where several artists are situated around a courtyard. To ensure that a sale is not lost, a central management and till function could be created at the exit. Students from the University could then find self-employment straight from graduation and aid the local economy.

B2. Arts Complex/Start-Up Business

Developing an area of the town centre for an arts complex supporting start-up business/ studios/ shops to aid start-up and create a more diverse niche shopping offer and matching local graduate skills to employment opportunities in the town.
(This could potentially be in the evolving Cultural Quarter of the Town)

- **Fashion Studio**

The idea of a collection of studios around a central courtyard could be rolled out to a second venue concentrating on fashion or craft designers providing not only artistic items but more practical items to wear or use aimed at a different segment of the shopping market. In the courtyard the central function could be selling coffee, newspapers, cakes etc. In Birmingham there is a complex called The Mailbox housing designer wear built in an old building with character. This could be of a similar style but use fashion designers from the University once again diversifying the towns shopping offer but also creating opportunity for different University graduates. The unique selling point would be the ability to see the designer's studio and meet the person that had made the items that are for sale.

B3. Fashion Design/Star- Up Business

Developing an area of the town centre for fashion design retail start-up business shops to aid start-up and create a more diverse shopping offer and matching local graduate skills to employment opportunities in the town.
(This could potentially be in the evolving Cultural Quarter of the town)

- **Antiques' Centre**

The history of the town creates Northampton's character that is reflected in the buildings. It is commented on in all of the regeneration studies of the town as being the town's main attraction but this is not reflected in the shops. There are several centres that sell antiques in the villages around Northampton but you would be hard pressed to find a shop in the town itself. There are opportunities to diversify the shopping offer within the town by creating an Antiques' Centre. By sharing the central overheads and reducing the unit to a small size there is potential to create a cluster of units and make it a destination rather than relying totally on market forces to make it happen. Unlike the designer start-ups this is a more commonly found proposal in historic towns. Further research is needed to be able to answer the question as to why an Antiques' Centre has not been set up in the Town.

B4. Antique Business Shops

Research the possibility of developing an area of the town centre for antique business shops to aid start-up and create a more diverse shopping offer.

- **Great Russell Street**

There may also be opportunities for development of live work units on a route from the University of Northampton (Avenue Campus) into the town. The area of terrace housing has traditionally been where the heart of the Northampton shoe industry was based. Workers used to collect their work from a central supply workshop and take the material home to work in their cellars before returning the finished goods at the end of the week. The supply workshops still remain within the terrace housing but most do not now provide shoes. These buildings and proposed new ones could be used to locate either working units for a business start-up that needs to expand or for a live work set-up for a bespoke use. The units do not have good passing trade but would suit a business that would not need a shop front but is looking to expand from a one-person business to a small team.

B5. Research – Live Work Units

Research the possibility of developing an area of the town centre for live work units start up business to aid start-up and create a more diverse work space.
(This could potentially be in the evolving Cultural Quarter of the town)

Target dates:	Research project	2008
	Implement	2009

- **General**

All of the above clusters of segmented retail offers with specialist focus would benefit from a degree of subsidy to ensure that the start-up businesses are helped whilst their markets develop. There may also be a level of long-term subsidy needed dependent on the optimum number of units a cluster can reasonably support given a certain market demand. It may be desirable to support these markets to give the town a degree of diversity that attracts a multiple of shoppers to the centre that would not have been attracted without these additions. It may be possible to support these clusters by developing an office complex that is owned by the same operating trust that runs the centres/studios. The rent from the office complex would give a form of endowment for the continued success of the units. The difficulty would be in finding funds for the office complex as well as the start-up units.

B6. Growth Space - Cultural Zone

There are many potential opportunities especially within the cultural zone of the town to explore the promotion of start-up and growth business.

There is a need to develop 'business growth space' as start-up business expands from such small beginning at facilities as The Portfolio Innovation Centre and elsewhere. Rather than lose these businesses, growth space needs to be created in Northampton. To house this in a shared unit would help overheads and create a shared sense of direction housed in a single office/studio complex in the Town.

REGENERATION AND GROWTH

Current/Future

The Economic Strategy has emerged from the opportunities provided in the MKSM growth agenda. The targets set throughout this document give rise to many regeneration projects.

The emphasis is on prioritisation of projects that will act as catalysts for leveraging private and public sector development. The town centre clearly should be the Council's top regeneration priority and the work in producing a vision for the Central Area used as the basis to identify critical actions and activities for the town centre. The report proposes key projects that should be brought forward now, as a priority, and other key projects that can follow consultation on the Central Area Framework and the Area Action Plan. An indicative high-level plan of the main actions and projects required over a 12 to 15 year period has been developed. There is an imperative to demonstrate, to inward investors, that the Council is tackling its regeneration challenge and therefore key priority schemes should be brought forward as soon as possible.

Also, in continuation of the successful partnership working that has already taken place and is ongoing, the Council should formally commit to further joint working with its key delivery partners, develop an agreed methodology for joint delivery of major projects and take a leading role in the Town centre.

The key strategic objective of regeneration is to promote and support the key projects that will act as catalysts to investment and regeneration in Northampton to provide:-

- Improved and distinctive retail offer
- Required physical infrastructure
- Affordable housing
- Economic environment to attract quality employment and inward investment
- Sustainable community and physical infrastructure
- Improve and develop a distinctive Leisure offer
- High quality public realm

These projects need to strive to deliver high quality architecture and sustainable buildings, taking into consideration potential existing and new landmark buildings and gateway architecture to add a sense of character.

The regeneration work to date has identified a wealth of regeneration opportunities and potential projects. The organisation and grouping of projects and programmes has created a project list that will be supported in the CAAP and includes:-

- Central Area Feasibility Study. A vision for the town centre has been produced and presented to members and the Town centre Commission.
- Grosvenor/Greyfriars – the focal point for retail development and expansion.
- St Johns/County Hall/Angel Street Area – development of a cultural quarter.
- Breathing Spaces – creating quality open space and public realm focussed on improving the areas of highest deprivation.
- Castle Station – major development of high quality office/employment.
- Public realm programme to create exceptional public realm:
 - Gold Street/Marefair
 - Market Square
 - Abington Street
 - Cultural Mile
 - The Cross

- The Waterways
 - Approaches
 - Gateways
 - The Racecourse
- Great Russell Street – links Town centre and the University with live work units.
 - The Mounts Car Park.
 - St Peter's Area – Three projects in close proximity –
 - Freeschool Street – mixed use development expanding quality of town centre
 - St Peter's Way – mixed use (residential prominence) along riverside
 - St Peter's Square car park – retail development, potential food store and multi-storey car park
 - Bridge Street/Waterfront – expansion of social uses and opening up mixed use (emphasis on residential) adjacent to river.

Of these Town centre projects it is proposed that the Grosvenor/Greyfriars retail led scheme is the greatest priority due to the potential regeneration and economic impact on the town.

St Johns Cultural Quarter, and Gold Street/Marefair Public Realm form the initial priorities on the basis of deliverability in terms of land ownership and funding since they are clearly central to the regeneration needs of the Town centre and are ongoing.

The following projects have been identified by NBC as Key regeneration projects outside of the Town centre.

- Northampton Brownfield Initiative (NBI)
(Ransome Road, Sixfields, Harvey Reeves Road) – development of reclaimed brownfield land.
- Upton
Sustainable residential development in SW Northampton.
- Nene Valley country Park
Provision of quality riverside recreation facilities and nature reserves.
- Dallington Grange
Residential development of up to 3500 homes with local centre in NW Northampton.
- General Hospital
Private Finance Initiative redevelopment of hospital.
- Major Infrastructure
A major leisure facility is needed. Roads and services are required for the expanding town and others enabling projects including long-term car parking.

The current regeneration budget and resources does not allow for the Council to take a leading funding role in these projects although NBC jointly chair the NBI and are supporting partners including: CLG, WNDC, EP, NEL and NCC.

The economic strategy aims to promote the significant increase in size and quality of the town centre retail to make the town more dynamic to live work and invest in. The increasing of the retail sector is therefore the key regeneration project and needs to be a landmark project adding character to the town and creating a major interest from people wanting to visit the town. This energy will in turn spark the economy into activity.

The Borough Council can play a key part in making this happen because of the strategic land holdings they hold in the Town centre.

To make the development happen in a structured way the town's infrastructure needs to be clearly planned and put in place including to enable unfettered development to take place.

As already referred to, the car parks and the way they are utilised play a major part of the key to unlock this development.

A wider approach is also needed of the whole Borough mapping major infrastructure needs led by the spatial strategy. This will identify the need and capacity for projects such as the northern link road. There is potential to computer-map the town to give a preview of how it will have evolved at a chosen time in the future. This tool will help the public visualise how developments fit within the town, so promoting good consultation. The ability to achieve this computer-mapping of the borough is dependent on resources, which need to be strengthened.

The projects that are to be developed need to be planned against resources to give a good idea as to how much can be achieved and at what rate they can be delivered. There is a danger of taking on too many projects without achieving any if resources are limited.

Government departments have generally adopted the OGC Gateway Principle of Evaluation of Projects. This methodology requires, the need, options and benefits of a particular project be identified at an early stage of development to ensure that the right project solution is developed for a particular need. It demonstrates good practice for developing a project from first principles but will also give a firm basis for applying for government funding if needed, as these will be the questions asked when applying for funding.

Targets – Regeneration and Growth

G1. Planning and Resource Schedule

To establish a plan of work, in line with the Local Development Framework, for the regeneration of Northampton and to establish a plan of work, in line with the Local Development Framework, for the regeneration of Northampton and a resource schedule to back up the delivery programme.

This will need to be revised as development evolves on an annual basis. Resource schedule to back up the delivery programme. This will need to be revised as development evolves on an annual basis.

G2. OGC Gateway

Adopt the OGC Gateway method of developing projects from first principles to establish good practice.

G3. Design Quality

Ensure all projects are built of a good quality, functional design, environmentally friendly (with environmental ratings) and be attractive. To achieve this, the Borough Council should adopt a policy of consulting before designs are concluded, with groups such as CABI or Regeneration East Midlands, with the aim of trying to ensure design with longevity and serviceability.

G4. Public Consultation on Designs

The first major project that will create a landmark is likely to be the Town centre Grosvenor / Greyfriars retail project. Latter major schemes are likely to be the redevelopment of the railway station including major office space and a major leisure project. To raise awareness of these major projects the designs should be part of a public consultation and potential a design competition as it engages the public in the development of the town and advertises new scheme development to the world.

G5. Equalities

The Council takes its equality duties seriously and has a clear commitment to promoting equality of opportunity and tackling discrimination and harassment as an employer and as a service provider and that this includes when procuring goods and services. Each project needs to be screened at the early development stage and progressively through the project stages to ensure that equalities is a consideration.

G6. Carbon Neutral Future

Actions need to be taken to reverse climate change. New developments and industry need to aim to be carbon neutral. This is in line with the Nottingham Declaration committing the Borough to encourage all sectors of the community to adapt to the impact of climate change, reduce greenhouse gas emissions and make public our commitment to action.

Specific projects are set as targets in other sections of the document as follows:-

- Retail - shopping expansion, redevelopment of Abington Street.
- Leisure - major leisure complex - cultural quarter.
- Infrastructure - development of the railway station, development of multi storey car parks to free up NBC surface car park land for development.
- Industry employment-development of surplus surface car parking for office use, conference centre.

Education, Training and Skills

Current - Education, Training and Skills

The future of the Northampton economy is a product of its citizens and their resources. Underlying this are the educational results that they achieve in schools, colleges and University that feed into the economy over a longer period. There is also a secondary factor of retaining students in the Town after qualifying, so contributing to the knowledge base of the community.

Northampton Qualifications 2005

Northampton is below the East Midlands standard for attaining educational qualifications in some areas with 17.6% of people in the town having no qualifications compared with 15% in the East Midlands generally (ref Nomis Official Labour Market Statistics 2005). The table below shows that qualifications in Northampton are about average for the UK with slightly higher numbers of people with 'A' levels but fewer people with a degree than the national average.

Educational Qualifications in Northampton

	Northampton	South Northants	Northamptonshire	England
All people aged 16 – 74	140k	57k	454k	
% With highest qualification is a First degree (or equivalent) (2001)	16.7%	21.6%	16.6%	19.3%
% With highest qualification is 2 'A' levels (or equivalent) (2001)	8.7%	7.9%	7.4%	7.9%
% of the population whose highest qualification is 5 GCSE's Grade A to C (or equivalent) (2001)	20.2%	22.4%	20.9%	20.1%
% with no or low qualifications (2001)	47.5%	41%	47.6%	45.5%
% with other qualifications (2001)	7.1%	7.1%	7.5%	7.1%
<hr/>				
% of young people (16 -24 year olds) in full time education or employment (2003/4)	82.80%	92.40%	N/A	84.82%
% of residents who think that for their local area, over the past three years, that education provision has got better or stayed the same. (2003/4)	70.50%	85.58%	N/A	85.80%

(Ref - Northamptonshire Observatory area profiles 2005 / ONS Census 2001)

Schools

Northampton has an overall below average GCSE (grade A to C) achievement compared with the national average (ref - the table below) however, a few high achieving schools and a contrasting number of low achieving schools mask the true result. Many of the town's school results are below the 2005 national average of 55% for the achievement of 5 or more GCSE

grade A to C passes with 6 Northampton schools having results below 40%. The results may however reflect the catchment area of the town in which a school is situated.

The results also appear to reflect the lower level of degree qualified people in the town and potential 'human capital' the town can offer to business / industry.

The trend in the county and in the country shows an overall improvement in GCSE results as below:

Area	% of pupils passing 5 or more GCSEs grade A to C					
	2000	2001	2002	2003	2004	2005
Northamptonshire	47.8	48.7	50.6	51.3	51.0	51.9
East Midlands	0	47.5	49.2	50.6	50.9	52.5
England	49.2	50.0	51.5	52.9	53.7	56.3

It is important to note that school results not only drive Northampton's future economy but also is a key factor in trying to attract firms to locate in the town. Industry and business employers looking to relocate their operation to Northampton will need to sell the town as a desirable place to live, work, play, including the education of their children.

The school infrastructure has very recently achieved a major capital investment with the town's education system switching from a three-tier system to a two-tier system in 2004. Middle schools were shut and lower and upper schools have changed into primary and secondary schools. This change has been facilitated by a major £200 million PFI capital investment scheme across the town with a total of 59 schools being involved.

This is very good news for the town as almost all of the schools will have new facilities and many will have completely new school buildings equipped for the 21st century.

Colleges and University

The town is well catered for in education establishments and includes The University of Northampton, Northampton College and Moulton College just outside the Borough boundary.

The educational establishments are one of the key drivers in the Northampton economy. The colleges focus on vocational courses and have a clear role in skilling and up-skilling the work Northampton force.

The University College Northampton achieved full university status in 2005, granting it research degree awarding powers. It can now award PhD's and research degrees.

The table below shows the numbers and qualifications that pass through the University last year and shows the skills that the University could feed into the Northampton Economy although many of these find employment outside the Borough:

University of Northampton Graduates in 2006	No.
School of the Arts	308
School of Applied Sciences	96
School of Education	170
School of Health	195
Northampton Business School	355
School of Social Sciences	352
Partner Colleges – Moulton	35
TOTAL	1511

Occupation

The graph below shows the type of occupations in Northampton in comparison to regional and national percentages. There are lower percentages of professional and technical people and higher levels of administrative/secretarial. There are also higher levels of elementary (unskilled) people.

Occupation % of population (2001 census)	Northampton	Northampton shire	South Northants	England & Wales
1 Managers and senior officials	15	16	21	15
2 Professional occupations	9	10	12	11
3 Associate professional and tech occupations	12	12	13	14
4 Administrative and secretarial occupations	14	13	13	13
5 Skilled trades occupations	11	12	12	12
6 Personal service occupations	7	6	6	7
7 Sales and customer service occupations	8	7	6	8
8 Process plant and machine operatives	9	10	8	9
9 Other occupations	14	14	11	12

The occupation and the qualifications table both reflect similar trends, with fewer professionals and less degree qualifications than the national average and higher than national average lower skills and low qualifications. There is a 2% difference between the Northampton and the England & Wales column for Professional occupations (above). This 2% represents approximately 2,800 short fall of professionals against the national average. In comparison, approximately 1,500 students graduate from the University in any one year. Even if they all had the right skills for the market they would not address a rebalance in one year.

There is, however, a potential market in South Northants with professional and managerial that is above the national average percentage that suggests that some of these people could be found within a short commuting distance.

The school results are also reflected in the occupations in Northampton suggesting a potential lack of career aspirations, which may be reflected in the lack of career diversity and opportunity offered in the Town's current employment.

LSC

A key partner in 'up-skilling' Northampton's work force is the Learning and Skills Council (LSC). One initiative is, 'Train to Gain', designed to help businesses get the training they need to succeed. The service aims to help businesses improve their productivity and competitiveness by ensuring that staff have the right skills to do the best job. Northampton College and Moulton College have a clear role in aiding this up skilling of the Northampton workforce. The opportunity for significant building work within Northampton brings an opportunity for promoting builders to take on trade apprentices as part of the town's expansion giving a direct long-term boost to the economy.

Future Targets - Education, Training and Skills

Exciting improvements have already recently been made in the school infrastructure. The results of these dramatic changes need to be reflected in results.

Consultation on the growth agenda should include school organisations including school councils, school heads, groups etc to inspire the future adult population in the design and development of the way the town looks. Design consultations need to engage students and schools pupils so that pride in the town inspires people to stay and develop the town.

NCC/Creative Connections have successfully worked on fashion design projects in schools that connect to the University. The projects get GCSE students to work on course work with university/industry in a fashion design exhibition competing for best design awards. The project engages school pupils into thinking about careers that can be followed through to university courses in Northampton and this type of thinking also needs to be encouraged.

Retaining Students

There is a strong need to match University courses with local industry to ensure graduates find work within the local economy.

Ensure industry/business is encouraged to promote retention of current students to find employment in Northampton. (Note that the main volume of students that this applies to are creative students who currently tend to find work in London.)

Occupations

The employment by occupation shows that for a developing town there is a lack of professional/technical personnel in Northampton compared with the national average. This needs to be addressed if the skills base of the economy is going to support growth. This is especially true if the desired target growth is in knowledge based and professional industries rather than in lower skilled sectors. This can be addressed by both up-skilling the current workforce and by attracting the skills needed into the Town. If the workforce is to be up-skilled the timing of the arrival of new companies needs to coincide with the newly trained graduates because, as is currently happening, if these people do not find positions locally they are forced to leave the town to find work. The solution as above is to encourage the right type of industry to locate to the town and open up new employment opportunities.

Targets

Targets have not been set in this section as the Borough Council does not have direct influence over educational results but associated targets are set in other sections of this report for training and skills as the subject cuts across all areas of the economy.

Community

Current - Community

The community/charitable/social sector of Northampton is not easily summarised as say the industrial/business sector as the outputs are not easily defined in monetary terms but are diverse and give outputs such as community help, advice or provide a service. The economy benefits are through the increased well-being of its citizens and by adding diversity.

At a national level there are around half a million voluntary and community organisations (VCOs) in the UK ranging from small community groups to large national organisations. There is no definitive source of information on the total income of VCOS however the National Council for Voluntary Organisations (NCVO) estimates that the 140 'general charities' in the UK had a total income of £15.6 billion in 2000/01. This funding came from local authorities, the NHS, central government and other public bodies such as the national lottery. This shows that this is an important part of the economy. Social enterprise or not-for-profit business is driven by social objectives and forms an expanding part of the wider voluntary sector. It also adds to the richness of the economy. It can provide training and employment opportunities especially for excluded groups, build social capital and create wider social wealth. Northampton's cultural diversity consists of:

- 91.6% White
- 1.7% Mixed heritage
- 2.4% Black
- 3.3% Asian
- 1.0% Chinese

Although all sectors of the community can benefit from VCOs, central government funding is often released to the most deprived areas of the UK and this enables more refined support to be developed. The main measurement of the social wealth of a community is through the government figures comparing levels of deprivation throughout the UK using 'The Indices of Deprivation'.

Deprivation

The Indices of Deprivation is published every few years by the Government. In 1998 the emphasis was very much on viewing deprivation as a poverty measure. In 2000 the policy shift from measures of poverty towards issues of social exclusion.

The Social Exclusion Unit's definition is:

'Social exclusion is a shorthand term for what can happen when people or areas suffer from a combination of linked problems such as unemployment, poor skills, low incomes, poor housing, high crime environments, bad health and family breakdown.'

The most recent Indices of Deprivation released in 2004 enable better identification of pockets of deprivation. These areas are known as 'Super Output Areas'. They give a clear picture of deprivation across the country and enable comparisons between Northampton and other conurbations. The statistics are also used by the Government to allocate funding to the most needy areas.

There are 129 'Super Output Areas' in Northampton and those that fall that are within the most deprived 20% in the country on the Index of Multiple Deprivation (IMD) fall in the following Wards:-

Billing	Castle
Delapre	Eastfield
Lumbertubs	St David

The most deprived SOA in Northampton is in Castle Ward and is the only one in Northamptonshire that falls within the worst 5% in the country. The least deprived SOA in Northampton is ranked 30399 on the IMD and falls within Weston ward.

Counting the number of people living in Super Output Areas that fall within the most deprived 20% in the country, it is surprising to find that 34,341 people in Northampton fall in these areas compared to 13,739 people in Corby. In fact this figure of 34,341 people in Northampton compares with a figure of 30,851 people for the rest of the county giving a clear picture that there is more deprivation in Northampton than in the rest of the county put together.

Structure & Initiatives

The Voluntary and Community Organisations (VCOs) can be defined in three tiers. 1st tier organisations deliver direct services to the community. Their ability to perform is a product of their leadership, their finances, their internal set ups and systems / IT etc. 2nd tier organisations exist to help deliver support to 1st tier organisations, to build and improve capacity whilst 3rd tier organisations provide hubs of excellence and best practice for 2nd tier organisations. All of these levels exist in Northampton.

One key community structure is the Local Strategic Partnership (LSP) that engages the VCO sector in a wider forum along with Local Authorities and service providers. The partnership helps to engage the community and ensure delivery of future plans and services relating back to the community. These include the Local Area Agreement, LAA and Neighbourhood Management Schemes.

The Northampton Local Strategic Partnership (LSP)

The Northampton Local Strategic Partnership was launched on 30 October 2001, and is a broad based partnership of local and regional organisations representing the public, private and voluntary sectors.

The group is non executive, having no direct powers but in bringing a broad range of partner organisations together, it gives the opportunity for different initiatives and services to support each other and work together to the benefit of the citizens of the town. It gives the opportunity for the issues of the town to be given one voice in a unified forum, so that the best can be made of resources and opportunities.

In 2002, the Northampton LSP published its Community Strategy, setting out its ambitions for the period 2002-2012 and in 2004 the plan was updated. In 2006 the LSP has been consulting on Northampton's 'Community Vision'.

Northampton's Community Vision

The vision is being adopted by NBC and aims for Northampton to be a place of pride, respect, excitement, vitality, fun and passion. The vision states that by 2011 the town will be:-

Safer -People will use the city centre and move around all of Northampton at night without fear.

Cleaner - All of Northampton will be clean and litter-free. We will work together to build a community culture of no tolerance of those who litter and pollute our streets.

Healthier - Our green spaces, the street scape and urban design will help to make the healthiest environment so that people have good physical and mental health and live longer.

Recognised for good quality, environmentally friendly housing - We will continue to promote good affordable, well-designed housing for all, with attention to the environment and the use of sustainable resources

Be well served by modern and efficient local government - Local councils will have defined their role as community leaders, working in partnership to deliver this vision for Northampton. Their decisions will be easy to understand, transparent and will involve local people.

By 2021 the vision is to be a place made up from caring communities and by 2031 it will be defined by its excellent transport system and be a major regional cultural and economic centre.

Northampton will be a centre for educational excellence – our schools will help develop good citizens and produce exceptional results. Our colleges and university will work with local businesses to develop and retain the jobs and workers of the future.

Our traditional architecture will be mixed with new urban design. The Cultural Mile will snake through the city, joined together by our integrated transport system. Included within the Cultural Mile will be a heritage trail that celebrates Northampton's boot and shoe past. We will take full advantage of all that the River Nene has to offer and develop a water-based experience for all ages. All of this, plus a specialist niche shopping experience like no other, makes Northampton a tourist destination of choice.

Local Area Agreement (LAA)

The Northampton local area agreement is an agreement between Central Government, Local Government and partners designed to improve partnership and delivery of services for the public in Northampton.

The LAA gives a vision for Northamptonshire this being;

“Strengthen communities, deliver significant improvements in quality of life for people and provide equal life chance by working through purposeful partnerships that are grounded in a clear common performance framework.”

The Northamptonshire LAA sets out detailed performance targets for achieving the vision. For an economic strategy to work the benefits need to be received at all levels. This economic strategy does not intend to reiterate these targets but supports working in partnership to achieve them.

Neighbourhood Management Partnerships

An important emerging community resource is the Neighbourhood Management Partnership. The Borough has been split into 14 zones, 6 of which are currently developing neighbourhood management teams of wardens and officers aimed at identifying priorities, pooling resources and aiming to implement local area action plans.

Future - Community

The broad future aims are captured in the Community Vision and some of the implementation is captured in the Local Area Agreement performance targets. The Neighbourhood Management Partnerships are working to implement these and other locally developed targets and initiatives.

At a detailed level it is clear that many voluntary, community and charitable sector groups support a wide variety of initiatives, all having an impact on the areas that they serve. Further objectives and initiatives are not therefore set as targets as these are developed through Community consultation. Some specific targets are set that could be developed that would enhance the current strategy.

Targets - Community

C1. Review the use of NBC Neighbourhood Centres

The Borough Council owns 22 community centres that provide or have the ability to provide direct service and facility to their community. There is an opportunity to review what they currently provide and how they could be developed including micro business start up.

C2. Establish Groundwork in Northampton

Groundwork is a federation of Trusts in England, Wales and Northern Ireland, each working with their partners to improve the quality of the local environment, the lives of local people and the success of local businesses in areas in need of investment and support.

Each Groundwork Trust is a partnership of the public, private and voluntary sectors with its own board of trustees. Although North Northampton has a Groundwork Trust, it currently does not cover Northampton Town. Leicester Groundwork Trust is a good example of the type of facility that could be set up in Northampton with micro recycling business, community regeneration schemes and environmental schemes.

(With the aim of establishing Groundwork in Northampton, working in partnership with other environmental delivery organisations)

C3. Waste

The council needs to encourage re-use, reduce and recycle to lower the environmental impact.

C4. Safer Communities

All activities and plans need to take account of likely effects on levels of crime, disorder, anti-social behaviour, substance misuse and behaviour adversely affecting the environment (Section 17 of the 98 Crime and Disorder Act, as amended).

Developments need to 'design out' potential problems as a principle, not only applying to the physical construction but also their inter-relationships to movement patterns, accessibility of social facilities, opportunities to build a sense of pride in and 'ownership' of location.

C5. Neighbourhood renewal and Neighbourhood Management

Investing in communities and tackling social exclusion is a key aim. Delivering the Neighbourhood Renewal Strategy locally by narrowing the gap between the most deprived neighbourhoods and the average, within Northampton there are 23 Super Output areas that are in the most deprived 20% in the country. The objective will be to have a lower level of worklessness, reduce crime, better health, improved skills, housing and physical environment.

HOUSING

Current - Housing

The Current mix of housing tenure for Northampton as recorded in the 2001 census is as follows:

Owned outright	19,989	25%
Mortgaged	37,601	47%
Shared Ownership	524	0.6%
Council owned	12,354	15%
Housing Association	2,313	3%
Private Landlord	5,663	7%
Rented other	2,378	3%
TOTAL	80,822	100%

It shows that 72% are owner occupied with the remaining 28% rented. Current percentages are, however, not a true guide to the mix of needs for housing.

Kate Barker's *Review of Housing Supply* (March 2004) analysed the problems with the supply of housing in England. In many parts of the country, house prices had increased rapidly, because the supply of housing has not kept up with demand. This is attributed to increased numbers of households caused by growth in the population and particularly the number of one-person households. It is projected there will be 209,000 more households overall per annum to 2026. The report identified that house prices over a 30 year period had risen by 2.4% per annum (1974 to 2004) and in order to deliver a revised trend in real house prices of 1.8 % per annum an additional 70,000 houses each year in England might be required. To bring the real price trend in line with the EU average of 1.1 per cent an extra 120,000 houses each year might be required.

The report also stated that the Government should set out a goal for improved market affordability and introduction of a planning-gain supplement to capture some of the development gains that landowners benefit from, to ensure that local communities share in the value of development. To deliver the projected social housing, additional investment building-up to between £1.2 and £1.6 billion per annum will be required in England. The report also recommended that Local Authorities should be allowed to "keep" the council tax receipts from new housing developments for a period of time to provide incentives for growth and to meet transitional costs associated with development.

The findings of the Barker Review of Housing Supply Report, are reflected in the targets set by Milton Keynes South Midland (MKMS) growth agenda. This has led to the main driving factor in Northampton's growth economy i.e. the target to build circa 30,000 new houses (MKSM figure) over the next 15 years. Northampton is familiar with growth and has faced a sustained period of expansion since 1960's. At the time of the Northampton Development Corporation from 1968 to 1985, a total of 20,000 new houses were built and since the 1960's Northampton's population has almost doubled to 200,000. The current house-building target will increase the number of houses from 80,000 to 110,000 i.e. an increase of 38% in households. This rate of building is greater than the development of the New Town in the 70's and 80's and is greater than the town has ever seen over an extended period of time. To maintain the desirability of the town to invest and live, over a sustained period, these houses need to be of a good quality, functional design, well served and be attractive.

The Government is moving towards ensuring new houses have an environmental rating to encourage sustainability. This should be encouraged.

The Test of Time/Quality

Some of Northampton's properties built in the 70's and 80's have not passed the test of time and have now become less desirable. It has been recognised that existing problems were designed into these estates. This could include reasons such as; putting design before function, profit before quality or because ownership of common areas is unclear and resulting in poor maintenance or because large concentrations of social housing has been grouped together creating sink estates. In comparison many of the Victorian built terraced housing in the Town centre is still desirable and proved to be very adaptable for modern living having changed from having open fireplaces and outside toilets to new plumbing systems, heat systems, replacement windows and extensions etc. without losing functionality.

Commission for Architecture and the Built Environment (CABE)

CABE has undertaken an audit of housing design in the UK and found, based on 293 schemes completed between 2001 and 2006 that 29% were rated as having poor design, 53% average and only 18% good or very good. In the East Midlands, this statistic was worse with 55% being poor, 42% being average and only 3% being good or very good. CABE found that the new builds failed to create a sense of place, failing to take advantage of the surroundings and local context. The designs generally failed to create identity and a distinct character. On a detailed level they had poorly structured layouts, lack of distinction between public and private realm and were difficult to navigate. CABE's audit went on to observe that the public realm had poor integrated car parking and public realm was poorly designed and maintained.

Demand

As the housing market is the key driver in the economic growth of Northampton it is important that this growth is sustainable. The housing market is not easy to predict and predicting continued demand for these houses over long periods is similarly difficult. The main driver for building these new houses (as discussed above) is to reduce over-heating of the market and to ensure that there is a supply of houses for first-time buyers and social need.

The Barker report states that there has been an average 2.8% annual inflation rate in house prices over 30 years but in the middle of that period at the end of the 1980's the housing market crashed due to several factors.

Inflation and interest rates rose very dramatically and unemployment rose at the same time causing people to default on their mortgage repayments. Inflated house prices made flats and starter houses unaffordable for first time buyers. This slowing down of the market also restricted the ability for second time buyers to move on. The result was the housing market crash of 1989 as house prices fell, leaving some homeowners in negative equity. The current market is showing some similar signs with high house prices and rising inflation. The Barker report identifies that affordability is a national issue and by increasing supply will help resolve demand.

The Housing Market Assessment Report 2007 (DTZ) suggests that 2,320 to 2,645 houses will be built each year for the next 15 years. In the wider West Northamptonshire (Northampton Borough, Daventry District and South Northamptonshire) area this equates to between 34,800 to 39,675 new houses. The current use of the housing stock in Northampton is a complex picture with some single households occupying properties with 2 or more bedrooms. Whilst at the other end of the housing market, there are currently 170 households housed in temporary accommodation (West Northamptonshire), the report

states that this is an unequivocal indicator of a shortfall of affordable housing provision in the area.

Affordable Housing

The B. Line report on Housing Market Study and Needs Estimate (Nov. 2006) states that across Northampton there is a need for new supply of 'Affordable Housing' of around 1,000 units per annum over a five year period. This equates to 50% of the total Northampton's annual growth target of 2,000 new houses per year. 'Affordable Housing' being defined as including *'Social rented and intermediate housing, provided to specified eligible households whose needs are not met by the market.'* Over the last 10 years there has been a reduction of 2,260 social rented units in the West Northants area. The Housing Market Assessment Report 2007 concludes that West Northamptonshire needs as much additional affordable housing as it can realistically secure. This target build level is seen as being 35% affordable housing on new housing development sites.

Another sign that the housing market is not meeting demand is the fact that between 2002 and 2004 the rise in lower quartile prices (34%) was far greater than the rise in lower quartile incomes (6%), resulting in a decline in affordability over the period. The Government has tried to look at alternatives to social rented and part ownership of housing by challenging designers to design a £60,000 house. The results look promising and may well provide a solution to a section of the housing market. The final price of the product, however, is likely to be greater due to the land price, profit and contributions required via S106 agreements. There could also be problems if delivered solely on a commercial basis as the market indicates that they could sell for more than this basic delivery price and may contribute to increase builders' profits rather than reduce house prices.

Average House Prices

The average house price in Northampton in 2006 was £169,000 whilst the average wage was £21,752. This would make the average house 7.77 times the average wage.

If a current mortgage rate of 5.5% is taken and applied to a £169,000 mortgage repayments would be 42% of the average wage. In London the average house price (November 2006) was £291,000. By comparing the Northampton to the London price it can be seen that by moving to Northampton a saving of £122,000 could be made. This might well suggest that similar to the previous New Town expansion that economics may dictate that many of Northampton's new properties might sell to Londoners and that many might commute to London if local jobs are not provided.

Future - Housing

The housing stock built now in Northampton will set the fortunes of the town for many years to come. To create a vibrant economy the type, style and character of the houses needs to be desirable and reflect the town's aspirations of economic prosperity. In commerce high skilled staff are attracted to quality buildings because of the perceived prestige. Similarly there is an aspiration to raise the knowledge level of the work force in Northampton and a contributory factor in this is to build attractive houses to attract people to the town.

Attractive housing does not have to cost more. The aim of the governments £60,000 affordable house competition was to show the commercial house building industry that houses do not have to be bland to be affordable. It should therefore be the aim of the Borough to ensure that influence is used to achieve good quality homes.

Targets - Housing

Northampton Borough Council's Housing Strategy 2006-2011 "Enabling and Delivering Housing Choice" promotes the following strategic priorities:-

- To support the provision of well maintained, affordable and environmentally sustainable homes of all tenure in Northampton by;
- Increasing the supply of affordable housing
- Create sustainable communities
- Improve the housing service
- Provide support to the most vulnerable people
- Meet the decent homes standard

Comprehensive targets for delivering the Housing Strategy 2006 to 2011 are published in that document. This document does not intend to set further targets but highlights some of those actions, which include:

H1. New Homes – provide better quality homes and places to live

Support the completion of 1450 new homes annually 2006 to 2011 by maximising inward investment and by working with all our partners to plan for growth. (Ref. action 1.3 in the Housing Strategy)

(Note; It is acknowledged that land used for residential in the town centre may give a short term higher return than commercial use but to ensure all elements of the economy are working, it is also highly desirable to utilise town centre land for jobs as well as houses. Jobs will stimulate and add balance the town centre economy and give longer-term gains)

H2. Affordable Housing – provide better quality and access

Widen the opportunity to home ownership and improve the quantity, quality and choice of rented accommodation. Targeting 35% affordable housing on all housing development sites. (Ref. also action 1.2 in the Housing Strategy)

H3. Quality Houses

Northampton's houses are the future assets that attract workers to move to the town. Hence quality is of major importance. Ensuring houses are built of a good quality, functional design, environmentally friendly (with environmental ratings) and be attractive is essential. To achieve this the Borough Council should adopt a policy of consulting before designs are concluded, with groups such as CABE or Regeneration East Midlands, with the aim of trying to ensure design with longevity and serviceability.

H4. Encouraging Houses Builders

With Northampton Central location in England and the trend for house building there is an opportunity to encourage house builders to locate their operations in Northampton.

LEISURE

Current - Leisure

For Northampton to be attractive for investment it also needs to be a desirable place to live and play as well as work. The environment and the facilities that Northampton can offer are a key to making the town desirable to investors and developers. Landmark buildings help give a place a sense of identity and offer a focal point. If the building also offers a facility for use by the public then it can serve two purposes. Similarly, if a town can offer good leisure facilities it will be a more desirable place in which to invest rather than a town lacking these facilities.

Northampton has a premier rugby club, football club and a cricket club that give the town and its hinterland a sense of identity and pride in the town. It is unusual for a town to have quality teams covering three main sports. Silverstone just outside Northampton is also significant with the Formula 1 Grand Prix. These help promote the town and also give the town 3 different leisure activities to watch throughout the year. Having local sports teams also promotes the desire in the town to participate in these sports as local players are seen to have attended local schools and now play in the teams competing at national and international level. There are opportunities to build on these activities by developing sports related business and sports related leisure, such as a sports injury therapy centre.

Outdoor Sports Facilities

The provision of good open space is also supported by the promotion of successful local sports teams. A recent commissions report 'Open Space Sports and Recreation' (OSSR) (Sept 2006) by PMP makes many detailed recommendations on open space improvement, management and development. These recommendations are in relation to outdoor sports facilities and include the dual use of school playing fields for sport and the potential development of synthetic pitches.

Indoor Sports Facilities

The PMP Open Space report also briefly reviews the indoor sports facilities currently provided in Northampton relating to three areas:-

- Sports halls,
- Swimming pools and
- Health and fitness studios.

Provision of indoor leisure is not a statutory requirement but the Borough Council is the main operator of these facilities in the town and has a major opportunity to improve the town.

Sports Halls

The report estimates the supply and demand of sports halls by looking at the capacity for badminton courts and applies accepted sports participation rate standard to the Northampton population to conclude that in 2005 the demand was for 57 courts. Current supply in the town is 37 courts giving a shortfall of 20 courts.

Given that a sport's hall usually houses 4 courts this gives a current shortfall of 5 sports halls based on the need for badminton courts. (Ref - PMP report 2006.)

Note: Private club facilities are excluded from the calculations due to a lack of casual public access. Improved access to these sites and school sites may help to meet this under supply. Village halls and community centres are also a particularly important resource and help to meet localised unmet demand.

Swimming Pools

Northampton Borough Council owns and operates three public swimming pool facilities at Lings Forum, Mounts Baths and Danes Camp Leisure Centre. The remaining facilities are either for school use or private use.

Public or Private	Swimming Pool	size (m²)
Swimming Pools with full public access	Mounts Baths	366
	Danes Camp	212
	Lings Forum	250
Swimming Pools on school sites with dual-use access	Northampton School for Girls	187.5
	Weston Favell Upper School	187.5
	Northampton High School	159
Swimming Pools with private membership	Club Motivation	60
	Topnotch Health Club	90
	Cannons Health Club	160
	Marriot Health Club	78
	Virgin Active Club	250
	Esporta	200
Current Total supply		* 1699

(*Note: Public accessibility is restricted on the other pools at various times so supply is calculated reflecting these limitations as being a proportion of total capacity).

The PMP report sets a quantity standard for swimming pools of 10.51m² per 1000 population and a 15 minute drive time catchment has been set based on Sport England figures.

On this basis, current demand within Northampton is equivalent to 2045m² whilst current supply is 1699 m² giving a shortfall of 346m². A 25 metre 4 lane standard pool equates to 212m². Considering the Borough Council's facilities the under capacity roughly is equivalent to the 'Mounts' swimming pool.

Another key factor in the development of the swimming pools in the Borough is that the current pool at Weston Favell (Lings Forum) is reaching the end of its economic life. A design master plan for the area has been undertaken (ref Weston Favell District Centre Master plan by Atkins April 2005) but relies on land being available for this to happen.

Health and Fitness Studios

The PMP report concludes that the current provision is about right and that the Local Authority facilities have a critical role in the provision offering reasonable priced alternatives to the privately run facilities.

Arts/Culture/Heritage

Northampton already has two main theatres and three museums.

The Royal & Derngate reopened in autumn 2006 after a £15m redevelopment that created a single entrance for the two auditorium Theatre. The Derngate has a capacity of 1,500 and

the Royal a capacity of 583 seats. The venue attracts over 350,000 visitors a year and houses national touring productions.

The town has other theatres including the recently refurbished Deco Theatre with a 900 seat auditorium although currently not fully utilised and the small community Playhouse Theatre with 84 seats. The town has three museums, The Northampton Museum and Art Gallery, Abington Park Museum and the recently opened, Charles Rennie Mackintosh house at 78 Derngate. There are several venues for live music including the Roadmender and the Town and Country Club. These are all important parts of the Northampton's cultural infrastructure adding character and diversity to the town.

The heritage of the town is an important asset that has great potential to attract visitors with many historic Churches and other buildings including the Sessions House and Delapre Abbey that are currently under utilised.

Central Location

Because of the town's central location in England it attracts many annual events, gatherings and rallies, such as the Northampton Annual Balloon Festival usually held in August. Other fairs and events also occur within the country surrounding the town including several steam traction engine shows, the Crick National Canal Boat show, sports events such as indoor short mat bowls attracted by the central location and easy travelling. Billing Aquadrome, a 235-acre camping, caravan and static caravan site with facilities for 400 electrical hook ups also hosts a programme of rallies and events throughout the year, holding car events for clubs such as VW, Jaguar and custom cars and purports to attract 1 million visitors a year.

Future - Leisure

Art/Culture/Heritage

Northampton currently has a fairly strong cultural offer in some areas with the Royal & Derngate and the Northampton Museum located around Guildhall Road in the Town centre. This gives great potential for a new cultural quarter to be developed around the theatre and museum creating a focal point and a strong destination in the town. Other sections of this Economic Strategy document support the idea of encouraging the location of cultural business and art workshops/studios in the same area.

NCC have plans for a visitors centre in the Sessions House and there are moves to establish a heritage trail around the town centre churches and other town centre heritage buildings. These heritage buildings need to be utilised to their full potential including exploring the possibilities for Delapre Abbey. (ref also community and business start up)

A survey of cultural need has however not been undertaken to quantify supply, demand and capacity for art/cultural facilities in the town and in particular the need for a gallery. A feasibility study would help inform plans and decision-making.

Sport

The PMP report identifies a current short fall in sports facilities of 5 sports halls and a large swimming pool. The future demand can be crudely calculated using the Sport Council's figure for a swimming pool need of 10.51m²per 1000 people. If the population is projected to rise by a modest 30,000 people, this would give rise to a need for an increased capacity of 300m² or one medium sized pool (ref Mounts is 360m²), in addition to under capacity already calculated. This gives a minimum requirement of 2 pools with a modest population increase.

Similarly growth in population of 30,000 and applying 0,29 courts per 1000 population would give a need for 8.7 courts or 2 sports halls.

Further work is needed to investigate details of all sporting facilities in the town taking into consideration activities that engage all ages including adrenalin activities, skateboard parks and quality athletics facilities etc., that are currently additions to some traditional leisure centres. There is clearly potential for a major sports facility in the town. Taking into consideration the Town's location, 70 miles from the sea, there is also an opportunity to look at the potential of increasing the catchment area of a water-based facility/attraction that might compensate for the lack of a beach. Locating such a facility in a landmark building would also promote the facility to a wider audience.

Targets - Leisure

L1. Expansion of the Cultural/Arts Facilities for the New Northampton

Museums, galleries and theatre stimulate creativity, inspire learning, engage communities and help to build the knowledge economy. Northampton has some good facilities including the newly refurbished Royal and Derngate however the growth agenda give the opportunity to expand /create a major arts/cultural project. The options could include an Art Gallery that would be able to house national touring exhibitions, climatically controlled and secure etc. Investigating this option and other options would be part of a Cultural development in Northampton leading to major capital works for the town.

L2 Northampton Shoe Museum – an expanded and more attractive offer

The cultural facilities and history are a key element of 'place making' and Northampton's history is inextricably linked to the shoe industry. Northampton already has a 'designated' Boots and Shoes collection however a significant facility should be developed creating a 'Big City Museum' with National Status bringing historic Northampton to life and promoting with the current and future importance of the shoe industry to Northampton.

L3. Major Sports Facilities for the New Northampton

Current reports shows that there is an under capacity in swimming pools and combined with an expanding population this would suggest the development of a major new sporting facility. There is an additional need to review current facilities and updating them. These will lead to major capital projects in landmark buildings creating a major selling point for investment into the town. Provides support and encouragement for the towns major sports venues to encourage them to grow together with the growth of the town.

INFRASTRUCTURE

A key feature of a competitive knowledge economy is having good infrastructure making the town more attractive to invest and to live.

Transport

A key factor in a knowledge economy is connectivity (ref - Creating an Ideopolis – Case study of Manchester). By promoting the building of new offices in the town centre along side the current building of accommodation, people have the choice of being able to live, work and shop in the town centre without the need for a car. This connectivity cuts down the commuter traffic in and around the town and has a positive effect on the environment. To encourage this life style as a positive choice the town centre needs to be attractive with quality public realm and well-designed buildings.

Sustainable forms of transport should also be encouraged (ref - The Northamptonshire Local Transport plan, NCC March 2006) including journeys by walking, bike and bus. Northampton is a comparatively compact town, being 7 miles in diameter and cycling from one side to the other is quite possible.

The town centre is also fairly compact enabling a person to walk from one side to the other. This ability to use sustainable methods to circulate around the town is currently not promoted. Walking and cycling routes are quite variable in quality, often mixing cycling routes with car users. The Northampton Multi Modal Study (2003) states that the radial route is 'intimidating at present'. The poorly connected cycle route and busy road does not promote cycling use especially for first time users expecting a pleasant and safe journey.

Making the town more walkable and cycleable promotes healthy living and a feel-good factor of the town as well as being environmentally friendly. Encouraging these and other sustainable modes of transport, takes traffic off the roads freeing up road capacity and easing the potential need to build more roads.

The promotion of bus use and the use of park and ride can also play a part in the freeing up of roads and sustainable travel. The best way to cut school traffic would be for the local school to be the first choice in an area avoiding the need for parents to drive their children across the town to the other schools. Unfortunately school results across the town are variable but this local use of schools may be a longer-term aspiration. In the short term, some schools in the town use bus services to aid travel to school and others need to have this facility so reducing traffic.

Park and ride is currently planned for Riverside Retail Park and Harvey Reeves Road by the NCC, and although it may not work in all circumstances for Northampton at this stage, it is an option to consider for the future. Northampton is not geographically isolated from other major conurbations and does not currently have a strong enough retail offer compared to neighbouring towns with 18% of the south of the town already shopping in Milton Keynes. Park and Ride could be offered as an option and phased in as the town centre offer improves, but in the short term increased central parking fees may drive away trade to other towns or out of town shopping rather than take the option of a bus.

Park and ride could be an option for commuters currently being charged £35 per week in town centre car parks that wish to save money over a long period of time. It could also be an option to make edge of town employment sites such as Moulton park or Brackmills more accessible. Services would need to be frequent and financially sustainable.

Targets - Transport

T1. Develop for a sustainable transport network – with improved connectivity

Map out clear strategic cycle and walking routes through out Northampton and promote the development of these routes through developer contributions and other funding. Including strong links to the river Nene waterside.

T2. Support the Development of Sustainable Travel Plans

Encourage schools in Northampton to develop School Travel Plans and promote school bus services for all schools as a way of reducing morning and evening traffic in the town and encourage sustainable Travel Smart planning for local business.

T3. Support the use of Park and Ride as an option for travelling into town

Review the possibilities for park and ride schemes in and around the town.

Car Parking

Car parking is a critical issue in the town. From the 2001 census it was identified that nearly 70% of UK journeys to work are carried out by car. It is desirable to reduce the dependence on the car from an environmental, connectivity and health perspective. This will take time and more attractive alternatives need to be developed to aid in this change process. In the short to medium term it would be reasonable to assume that the travel patterns into the town centre would not dramatically change so giving a high dependency on provision of accessible car parking. Northampton Borough Council owns the majority of car parks and as such is aware of the sensitivity when charging to park in town centre car parks.

Land is limited within the town centre and the car parks also provide some of the opportunities for development. Development however needs to be carried out in a controlled way to ensure that accessibility of the town's car parking capacity and availability does not restrict shoppers but is carefully planned in line with the retail expansion strategy for the town centre.

If car parks are closed and developed on, or are temporarily inaccessible, the desirability to shop in the town would decrease with the increased difficulty for shoppers to find a parking space. As a worst case scenario the economy of Northampton may be significantly affected as shoppers and traders desert the town centre in favour of other more accessible retail sites.

A car parking strategy will be included in the CAAP which will enable forward planning and ensure development is not held up with potential unplanned demands to construct additional parking.

Work is needed on developing a car parking strategy to ensure that -

- Current capacity of car parking, both on and off road, is understood.
- Sufficient capacity of parking is maintained during regeneration of the town centre and that current business does not suffer from lack of trade if existing car parks are redeveloped.
- The long-term vision for car parking is considered and planned rather than being left to market forces.
- The future revenue income to the NBC and NCC understood.

Targets – Car Parking

T4. Car Parking Strategy – improved car parking offer

Car parking is significant in Northampton's current economy, for continued accessibility, development opportunities and future investment. Through a car parking strategy provide a comprehensive and effective network supportive of the town's improved and planned retail and business centre. A car parking strategy is needed for Northampton to ensure the impact of development of any car-parking site is understood financially and in relationship to the whole town's capacity.

T5. Develop Car Parks

Key Council assets can be used to stimulate development in the economy. The newly created assets could also give an alternative income source to the Council spreading risk. New strategic car parks may be needed at the entrance points around the town centre parameter freeing up surface car parks for development.

Roads

The strategy of living and working locally, walking and cycling and encouraging bus usage are all aimed at reducing the pressures on the existing road infrastructure so reducing the need to build more roads. The growth agenda and need to expand the town will however not negate the need for new road infrastructure. This will need to be planned in close partnership with Northamptonshire County Council to ensure all development plans are supported by well thought out high quality roads between and around major settlements.

Target - Roads

T6. Support New Road Developments – support sustainable new road infrastructure

Plan the town centre development in partnership with the county to ensure the road systems are adequate to support the new developments in the town.

Railways

Northampton has good local rail connections with Birmingham to the north and London Euston to the south.

The town's railway station sits on a loop off the Northwest main line connecting London, Manchester and Glasgow but has a moderate service north south for these longer distance trains. There is room for more frequent services on these longer distance trains but would primarily require re-timetabling rather than infrastructure investment in the line.

Connections West to East along the Oxford/Cambridge arc is not so good and involves several changes to get to destinations. A new rail connection to the Midland Mainline (Bedford, Wellingborough, Kettering) is highly desirable and should be a longer-term aspiration. This would provide a direct route to Europe by train without the need to travel on London Underground.

The town did once have connections to Market Harborough and a second link to Bedford and these links may hold potential connections but would require major capital investment. The town centre railway station has been identified as having great potential for redevelopment. The current station is looking tired and a new station would create an impressive gateway into the town. By developing upward, space can be created for new offices that could further aid business growth in the town centre. The Northampton Central Area Design Development and movement framework suggests that 37,175m² of office space could be created. Most of the land for this development is in Railtrack and private

corporate ownership. The major task would be to re-locate the railway goods yard and road salt storage. There are no significant buildings on the site.

An alternative station south of the town could also be developed to reduce the commuter traffic in and out of the town and could provide a new hub for development of the south of the town in Hunsbury or on the south side of the motorway.

Targets - Railways

T7. Promote Better Rail Connections to Europe

Develop an east rail line to connect Northampton to the Midland Main Line and west to Daventry.

T8. Northampton Railway Station – a major gateway

Develop Northampton Railway station as a gateway into the town promoting the use of the site for a major office development as well as a potential site for conference and hotel facilities.

T9. Northampton South Railway Station

Develop a new South Northampton Railway station.

General Infrastructure

Significant infrastructure provision will be needed with the housing, industry, retail and population growth. There is a need to ensure that with the population growth the utilities of water, gas, communications and electricity demand is correctly forecast along with education and health provision. Town growth will come to a halt if supply of these is held back. Although it is not a direct responsibility of the Borough Council to deliver these facilities there is a need for good communication to ensure that each other's needs and limitations are understood.

T10. Promote and support expansion of utilities to enable growth of the town.

Promote the timely planning of utilities, school and health provision to ensure they accurately projected as part of the town's growth.

Parks

There has been a major review of the parks and green infrastructure within Northampton Borough undertaken by PMP in their Open Space Sports and Recreation Report (OSSR) commissioned by NBC. This identifies the current space available and the potential shortfalls in facilities. The work carried out in developing Northampton's Community Strategy through the LSP highlighted that the parks, green space and village greens in and around the town are a major asset, coming top of the things that people liked most about Northampton. It is clear that these spaces are a major part of the character of the town and need to be acknowledged as such. From the audit of green space, there is a need to develop a Green Space Strategy to ensure that these assets continue to be a major part of Northampton and the town's expansion. There is potential to promote economic activity to aid the maintenance of some of these green spaces e.g. play, sport, café or parking etc in or around the space.

Target – Parks

T11. Deliver an improved Green Infrastructure

Develop a green space strategy for Northampton and implement the strategy as part of the growth agenda in consultation with partners.

Leadership

Good Leadership is a major building block in being able to achieve a successful Economic Regeneration strategy. Creating and improving a knowledge economy and competitive economic performance rely on good governance structures and a clear and speedy decision making process.

The degree of autonomy over strategic decision-making is one of the most significant distinguishing features between high performing continental European cities and their English counterparts. The differences can be seen in the different levels of control that cities have over local expenditure. There is a greater need to work in close partnership to achieve a positive result.

This economic strategy gives a way forward by building on Northampton's current economy, identifying the future from overarching partnership documents (ref - The bibliography) and from the targets set to achieve the vision.

The success of the Strategy is not only in being able to set targets but in the ability and willingness of stakeholders to unite in the delivery of these targets. As suggested above if there is unity and support to achieve the strategy and clear decision making then there is greater possibility to achieve the goals. This unity also needs to transgress political parties, as success will not be achieved by changing strategic direction half way through implementation.

This document does not propose to suggest a governance structure but aims to highlight that research from across the UK that governance and clear decision-making is an important part of successfully achieving this strategy.

Target – achieve wider support for effective governance and delivery

1. Strategy Adoption - Internally

Adoption of this strategy as an internally agreed strategy within NBC and across political parties.

2. Strategy Adoption – External Stakeholders

Adoption of this strategy by key external stakeholders as the way forward for Northampton.

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Retail		
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Appendices

**Appendix 1
Table of targets**



	TARGET	Related targets in RES, SRES, LAA	NBC Responsible Team	Other partners in NBC	External Partners	Implementation Action	Start date	Completion Date	Estimated cost/comment
	RETAIL								
R1	Develop vibrant niche markets to distinguish Northampton from other retail centres.	RES 7a, 7b SRES 1.1, 3.1, 3.2, 3.4, 3.7 & 5.2	Economic Intelligence/ Planning	Regeneration	Commercial Developer/ WNDC NEL TCC	Research Implement	2007/08 2009	2008	£ 30 K
R2	Expand the Town Centre Retail - Increase the town centre retail offer by two-thirds i.e. 80,000m ² . This will be achieved primarily through commercial alliances with either existing partners or new partners.	RES 2g, 4a, 7a, 7b SRES 1.1, 3.1, 3.2 4.3 & 5.2	Regeneration	Economic Intelligence	Commercial Developer	Programme of work	2008	2014	Commercial Partner
R3	Consult on Retail Design - It is important that the public buy into the proposed changes and expansion of the retail area. Promoting quality, reflecting Northampton's character, exploring niche markets and retail growth. A consultative exercise and choice of designs could be given to aid the debate and consolidate the preferred choice with the town's citizens.	RES 7a, 7b SRES 1.1, 3.1, 3.2, 3.4, 3.7, 4.3 LAA - SSC 4	Regeneration	Communications	All	Consult	2007	2008	Either commercial or internal
R4	Jobs/Skills - The expansion of the retail area will bring significant employment opportunities and those opportunities sit geographically next to areas of the town with high levels of deprivation. This in turn gives good opportunity to skill or re-skill people to work in the expanding retail sector.	RES 1b, 1c SRES 2.4, 2.5, 2.6, 2.7, 2.8, 3.6, 5.1 LAA - EDEG 1	Economic Intelligence		Learning & Skills Council	coincide with opening of retail	OG	OG	L.S.C.
R5	Market Square - The market appears to have great potential as a flexible space retaining the function of the market during the day but with the permanent stalls removed. Further research and consultation is needed with all before the right format is decided.	RES 2F, 9B, SRES 3.4, 3.7	Economic Intelligence	Regen/ Communications	NCC/NEL/ WNDC/EP/ EMDA	Research Implement	2007 2009	2009	Internal consultation TCC/TC
R6	Landscaping/Public Realm -Landscaping the major circulation areas of the town. Some of these areas, in particular Abington Street, need to be carried out before there is major interruption of the current Grosvenor Centre. The town needs to work hard at protecting its existing businesses and making them attractive. One suggestion is for a covered walkway down Abington Street.	RES 2F, 9B SRES 1.1, 3.1, 3.4, 3.7, 5.2	Regeneration	Economic Intelligence	NCC/NEL/ WNDC/EP/ EMDA	Complete	2007	2010	To be evaluated
R7	Business Improvement Districts -There is potential for a retail area to be improved/maintained through the creation of Business Improvement Districts. It is a partnership between the local Authority and the local business in that locally designated area. By charging a levy within the BID area, added value can be achieved by putting improvements and additional services into the area. Target set up a town Centre Business Improvement District	RES 9a, 9b SRES 3.7, 4.3, 5.2	Town Centre Manager	Economic Intelligence	NEL/WNDC	Set up BID	2010	2010	Town Centre Manager
	INDUSTRY/EMPLOYMENT								

E1	Promote the Development of Office Space - The aim is to promote living and working in the town centre, reduce journeys and boost the spend in the local economy. To further this there is a desire to promote the increased use of office space in the town centre balanced with housing to ensure the town has an attractive offer in the town centre.	RES 7a SRES 1.1, 1.7, 3.1, 3.2, 3.3, 3.4 LAA - EDEG2	Economic Intelligence	Planning Development	NEL / WNDC	Land Assembly	OG	OG	Commercial
E2	NBC Land Holdings - Review of NBC land holding with projected reuse of land for commercial opportunities and social enterprise. (This point needs to be carried out in relation to the car parking strategy undertaken ref infrastructure section of this report)	RES 7a SRES 1.1, 1.7, 3.1, 3.2 LAA - EDEG2	Economic Intelligence	Asset Management/ legal		Research	2008	2010	Internal NBC
E3	Create office site opportunities - Clear and create marketable land /building footprints for office developments based on the reports above.	RES 7a SRES 1.1, 1.7, 3.1, 3.2 LAA - EDEG2	Economic Intelligence / Planning	Asset Management	NCC/NEL/ WNDC/EP/ EMDA	Land Assembly	2009	2010	To be researched
E4	Promote high quality jobs -Promote the use of out of town areas towards high quality jobs with higher density land use in preference to land hungry distribution.	RES 7a SRES 1.1, 1.3, 1.4 LAA - EDEG2	Economic Intelligence	Planning Development	NEL / WNDC		OG	OG	General
E5	Identify gateway sites -Promoting a high quality environment is important to increase the desirability of the town to investors. To this end there is a need to identify 'gateway' building projects that can house prestigious firms in high quality buildings that can be seen when entering the town.	RES 7a SRES 1.1, 1.7	Economic Intelligence / Planning	Planning Development	WNDC	Identify	2008	2010	Internal
E6	Proactive Target Companies to relocate in Northampton -With visible improvements in the town centre and identifiable sites in and out of the town proactively target firms to locate in Northampton, Including consultancy, recycling and overseas industry looking for a UK base.	RES 2e, 7a, 5b, 5c, 9c, 10a, SRES 1.4, 1.5, 1.6, 1.7, 5.3 LAA - EDEG2	Economic Intelligence		NEL	Proactive Promotion	2008	OG	Marketing budget to be determined.
E7	Development opportunities -Evolving from the identification of NBC sites for development and the clearing of sites to give a clear footprint, will come opportunities for the council to partner developers in promoting the building of office space in the town centre. As well as promoting economic activity in the town these opportunity should also result in a one off payment or in receiving a long-term income. These opportunities will need to be worked out on a case-by-case basis balancing risk and return (current and future) that each opportunity presents. If these opportunities are numerous then a suite of legal documents could be developed to aid the process.	RES 5b, 5c, 7a SRES 1.1, 1.7, 5.3	Economic Intelligence	Regeneration Asset Management Legal	WNDC		OG	OG	Commercial
E8	Skills and Training - To up skill the workforce local community in preparation for the new employment opportunities. This should be done in partnership with the Learning and Skills Council and education establishments.	RES 1a, 1b, 1c, 9a, 10a SRES 2.2, 2.3, 2.5, 2.6, 2.7, 2.8, 3.3, 3.6 LAA - EDEG1	Economic Intelligence		WNDC/Learning & Skills Council		OG	OG	LSC

E9	Small to Medium Enterprises -Aim to reduce the business rates to start up business in the first two years to enable Northampton to be a centre of innovation creating growing business	RES 2a, 2b SRES 1.5, 1.8, 2.1, 3.7 LAA - EDEG2	Economic Intelligence	Finance	NEL/EMDA		2008	2008	Grants
E10	Industrial Growth Space -Northamptonshire is the centre of manufacturing and key industries including the motor sport and shoes. These and other industry need to be promoted to ensure development and growth space is available in the expanding town.	RES 2c, 3e, 5b, 7a SRES 1.4, 1.5, 1.6	Planning Development		NEL/EMDA	Inclusion in planning process	2008	2008	General
E11	Conference/Exhibition Centre -As identified in the leisure section of the report, Northampton's central location is naturally good for holding rallies and events with people travelling from all areas of the UK. This suggests there is an opportunity for locating a conference /exhibition centre in the town centre.	RES 3d, 7a SRES 1.1, 3.1, 3.2, 4.3, 5.4	Economic Intelligence	Planning Development	NEL/EMDA WNDC	Reseach	2009	2010	NEL
E12	Local Procurement - Encourage local procurement to support the local economy and help reduce procurement miles so aiding the environment. Fairtrade produce should be promoted to ensure the towns status as a Fairtrade town and supporting developing economies.	RES 2h SRES 1.5	Finance/ Procurment	Economic Intelligence	NCC		OG	OG	NBC In House
E13	Management of Industrial Parks - Support needs to be given to ensure that industrial parks are given the right facilities including better safety and proper long haul parking/facilities	RES 2c, 3e, 5b, 7a SRES 1.4, 1.5, 1.6	Planning Development		NEL/EMDA		2008	2011	
E14	Science and Technology Park - Support needs to be given to ensure that Northampton provides a Science and Technology Park for the location of small to medium sized IT or technology based company seeking a prestigious site in the town.	RES 2c, 3e, 5b, 7a SRES 1.4, 1.5, 1.7	Planning Development		NEL/EMDA		2009	2010	
	BUSINESS START-UP								
B1	Research – Sole trades/Start up business - Research the possibility of developing an area of the town centre for sole trades/ start up business shops to aid start up and create a more diverse shopping offer. (This could potentially be in the evolving Cultural Quarter of the town)	RES 2a, 10c SRES 1.2, 1.5, 1.6, 1.8, 2.1, 2.7, 2.8, 5.4 LAA - EDEG2	Economic Intelligence	Regeneration Asset Management Legal	NEL/EMDA	Research Implement	2007 2009	2009	£30K potential (EMDA NEL)
B2	Research – Research the possibility of developing an area of the town centre for an arts complex supporting start up business shops to aid start up and create a more diverse shopping offer and matching local graduate skills to employment opportunities in the town.. (This could potentially be in the evolving Cultural Quarter of the town).	RES 1a, 1c, 2a, 3d, 3e, 9a, 10c SRES 1.2, 1.5, 1.6, 1.8, 2.1, 2.7, 2.8, 4.3, 5.3, 5.4 LAA - EDEG2	Economic Intelligence	Regeneration Asset Management Legal	UofN/NCC/NE L/WNDC/EP/E MDA	Research Implement	2007 2009	2009	Cultural

B3	Research – Research the possibility of developing an area of the town centre for Fashion design retail start up business shops to aid start up and create a more diverse shopping offer and matching local graduate skills to employment opportunities in the town.	RES 2a, 10c SRES 1.2, 1.5, 1.6 1.8, 2.1, 2.8, 4.3, 5.3, 5.4 LAA - EDEG2	Economic Intelligence	Regeneration Asset Management Legal	NCC/NEL/WN DC/EP/EMDA	Research Implement	2007 2009	2009	Cultural
B4	Research – Antique business shops - Research the possibility of developing an area of the town centre for Antiques business shops to aid start up and create a more diverse shopping offer	RES 2a, 10c SRES 1.2, 1.5, 1.6, 1.8, 2.1, 2.8, 4.3, 5.3, 5.4 LAA - EDEG2	Economic Intelligence	Regeneration Asset Management Legal	NEL/EMDA	Research Implement	2009	2010	Cultural
B5	Research – Live Work Units - Research the possibility of developing an area of the town centre for live work units start up business to aid start up and create a more diverse work space. (This could potentially be in the evolving Cultural Quarter of the town)	RES 2a, 2g, 10c SRES 1.2, 1.5, 1.6, 1.8, 2.1, 2.7, 2.8, 5.4 LAA - EDEG2	Economic Intelligence	Regeneration Asset Management Legal	NEL/EMDA	Research Implement	2008 2010	2009	Cultural
B6	Research – Cultural Zone -There are many potential opportunities especially within the cultural zone of the town to explore the promotion of start up and growth business. At this stage ideas are at an early development stage and would need more research before committing to a plan but if business start up units grow there will also be a need for business growth areas moving from the first to the second stage of growth. This could be housed in a single office/studio complex in the town.	RES 2a, 2g, 10c SRES 1.2, 1.5, 1.6, 1.8, 2.1, 2.7, 2.8, 5.4 LAA - EDEG2	Economic Intelligence	Regeneration Asset Management Legal	UofN/NCC/NE L/WNDC/EP/E MDA	Research Implement	2007	2007	Cultural
REGENERATION AND GROWTH									
G1	Planning and Resource Schedule -To establish a plan of work for the regeneration of Northampton and resource schedule. This will need to be revised as development evolves on an annual basis		Regeneration	Finance/ HR		Research	2007	2007	Internal NBC
G2	OGC Gateway - Adopt the OGC Gateway method of developing projects from first principals to establish good practice.		Regeneration	All	WNDC	On going	2007	OG	Internal NBC
G3	Design Quality - Ensure all projects are built of a good quality, functional design, environmentally friendly (with environmental ratings) and be attractive. To achieve this the Boroughs Council should adopt a policy of consulting before designs are concluded, with groups such as CABE or Regeneration East Midlands, with the aim of trying to ensure design with longevity and serviceability	RES 5a, 6a SRES 3.4, 5.2, 5.3	Regeneration	All	WNDC	On going	2007	OG	Internal NBC

G4	Public Consultation on Designs -The first major project that will create a landmark is likely to be the retail project. Latter major schemes are likely to be the redevelopment of the railways station including major office space and a major leisure project. To raise awareness of these major projects the designs should be part of a public consultation and potential a design competition as it engages the public in the development of the town and advertises new scheme development to the world	SRES 3.4, 5.2, 5.3, 5.4	Regeneration	All	All	On going	2008/9	OG	Each project needs separate evaluation
G5	Equalities - Each project needs to be screened at the early development stage and progressively through the project stages to ensure that equalities is a consideration.	SRES 3.6, 3.7 LAA - SSC1	Regeneration	All	All	On going	2007	OG	Each project needs separate evaluation
G6	39. Carbon Neutral Future - Actions need to be taken to reverse Climate Change. New developments and industry need to aim to be Carbon Neutral. This is in line with the Nottingham Declaration committing the Borough to encourage all sectors of the community to adapt to the impact of climate change, reduce greenhouse gas emissions and make public our commitment to action.	RES 3a, 3b, 3c, 5a, 5b, 5c, 6a, 6b SRES 3.1	Regeneration	All	All	On going	2007	OG	Each project needs separate evaluation
EDUCATION									
COMMUNITY									
C1	Review the use of NBC Community Centres -The Borough Council run 22 Community centres that provide or have the ability to provide direct service and facility to their community. There is an opportunity to review what they currently provide and how they could be developed including micro business start up.	RES 2a, 7b SRES 1.1, 1.8, 3.2, 3.6, 4.3,	Community Development, Asset Management	Economic Intelligence	Local Community	Reseach	2008	2009	Internal NBC review
C2	Establish Groundwork in Northampton - Groundwork is a federation of Trusts in England, Wales and Northern Ireland, each working with their partners to improve the quality of the local environment, the lives of local people and the success of local businesses in areas in need of investment and support.	RES 1a, 1c, 2a, 2c, 3b, 3c, 5b, 5c, 6a, 6b, 8, 9a, 9b, 9c, 10a, 10c SES 1.1, 1.2, 1.6, 2.2, 2.4, 2.6, 2.7, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 4.3 LAA - CYP8	Economic Intelligence	Regeneration	RNRP	on going	2008	2010	To be internally researched
C3	Waste - The council needs to encourage the Reuse, Reduce and Recycle to lower the environmental impact	RES 3a, 3b, 3c, 5a, 5b, 5c, 6a, 6b SRES 3.1	Waste services, Sustainable Development	Regeneration	All	on going	OG	OG	To be internally researched

C4	Safer Communities - All activities and plans need to take account of likely effects on levels of crime, disorder, anti-social behaviour, substance misuse and behaviour adversely affecting the environment (section 17 of the 98 Crime and Disorder Act, as amended). Developments need to 'designing out' potential problems as a principle, not only applying to the physical construction but also their inter-relationships to movement patterns, accessibility of social facilities, opportunities to build a sense of pride in and 'ownership' of location.	RES 8 SRES 3.6 LAA - SSC1 & SSC2	Regeneration	Regeneration	NCC/NEL/ WNDC/EP/ EMDA	on going	OG	OG	Built into the cost of a development
C5	Neighbourhood renewal and Neighbourhood Management -Investing in communities and tackling social exclusion. Delivering the Neighbourhood Renewal Strategy locally by narrowing the gap between the most deprived neighbourhoods and the average, within Northampton. The objective will be to have a lower level of worklessness, reduce crime, better health, improved skills, housing and physical environment	RES 8, 10 SRES 3.6 LAA - SSC1 & SSC3	Community Development, Regeneration		All	on going	OG	OG	
						on going			
	HOUSING					on going			
H1	New Homes -Support the completion of 1450 new homes annually 2006 to 2011 by maximising inward investment, by working with all our partners to plan for growth and by utilising land to facilitate new growth. (Note; It is acknowledged that land used for residential in the town centre may give a short term higher return than commercial use but to ensure all elements of the economy are working, it is highly preferable to utilise town centre land for jobs rather than houses. Jobs will stimulate and add balance the town centre economy and give longer-term gains)	RES 7a, 7b SRES 1.1, 3.1, 3.2, 3.3, 3.4, 4.3 5.2 LAA - EDEG3	Housing Strategy	All	NCC/NEL/ WNDC/EP/ EMDA	Reviewing NBC land assets to develop affordable housing where appropriate	OG	OG	NBC Housing
H2	Affordable Housing - Widen the opportunity to home ownership and improve the quantity, quality and choice of rented accommodation. The Northampton Housing Marker Assessment (HMA) carried out by DTZ	RES 7b SRES 1.1, 3.1, 3.2, 3.3, 3.4, 4.3, 5.2 LAA - EDEG3	Housing Strategy	All	NCC/NEL/ WNDC/EP/ EMDA	on going	OG	OG	NBC Housing
H3	House Builds - Ensure houses are built of a good quality, functional design, environmentally friendly (with environmental ratings) and be attractive. To achieve this the Boroughs Council should adopt a policy of consulting before designs are concluded, with groups such as CAFE or Regeneration East Midlands, with the aim of trying to ensure design with longevity and serviceability.	RES 6a SRES 1.1, 3.1, 3.2, 3.3, 3.4, 4.3, 5.2, 5.3 LAA - EDEG3	Regeneration	All	NCC/NEL/ WNDC/EP/ EMDA	on going	OG	OG	Commercial
	Houses Builders - With Northampton Central location in England and the trend for house building there is an opportunity to encourage house builders to locate their operations in Northampton	RES 7a SRES 1.1, 1.7, 3.1, 3.2 LAA - EDEG2	Regeneration	All	NCC/NEL/ WNDC/EP/ EMDA	on going	2007	OG	Commercial

LEISURE									
L1	Development of Cultural/Arts Facilities for the New Northampton - to find the right mix of facilities for the town. One identified facility that the town does not currently have is an Art Gallery that would be able to house national touring exhibitions, climatically controlled and secure etc. Investigating this option and others would be part of a future research project looking at the Arts/Cultural provision in Northampton. This would lead onto major capital works increasing character of the town.	RES 2f, 2g, 4a, 7a 9b SRES 1.1, 3.1, 3.2, 4.3, 5.2 5.3 5.4	Economic Intelligence/ Planning/ Regeneration	Leisure Services / Cultural Development	WNDC/ U of N/ EP NEL/EMDA	Reseach	2008	2015	initial £30K (or potential NBC internal review)
L2	Expand Northampton's Boot and Shoe Museum	RES 2f, 2g, 4a, 7a 9b SRES 1.1, 3.1, 3.2, 4.3, 5.2 5.3 5.5	museum Services/Econom ic Intelligence/ Planning/ Regeneration	Leisure Services / Cultural Development	WNDC/ U of N/ EP NEL/EMDA	Reseach	2008		initial £30K
L3	Development of Sports Facilities for the New Northampton - Current reports shows that there is an under capacity in swimming facilities and this combined with an expanding population this would suggest the development of a major new sporting facility. There is an additional need to review current facilities and updating them. These will lead to major capital projects in landmark buildings creating a major selling point for investment into the town.	RES 2f, 2g, 4a, 7a 9b SRES 1.1, 3.1, 3.2, 4.3, 5.2 5.3 5.4	Economic Intelligence/ Planning/ Regeneration	Leisure Services	WNDC/NEL/ EP EMDA	Research	2007	2014	initial £30K
INFRASTRUCTURE									
T1	Develop routes for a sustainable transport network - Map out clear strategic cycle and walking routes through out Northampton and promote the development of these routes through developer contributions and other funding.	RES 4a, 5a, 6a SRES 1.1, 3.1, 3.2, 3.3, 3.4, 3.7, 4.3, 5.2, 5.3, 5.5 LAA - HCOP4	Economic Intelligence/ Regeneration/pla nning	Planning Development	WNDC/ NCC / Commercial	Produce plan	2008	2021	Initial study and commercial contributions
T2	Support the development of sustainable travel plans - Encourage schools in Northampton to develop School Travel Plans and research the possibility of school bus services for all schools as a way of reducing morning and evening traffic in the town and encourage sustainable Travel Smart planning for local business.	RES 6a SRES 3.1, 3.2, 3.3	Economic Intelligence	Planning Development / Sustainable Development	NCC	Reseach	OG	OG	NCC
T3	Support the use of 'Park & Ride' - Support the use of 'Park and Ride' as an option for travelling into town Review the possibilities for 'Park and Ride' schemes in the town.	RES 4a, 5a, SRES 1.1, 3.1, 3.2, 3.3, 5.1, 5.2	Economic Intelligence	Planning Development	NCC	Reseach	2009	2010	NCC
T4	Car parking strategy - Research a car parking strategy for Northampton to ensure the impact of development of any car parking site is understood financially and in relationship to the whole town's capacity.	RES 4a, 7a SRES 1.1, 3.1, 3.2, 3.3, 5.1, 5.2	Economic Intelligence	Car Parking/ Regeneration	NCC	Reseach	2007	2008	£30K

T5	Develop car parks - On completion of the study, the findings will need to be implemented to build strategic car parks as necessary around the town centre parameter as recommended so freeing up surface car parks for development.	RES 4a, 7a SRES 1.1, 3.1, 3.2, 3.3, 5.1, 5.2	Regeneration	Asset Management/ Legal	NCC/WNDC/ EP/EMDA	Implement	2009	2011	Commercial opportunity
T6	Support road developments - Plan the town centre development in partnership with the county to ensure the road systems are adequate to support the new developments in the town.	RES 4a SRES 1.1, 3.1, 3.2, 3.3, 5.1, 5.2	Regeneration	Planning Development	NCC/WNDC/ EP/EMDA	Planning	OG	OG	NCC
T7	Promote better rail connections - Develop an east rail line to connect Northampton to the Midland Main Line and to Daventry.	RES 4a SRES 1.1, 3.1, 3.2, 3.3, 3.8, 4.2, 5.1, 5.2,	Economic Intelligence	Chief Executive	NCC/NEL/ WNDC/EP/ EMDA	Reseach	OG	OG	Promotional Work
T8	Northampton Railway Station - Develop Northampton Railway station in partnership, promoting the use of the site for a major office development.	RES 3d, 4a, 7a SRES 1.1, 3.1, 3.2, 3.3, 5.1, 5.2	WNDC/Economic Intelligence	Regeneration	WNDC/NEL/ EP/EMDA	Reseach	2008	OG	Commercial opportunity
T9	Northampton South Railway station - Develop a northampton South Railway station	RES 4a SRES 1.1, 3.1, 3.2, 3.3, 3.8, 4.2, 5.1, 5.2,	Economic Intelligence	Chief Executive	NCC/NEL/ WNDC/EP/ EMDA	Reseach	2010	2012	
T10	Promote/support expansion - Promote the timely planning of utilities, school and health provision to ensure they accurately projected as part of the town's growth.	RES 4a, 5a, 7a SRES 1.1, 3.1, 3.2, 3.3, 5.1, 5.2 LAA - EDEG4	Economic Intelligence	All	All	Ensure good communication with infrastructure providers	2007	2014	General S106
T11	Develop a Green Infrastructure strategy - Develop a green space strategy for Northampton and implement the strategy as part of the growth agenda in consultation with partners.	RES 6a SRES 1.1, 3.1, 3.2, 3.3, 3.7, 5.1, 5.2 LAA - SSC5	Regeneration and Renewal / Planning	Planning Development/ Street Scene	RNRP	Ensure good communication with infrastructure providers	2008	2010	Internal NBC
GOVERNANCE									
1	Strategy adoption – Internally -Adoption of this strategy as an internally agreed strategy within NBC and across political parties.		Economic Intelligence	CX/Democratic Services/ Governance/ Legal	NBC	Adopt	2007	OG	Internal
2	Strategy adoption – External stakeholders -Adoption of this strategy by key external stakeholders as the way forward for Northampton.		Economic Intelligence	Democratic Services/ Governance	All	Adopt	2007	OG	
					Key				
					EMDA = East Midlands Development Agency				
					EP = English Partnerships				
					NEL = Northampton Enterprise Limited				
					RNRP = River Nene Regional Park				
					U of N = University of Northampton				
					WNDC = West Northamptonshire Development Agency				

Economic Regeneration Strategy External Consultation – 8 October 2007 to 14 January 2008

The Economic Regeneration Strategy will be consulted on over a period of 3 months from 8 October 2007 to 14 January 2008.

The main consultation is focused towards key strategic partners and strategic groups drawn up in the list below. Contact will primarily be through a letter with a hard copy of the consultation document attached and with an e-mail attaching the document. This can then be forwarded to the organisation's members. The letter will explain the document, the consultation process and urge each organisation, such as the Chamber of Commerce, tap into their networks and members so reaching a wide target audience.

Within the letter an extended invite will be given to explain the background to the Strategy. Comments will not be recorded in these meetings as the results are aimed at being captured through the response document rather than verbally responses. This will ensure that all have an equal chance at answering the same questions rather than changing aspects dependent on the presentation on the day.

The document will also be placed on the NBC web site to make the public aware of the work that we are doing, capture general public comments and be available for strategic groups to direct their members, where needed.

At the end of the consultation period a meeting will be held to feed back the results and buy into the final result. This would be 2 weeks after the close of the consultation on 29 January 2008.

For the consultation process the Economic Regeneration Strategy will be tuned into a 'Consultation Document' with questions placed at the end of chapters.

These being:

Page 1

What do you think of the strap line to turn Northampton into a 'Market City' ?

Do you have a preferred strap line?

After pages 3 to 7 the question will be ;

What comments would you make about this section, the vision and the challenges set?

The question after each chapter would be : -

Do you agree with the targets set in this section Y / N ?

If not how would you change it ?

Which targets do you strongly agree with ?

What targets might we have missed and what would you like to add?

The aim will be to get our key partners to buy-in to the document to lead the way in shaping strategy and objectives.

This list of organisations is not intended to be exclusive but gives focus to the groups that we would wish to consult: -

Business Link
Council for Ethnic Minority Community (CEME)
Creative Connections Northamptonshire
English Partnerships (EP) *
East Midlands Development Agency (EMDA) *
East Midlands Business (EMB)
GOEM
Groundwork North Northants
Learning and Skills Council (LSC) *
Local Area Agreement forum
Local Strategic Partnership (LSP)
Local Government of the East Midlands (LG-EM)
NBC Community Groups
N Compass
North Northamptonshire Development Company
Northampton Asian & Afro Caribbean Business Association NAACBA
Northamptonshire County Council (NCC)
Northampton College *
Northamptonshire Chamber
Northamptonshire Enterprise Limited (NEL) *
Northampton Volunteering Centre (NVC)
Northants Police
River Nene Regional Park
Royal and Derngate
Town Centre Commission (TCC) *
Town Centre Management Group
Town Centre Strategic Board *
West Northants Development Corporation (WNDC) *
University of Northampton

* Key partners could be visited by NBC's CEO to promote the strategy. Dates would need to be set after Cabinet have agreed the document to go to consultation.

Business could also be consulted. This could be done through a breakfast meeting in association with NEL and/or through the Chamber of Commerce.

Councillors and Local MPs would also be informed

Other on going consultations

Two other consultations are on going in Regeneration and Growth, these are:

- 1) ***the Issue and Option on the Joint Core Strategy***, 5 Sept for 8 weeks, aimed at an intense programme of public exhibitions through out September.
- 2) The other consultation is the ***Central Area Action Plan*** Issues and options 27 September for 8 weeks.

Both of these are aimed at slightly different audiences with the emphases on the general public. Where appropriate linkages between other consultations will be made and duplication avoided.



Item No.

8

NORTHAMPTON
BOROUGH COUNCIL

CABINET REPORT

Report Title	The Grosvenor Centre and the Greyfriars bus station
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AGENDA STATUS: Public

Cabinet Meeting Date:	1 October 2007
Key Decision:	Yes
Listed on Forward Plan:	Yes
Within Policy:	Yes
Policy Document:	No
Directorate:	People, Planning and Regeneration
Accountable Cabinet Member:	Councillor Richard Church
Ward(s)	All

1. Purpose

This paper reports on progress of the collaboration between NBC and Legal & General ('L&G') on The Grosvenor / Greyfriars project. Following completion of an assessment of Legal & General's financial appraisal of the project, the Council is progressing negotiations towards a development agreement. Heads of Terms are targeted for end of September. A further paper will be tabled for Cabinet on 1st October to report on progress up to 30 September. The complex and challenging timescales mean negotiations will be progressing up to the target date.

2. Recommendations

2.1 Cabinet is requested to

2.1.1 Note reported progress and confirm a continued commitment towards the project

2.1.2 Agree further expenditure of the agreed budget (detailed in a separate paper to be submitted on 1st October).

3. Issues and Choices

3.1 Report Background

3.1.1 The project is NBC's priority Regeneration and Growth project. Its satisfactory pursuit should, lead to a step change in the economic prosperity of the town centre and catalyse much of the wider residential, retail, employment and associated development in for the Borough over the next 5 to 20 years.

3.1.2 The proposal is complex and the success of the scheme is conditional upon the satisfactory clearance of a series of commercial, economic and procedural hurdles, not all of which are within the control of the parties.

3.1.3 The retail property markets are presently volatile and it should be noted that the progression and success of the scheme are subject to their fluctuations and wider investment confidence.

3.1.4 From a strategic view and as reported previously, it is considered that, in relation to the redevelopment of the town centre, a commercial relationship with L&G represents the most likely to deliver an optimal scheme.

3.1.5 Negotiations have been protracted, spanning more than 7 years and stalled in 2006. After focussed effort on behalf of the Council, negotiations restarted in Quarter 3 of 2006.

3.1.6 Progress since the cabinet report of 30 July 2007

3.1.6.1 AtisReal Appointment

Three national professional real estate advisory practices (Knight Frank, Lambert Smith Hampton and AtisReal) were selected from the OGC framework to submit a proposal to take on the role of commercial adviser to NBC. AtisReal and Lambert Smith Hampton were interviewed, AtisReal were selected.

AtisReal's instructions are twofold; first to report on the viability of the scheme as proposed and to make recommendations regarding the further investment of funds and, second, to represent NBC in the pursuit of negotiations with L&G to reach agreement of Heads of terms and completion of a Development Agreement. AtisReal have completed the first part of their instruction and have commenced the second part.

3.1.6.2 AtisReal appraisal of the scheme

AtisReal advise that the proposed scheme is not presently viable – in that it does not generate sufficient monies to pay for the costs of land assembly, construction costs, abnormal costs and developers' profit.

However, they conclude that with a small number of alterations to the assumptions made, as well as a substantial grant, then it could be deliverable.

Their recommendation is that the project is within the envelop of scheme viability and can reasonably be pursued. This is based on:

- The results of their appraisal of the project
- Their experience of similar schemes
- Evidence of L & G and NBC working actively and positively together
- Likely availability of Grant Funding

3.6.1.3 Leader/ portfolio approval to proceed with Heads of Terms negotiations

On the basis of AtisReal's confidential report The Leader and Portfolio Holder agreed, on 31 August 2007, that a further £35k of the agreed budget be drawn down to commence negotiations towards agreement of heads of terms, which are targeted to be completed by the end of September 2007.

3.6.1.4 Progress to date

At a meeting between the partners on 6 September it was agreed that negotiations should be structured so as to produce a single development appraisal agreeable to both sides. This in turn will be the basis for the agreement of heads of terms (which must reflect the basis of the development appraisal) and the joint 'project' view of viability which will form the basis of any submission / application for grant funding in the future.

At the request of NBC, L&G has undertaken to progress an Economic Impact Assessment of the proposal which would form an integral part of both any grant application and any planning application. At a joint NBC/L&G meeting during August 2007, EMDA agreed in principle to assist in the funding of such an assessment with L&G and NBC. Following this meeting, a further meeting with WNDC, in September, has been arranged to discuss potential grant funding.

A further series of meetings between NBC and L&G have been arranged during September to facilitate detailed negotiations.

3.6.1.5 Targets for Heads of Terms and Development Agreement

It remains the parties' joint intention to complete the negotiation of a conditional agreement by the end of 2007. In order to do this, heads of terms should be agreed by the middle of October 2007. Both professional teams have, however, been instructed to complete negotiations by the end of September 2007 – which is a challenging target.

3.2 Issues

The key matters which remain to be negotiated are:

- The value of NBC's assets which will form its equity investment in the project and subsequent revenue returns. NBC must observe the normal statutory rules on such transactions and AtisReal are instructed to protect the Council's position in this respect.
- The acquisition of land at Edgar Mobbs Way proposed for the relocation of the bus layover facility.
- Securing of a substantial grant (perhaps in the range £15m to £20m) from one or more public sector funding bodies. (Discussions are underway with EMDA and WNDC).
- Agreement between the parties with regard to the detailed valuation and appraisal of the scheme – such that a single agreed position be reached.
- Avoidance of the imposition of heavy financial burdens on the scheme from s.106 and s.278 costs. (Discussions are underway with WNDC and NCC).
- The efficient and smooth management of a planning application by WNDC and the partners.
- The securing, by L&G of major retailer tenants to 'anchor' the proposed new development.

3.3 Choices (options) –

NBC has 3 choices:

3.3.1 ONE: Do nothing. This would be to abrogate NBC's responsibilities towards the town and render obsolete the investment of time money and resources committed to date in seeking to reach agreement with L&G for what is expected to be an optimal scheme.

3.3.2 TWO: Continue negotiations with L&G

Negotiations continue towards a development agreement in line with the recommendations submitted in this paper.

In the event that negotiations are successfully completed, it has already been agreed that a significant proportion of NBC's fee expenditure to date will be refunded to it by L&G under the terms of the development agreement.

In the event of a wholesale failure to complete a development agreement, NBC will have the opportunity to act to take advantage of its property assets in the town centre to promote regeneration and redevelopment. Any such alternative would, it is presently considered, be sub-optimal.

3.3.3 THREE: Pursue alternative commercial scheme.

Negotiations with L&G might be abandoned. This would have the short term effect of saving fee expenditure by NBC. In the medium term, there would be the opportunity to pursue alternative commercial opportunities. There would be substantial expenditure required to investigate this further.

NBC's professional advisory team recommend that negotiations continue as per Option 2 at 3.3.2 above.

4. Implications (including Financial Implications)

4.1 Policy

This project provides a major contribution to the Councils Corporate Plan Priorities in particular those relating to regeneration and economic development of Northampton. Progressing a new shopping centre is a key recommendation of the Central Area Framework report by BDP which is supported by WNDC, The Town Centre Commission, EMDA, EP and NCC.

4.2 Resources and Risk

4.2.1 NBC officers

It is anticipated that the final stages of the negotiation of this matter may consume a substantial and increased (but necessary) amount of officer resources.

4.2.2 NBC's professional team

A further paper will be submitted to the 1 October 2007 cabinet to set out the details of further progress made in negotiations.

If the recommendations are accepted and the work proceeds as anticipated, NBC will be likely to incur further costs until a development agreement is entered into. All of that expenditure will be at risk unless negotiations are successful.

An Medium Term Plan bid has been submitted as part of the budget process for 2008/9 to secure further resources to progress this scheme to fruition.

4.3 Legal

4.3.1 The legal section has no particular comments to make on the report.

4.4 Equality

4.4.1 It is not believed that there are any equality implications deriving from the content of this paper.

4.5 Consultees (Internal and External)

4.5.1 Consultations have been undertaken with The Leader, Portfolio Holder, Director (PP&R), Finance Director and Legal.

4.6 How Proposals deliver Priority Outcomes

4.6.1 Corporate Plan

This project provides a major contribution to the Councils Corporate Plan Priorities in particular those relating to regeneration and economic development. Progressing a new shopping centre is a key recommendation of the Central Area Framework report by Building Design Partnership which is supported by West Northants District Council, The Town Centre Commission, East Midlands Development Agency, English Partnership and Northampton County Council.

4.6.2 Delivery Plan

This project is considered a major catalyst to regeneration of the Town Centre and major generator of inward investment. Positive progress of this project in the form of reaching Development agreements will give confidence to both public & private sector investors which should, in turn, attract further inward investment. It therefore provides a major contribution to the delivery plan items relating to regeneration and economic intelligence strategies and inward investment plan. Inward investment can be vital to the long-term improvement of services in Northampton. The Councils Regeneration paper submitted to the Cabinet on 19 December identifies the Grosvenor/Greyfriars project as key to regeneration of Northampton.

4.7 Other Implications

5. Background Papers

5.1 From Cabinet Paper 30th July 2007:

This project will contribute to the achievement of other Key Objectives of other key Strategies including:

- Regional Spatial Strategy
- MK & South Midlands sub regional plan
- Emerging Joint Core Strategy and Town Centre Action Plan
- NBC Draft Housing Strategy
- WNDC stated objectives

**Chris Cavanagh, Corporate Manager, Regeneration and Growth, tel: 8754 and
EC Harris**



NORTHAMPTON
BOROUGH COUNCIL

Item No.

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CABINET REPORT

Report Title	HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME 2007-08 – APPROVAL OF SCHEMES
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AGENDA STATUS: PUBLIC

Cabinet Meeting Date:	1 October 2007
Key Decision:	YES
Listed on Forward Plan:	YES
Within Policy:	YES
Policy Document:	NO
Directorate:	Governance and Improvement
Accountable Cabinet Member:	Malcolm Mildren
Ward(s)	Not Applicable

1 Purpose

1.1 The purpose of the report is to request approval for the inclusion of schemes in the Council's Housing Revenue Account (HRA) Capital Programme for 2007-08.

2 Recommendations

- 2.1 That the schemes listed at paragraph 3.2.2 be approved for inclusion in the HRA Capital Programme.
- 2.2 That the funding sources for the schemes listed at paragraph 3.2.2, as identified at paragraph 3.2.3, be noted.

3. Issues and Choices

3.1 Report Background

- 3.1.1 The draft HRA Capital Programme for 2007-08 was approved at the Cabinet meeting of 29 January 2006. This approval was subject to the proposed schemes for 2007-08 being assessed in accordance with the normal capital scheme appraisals mechanism, and brought back to a future meeting of the Cabinet for consideration prior to any expenditure commitments being made.
- 3.1.2 The approved draft HRA Capital Programme for 2007-08 was fully funded, using a combination of Major Repairs Allowance and HRA Revenue Contributions.

3.2 Issues

3.2.1 Capital project appraisals for a number of HRA schemes have now been put forward for approval by Cabinet for inclusion in the 2007-08 HRA Capital Programme. These proposals have been submitted on capital project appraisal forms, which are signed off by, amongst others, the relevant Corporate Director, the Section 151 Officer and the appropriate Member with Portfolio. Copies of the capital project appraisals are on request.

3.2.2 The proposed schemes are set out in the following table:

Scheme	2007-08 £000
Ad Hoc Heating Replacement	740
Cooper Street Heating Replacement	1,000
Asbestos Survey and Removal	150
Disabled Adaptations	100
Door and Ad Hoc Window Replacement	522
HHSRS Heating Replacement	700
Insulation	150
Lifts Refurbishment	330
Re-roofing	1,000
Residuals	30
Structural Repairs (Including Barn Roofs)	180
Capital Voids	1,500
Damp Proof and Infestation Programme	50
Capital Responsive Repairs and Replacements	500
Kitchen Replacement (Backlog)	500
Door Entry Replacement	100
Total	7,552

3.2.3 The total value of the schemes is £7.552m. These will be funded from the Council's Major Repairs Allowance for 2007-08, which totals £7.611m

3.2.4 Annex A compares the schedule of schemes for which approval is now requested with the draft programme approved at the Cabinet meeting of 29 January 2007. It also identifies the remaining schemes that are still to be submitted to Cabinet for approval for inclusion in the 2007-08 HRA Capital Programme in the coming months. These will be funded, for the most part, from HRA revenue contributions.

3.3 Choices (options)

3.3.1 Cabinet are asked to approve the inclusion of the schemes listed at paragraph 3.2.2 above in the Council's 2007-08 HRA Capital Programme.

4. Implications (including Financial Implications)

4.1 Policy

4.1.1 All the proposed capital schemes are within existing policy.

4.2 Resources and Risk

4.2.1 Capital resources are available to fund all the proposed capital schemes.

4.2.2 The Cooper Street Heating Replacement scheme is expected to generate HRA revenue savings of around £30k per annum. These savings will be built into the Council's Medium Term Plan (MTP).

4.2.2 Financial and non-financial risks are related to the capital projects are addressed in the capital project appraisals.

4.2.3 There are no specific risk implications arising from this report

4.3 Legal

4.3.1 The statutory duties related to the capital projects are addressed in the capital project appraisals.

4.3.2 There are no specific legal implications arising from this report.

4.4 Equality

4.4.1 Equalities implications related to the capital projects are addressed in the capital project appraisals.

4.4.2 There are no specific equalities implications arising from this report.

4.5 Consultees (Internal and External)

4.5.1 The Capital Project Appraisals have been put together by the Project Manager, in consultation with:

- The Budget Manager
- The relevant Finance Manager
- The relevant Corporate Director (or the Chief Executive)
- The appropriate Member with Portfolio,
- The Section 151 Officer.

4.5.2 Specific consultations with stakeholders are described within the capital project appraisals.

4.6 How Proposals deliver Priority Outcomes

4.6.1 The extent to which the project meets the Council's objectives and priorities is described within the capital project appraisals.

4.6.2 The use of capital project appraisals to determine and agree capital schemes in accordance with the objectives and priorities of the authority contributes to improving the CPA Use of Resources score. This, in turn, contributes to the priorities of:

- Continuing to improve our weakest services, and
- Continuing to strengthen our financial management.

4.6 Other Implications

4.6.1 There are no other specific implications arising from this report.

5. Background Papers

5.1 Cabinet Report – 29 January 2007 – Housing Revenue Account Capital Programme 2006-07 Onwards

Rebecca Thomas, Assistant Head of Finance – Financial Management and Planning, ext 8046

Bev Dixon, Finance Manager – Capital & Treasury, ext 7401

Scheme Title	Draft Budget Approved on 29 Jan 2007	Draft Budgets to be withdrawn or replaced	Capital Appraisals Submitted	Latest Proposed Budget
	£	£	£	£
<u>Amendments to Schemes in Draft Budget</u>				
Ad Hoc Heating Replacement	771,000	(771,000)	740,000	740,000
Capital Voids	2,000,000	(2,000,000)	1,500,000	1,500,000
Disabled Alterations - Capital Schemes	50,000	(50,000)	100,000	100,000
Lift Refurbishment	100,000	(100,000)	330,000	330,000
Re-roofing	500,000	(500,000)	1,000,000	1,000,000
Unallocated budget	4,600,000	(4,600,000)		0
<u>Newly Identified Schemes</u>				
Asbestos Survey and Removal			150,000	150,000
Capital Responsive Repairs and Replacements			500,000	500,000
Cooper Street Heating Replacement			1,000,000	1,000,000
Damp Proof and Infestation Programme			50,000	50,000
Door & Ad Hoc Window Replacement			522,000	522,000
Door Entry Replacement			100,000	100,000
HHSRS Heating Replacement			700,000	700,000
Insulation			150,000	150,000
Kitchen Replacement Backlog			500,000	500,000
Residuals			30,000	30,000
Structural Repairs (Including Barn Roofs)			180,000	180,000
<u>Appraisals to be submitted to a future Cabinet</u>				
Decent Homes Re-wiring	631,000			631,000
Disabled Adaptations - Major Repairs	400,000			400,000
Housing Management System (IBS Open Housing)	550,000			550,000
Total HRA	9,602,000	(8,021,000)	7,552,000 0	9,133,000



Item No.

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NORTHAMPTON
BOROUGH COUNCIL

CABINET REPORT

Report Title	GENERAL FUND CAPITAL PROGRAMME 2007-08 – ADDITIONS AND AMENDMENTS
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AGENDA STATUS: PUBLIC

Cabinet Meeting Date:	1 October 2007
Key Decision:	YES
Listed on Forward Plan:	YES
Within Policy:	YES
Policy Document:	NO
Directorate:	Governance and Improvement
Accountable Cabinet Member:	Malcolm Mildren
Ward(s)	Not Applicable

1 Purpose

1.1 The purpose of the report is to request approval for an addition to the Council's General Fund Capital Programme for 2007-08.

2 Recommendations

- 2.1 That the proposed addition to the General Fund Capital Programme listed at paragraph 3.2.2 be approved.
- 2.2 That the funding source for the proposed addition to the General Fund Capital Programme listed at paragraph 3.2.2 be approved.
- 2.3 That the approval of the Midsummer Meadow and Becketts Park Waterside Enhancement scheme be subject to the NEL grant funding being awarded.
- 2.4 That in the event of partial grant funding being awarded, the Section 151 Officer be given delegated approval, in consultation with the Member with Portfolio for Regeneration and the Member with Portfolio for Finance, to consider and agree match funding from internal resources, to enable the scheme to proceed.

3. Issues and Choices

3.1 Report Background

- 3.1.1 The General Fund Capital Programme for 2007-08 was submitted to the Cabinet meeting of 4 December 2006, and approved at the Cabinet meeting of 19 December 2006.
- 3.1.2 Amendments to the General Fund Capital Programme for 2007-08 were subsequently agreed by Cabinet on 29th January 2007.
- 3.1.3 The approved General Fund Capital Programme for 2007-08 is fully funded.

3.2 Issues

3.2.1 An additional capital scheme has been put forward to be approved by Cabinet for inclusion in the 2007-08 General Fund Capital Programme. This proposal has been submitted on a capital project appraisal form, which has been signed off by, amongst others, the relevant Corporate Director, the Section 151 Officer and the appropriate Member with Portfolio. A copy of the capital project appraisal is available on request.

3.2.2 The proposed addition to the programme is as follows:

Midsummer Meadow and Becketts Park Waterside Enhancement. The proposal is for a project that will implement part of the Development and Framework Master Plan produced in 2005 for the Nene Valley River Corridor from Duston Mill Reservoir on the west of town to Barnes Meadow on the east. The capital works will provide a gateway from the town centre to the river corridor, the crucial link to existing routes along the river frontage and into the town centre, primarily through the introduction of hard and soft landscaping works.

The value of the capital bid is £377k. Grant for the full amount of funding required has been sought from Northamptonshire Enterprise Ltd (NEL), and a decision on the grant award is expected within the next month. Once approved the works will need to start immediately in order to access the funding, which is time-limited to 2007-08 financial year. In the event of full grant funding being awarded there will be no call on the Council's own internal capital resources.

That in the event of partial grant funding being awarded, it is proposed that the Section 151 Officer be given delegated approval, in consultation with the Member with Portfolio for Regeneration and the Member with Portfolio for Finance, to consider and agree match funding from internal resources, to enable the scheme to proceed.

The revenue maintenance costs created as a result of the scheme are estimated to be minor in the short term (1-3 years), and can be absorbed into existing budgets. It is possible that some elements of the scheme such as the demolition of toilets may reduce pressure on the existing repairs & maintenance budget. Any increase in medium to long terms costs that are identified as a result of the construction of infrastructure will be built into the Councils Medium Term Plan (MTP).

3.3 Choices (options)

- 3.3.1 Cabinet are asked to approve the inclusion of the proposed scheme into the Council's 2007-08 General Fund Capital Programme.

4. Implications (including Financial Implications)

4.1 Policy

- 4.1.1 The proposed capital scheme is within existing policy.

4.2 Resources and Risk

- 4.2.1 The Midsummer Meadow and Becketts Park Waterside Enhancements scheme is to be funded from external resources, in the form of grant from Northamptonshire Enterprise Ltd (NEL). The Cabinet approval is subject to the award of the grant funding, and there will be no call on the Council's own internal capital resources.

- 4.2.2 The revenue maintenance costs created as a result of the scheme are estimated to be minor in the short term (1-3 years), and can be absorbed into existing budgets. It is possible that some elements of the scheme such as the demolition of toilets may reduce pressure on the existing repairs & maintenance budget. Any increase in medium to long terms costs that are identified as a result of the construction of infrastructure will be built into the Councils Medium Term Plan (MTP).

- 4.2.3 Financial and non-financial risks related to the capital projects are addressed in the capital project appraisals.

4.3 Legal

- 4.3.1 Legal implications related to the capital projects are addressed in the capital project appraisals.

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

4.4 Equality

4.4.1 Equalities implications related to the capital projects are addressed in the capital project appraisals.

4.5 Consultees (Internal and External)

4.5.1 The capital project appraisals have been put together by the Project Manager, in consultation with:

- The Budget Manager
- The relevant Finance Manager
- The relevant Corporate Director (or the Chief Executive)
- The appropriate Member with Portfolio,
- The Section 151 Officer.

4.5.2 Specific consultations with stakeholders are described within the capital project appraisals.

4.6 How Proposals deliver Priority Outcomes

4.6.1 The extent to which the project meets the Council's objectives and priorities is described within the capital project appraisals.

4.6.2 The use of capital project appraisals to determine and agree capital schemes in accordance with the objectives and priorities of the authority contributes to improving the CPA Use of Resources score. This, in turn, contributes to the priorities of:

- Continuing to improve our weakest services, and
- Continuing to strengthen our financial management.

4.6 Other Implications

4.6.1 There are no other specific implications arising from this report.

5. Background Papers

5.1 Cabinet Report – 4 December 2006 – General Fund Capital Programme 2006-07 and onwards

5.2 Cabinet Report – 29 January 2007 – General Fund Capital Programme 2006-07 and onwards

Rebecca Thomas, Assistant Head of Finance – Financial Management and Planning, ext 8046

Bev Dixon, Finance Manager – Capital & Treasury, ext 7401

Appendices 1-3



NORTHAMPTON
BOROUGH COUNCIL

Item No.

□

CABINET REPORT

Report Title	MONTH 5 BUDGET MONITORING 2007/08
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AGENDA STATUS: PUBLIC

Cabinet Meeting Date:	1 October 2007
Key Decision:	YES
Listed on Forward Plan:	YES
Within Policy:	YES
Policy Document:	NO
Directorate:	Governance and Improvement
Accountable Cabinet Member:	Malcolm Mildren
Ward(s)	Not Applicable

1. Purpose

1.1 This report identifies the projected outturn position for the current financial Year. Appendix 1 of the report provides further background information. The report also refers to management action being taken in response to the forecast and to minimise the impact on the Council's general reserves at the end of the financial year.

2. Recommendations

- 2.1 Cabinet to note the report and the actions being taken to manage the forecast overspend.
- 2.2 Cabinet approve the virement of £90k relating to the Human Resources capacity fund bid.

3. Issues and Choices

3.1 Report Background

- 3.1.1 The Council approved the General Fund Revenue Budget on 21st February 2007. The 2007/08 budget preparation process identified a substantial gap in funding. This was bridged by a combination of policy, efficiency and base budget savings of £5.2m. This included a requirement for the temporary use of reserves of £0.89m.
- 3.1.2 In addition to the funding included in the original budget that was set early in 2007, the Council has been awarded £592k Planning Delivery Grant (25% of which must be used for capital purposes), the highest for any district outside London, as well as £280k intervention grant from DCLG. These amounts are not yet reflected in the figures in this report, except for the £100k funding for the interim Chief Executive included in the intervention grant.
- 3.1.3 It is crucial that the savings built into the budget are achieved to minimise the impact on both the Council's general reserves at the end of this financial year and the impact on future year budgets. It is intended that all policy, efficiency and base budget savings that were built into the approved budget will be monitored and reported separately this financial year together with the regular monitoring of the revenue budget.

3.2 Issues

3.2.1 Budget Managers, in conjunction with Finance, have undertaken a review of the progress being made towards achieving the savings contained within the budget. Work has also been undertaken to identify any other emerging issues that cannot be contained within the approved budget with appropriate management action. Appendix 1 presents the identified variations from the approved budget that are giving rise to a forecast net overspend of £272k, compared to £469k at month 4. This will reduce down to surplus of £30k should an application to capitalise severance costs to the DCLG be agreed.

3.2.2 Table 1: General Fund Provisional Outturn Summary (£,000)

RAG	Directorate	2007/08 Original Budget	2007/08 Additional Budget	2007/08 Revised Budget*	P5 Projected Outturn*	Variance Projected Outturn to Revised Budget*
		£,000	£,000	£,000	£,000	£,000
A	Governance & Improvement	14,600	87	14,687	14,765	78
R	Customers and Service Delivery	15,239	141	15,380	15,647	267
G	People, Planning, and Regeneration	7,296	458	7,754	7,681	(73)
	Total	37,135	687	37,821	38,093	272

**Difference to Appendix 1 is roundings*

3.2.3 RAG (Red, Amber, Green) criteria were agreed by Management Board at their meeting on 16 August 2007. The criteria are detailed at Annex 3.

3.2.4 £386k of the net projected overspend relates to policy and efficiency savings that Budget Managers have indicated still required further work.

3.2.5 Where savings have not yet been made or an overspend is forecast management will prepare an action plan to ensure delivery. A proposed template for the action plans, based on the format of appendix 2, was discussed at Management Board on 6 September 2007. This will be used from month 6 and will be reported to future Cabinets as an appendix.

3.2.6 The remaining £120k overspend relates to newly emerging issues identified by Budget Managers.

3.2.7 This overspend is offset by proposed virements totalling £90k from earmarked reserves) and management action plans of (£145k).

3.2.8 Governance and Improvement: Amber

Service Area	Forecast Variance before Action	Forecast Variance after Action	Narrative
	£,000	£,000	
Governance & Communications	74	74	Restructure of admin posts unachievable plus interim cover and redundancy costs
Other minor variations (below £50k)	4	4	£33k on Chief Executive relating to unconfirmed reimbursement of LAA contribution and excess costs of interim Chief Executive over and above available funding and grant receipts. Plus net saving on employee costs in Legal and Democratic Services and a grant for £20k for the costs of postal votes.
Total	78	78	

3.2.9 An application will be made to the Department for Communities and Local Government, to capitalise the cost of redundancy and pension strain costs. If approved, this would reduce the charge to the revenue account by an estimated £310k. This saving to the revenue account will be partially offset by the additional cost of borrowing to finance the capitalisation of £8k.

3.2.10 Customers and Service Delivery: Red

Service Area	Forecast Variance before Action	Forecast Variance after Action	Narrative
	£,000	£,000	
Community Safety	(25)	(25)	Overspends on employees and underachievement of income, together with unachievable savings and duplication of savings targets are more than offset by a management action plan
Customer Services	88	88	£50k print room savings undergoing further investigation. The increases in the postage bill are shown within this service, but will filter out to other departments via the recharging process. A grant of £20k has been received by Legal and Democratic Services relating to postal voting, which will offset part of this..
Streetscene & Property Maintenance	125	125	See details below
Housing Services	382	79	The Board has approved £103k additional expenditure to meet the cost of two new Revenues and Benefits Officers. This is to be recovered through increased subsidy. The estimated cost for 2007/08 of temporary Revenues and Benefits Officers has increased from £145k at month 4 to £295k at month 5. This is an increase of £150k and is to also be met from increased subsidy. This is offset by minor (below £50k) variations including savings on temporary accommodation.
Total	570	267	

- 3.2.11 The Trade Waste service (saving ref BH3) will not achieve the revenue target saving for the sale of the service of £150k, as any disposal receipts will generate a capital not revenue receipt. A review will be carried out to see if any of the other costs in this area are eligible for capitalisation.
- 3.2.12 A saving of £150k (ref PS23) was attributed to Streetscene service was deemed unachievable early in the process. The additional MRF income identified below will relieve this budget pressure.
- 3.2.13 The Asset Management Group is currently assessing a £50k saving on security at the Westbridge Depot for its impact on the depot. It currently appears that the saving is unlikely to be achieved.
- 3.2.14 These are partly offset by vacancy savings of £25k and additional MRF recycling income of approximately £200k.
- 3.2.15 A new emerging issue has been raised relating to income levels. It is too early to tell what the impact of this will be. The issue is currently being investigated and the outcome will be reported to Cabinet with the monitoring report next month.

3.2.16 People, Planning & Regeneration: Green

Service Area	Forecast Variance before Action*	Forecast Variance after Action*	Narrative
	£,000	£,000	
Human Resources	206	75	HR Interim staff capacity bid, to be funded from capacity fund, £32k employee costs, £21k staff survey costs, plus other minor variations.
Regeneration and Growth	(120)	(120)	Various employee savings offset by temporary cover for vacant posts
Other minor variations (below £50k)	(28)	(28)	Employee and transport savings offset by cost of rubbish removal at Ecton Lane
Total	58	(73)	

**Difference to Appendix 1 is roundings*

3.2.17 Other Areas for Information

- 3.2.18 It was anticipated that £2.15m of savings contained within the budget would be achieved by way of reduction to Employee related budgets. It has been possible to achieve some of these savings by deleting vacant posts from the employee establishment or reducing the level of temporary staff and overtime used. Several savings will be achieved by redeploying staff to suitable alternative employment within the Council. This presents a small financial burden in relation to protected pay. A number of savings will be achieved by granting voluntary redundancy or early retirement to staff in the affected areas. The achievement of such savings requires the one off cost of severance payments, pension strain and added years benefits to be incurred. In some cases the level of severance costs being incurred are higher than the saving to be generated in one financial year and as a result do not start to generate savings until the financial years 2008/9 or 2009/10. Requests for voluntary redundancy and early retirement with a payback period of more than 3 years were refused as being unaffordable.
- 3.2.19 It was anticipated that £3.06m of savings contained within the budget would be achieved within non-employee related budgets. The most significant variations exist within the Streetscene division, and are outlined above.
- 3.2.20 Emerging issues of net £120k have been identified by Budget Managers. The most significant variations are due to the additional revenues and benefits staff, whereby Management Board approved 2 posts, while the service has taken on staff (interim and permanent) for 6 posts. The forecast for these costs increased by £150k between months 4 and 5. It is anticipated that these costs will be met from increased subsidy income.
- 3.2.21 The cessation of the Highways service is not reflected within the numerical appendices to this report due to insufficient information concerning the implications to the service being available. It is thought that work might be identified to cover the cost of the service but this is based on estimated costs via Asset Management and has yet to be properly costed. This relates to the cost of the retained in house team of 9 employees and costs to Property Maintenance over budget relating to salary protection. Once further information is available, Cabinet will be informed of the financial act on the projected outturn position of the General fund.
- 3.2.22 As indicated above, managers have already taken action to minimise the overall net impact on Council finances. This includes identifying where there is scope for efficiencies without detriment to public service delivery, seeking additional external funding and capitalisation of specific costs. Managers must continue to rigorously assess areas in which further efficiencies can be achieved. Particular attention should be given to management of the employee establishment.
- 3.2.23 The 2007/08 pay award has not yet been agreed. The employers had offered 2.475% on spinal column point 5 and above with scp 4 rising to £6 per hour, all from 1st April 2007. The latest position is that each Trade Union is deciding its response. Should the final pay award be less than budgeted, there will be a budget saving that is likely to be transferred out of directorates budgets.

3.2.24 Improvement Fund

		£,000
	Improvement Fund Balance as at 01.04.2007	500
Less:	Funding for planning service improvements	(175)
Less	Funding for recruitment of new Chief Executive	(48)
Less:	Funding for Human Resources Capacity Fund Bid	(90)
	Total estimated Improvement Fund balance at 31.03.2008	187

3.2.25 The virement approved last month for the retention and extension of staff employment in HR is now being addressed through management actions. It is being replaced with the HR capacity fund bid approved by Board.

3.2.26 Corporate Initiatives (LABGI) Earmarked Reserve

		£,000
	LABGI Balance as at 01.04.2007	860
Less:	Funding for Town Centre Enhancements	(12)
Less:	Funding for Park Ranger service (amended)	(100)
Less:	Funding for Sheep Street Public Toilets	(50)
Less:	Funding for Delapre Abbey*	(40)
Less:	Funding for Sunday Parking changes to charging	(47)
Less:	Remaining 100 day funding	(88)
	Total estimated LABGI balance at 31.03.2008	523

- A further £2,750 will be required in 2008/09 for Delapre Abbey
- Note that a further report on this agenda relating to regeneration feasibility studies includes a bid for significant funding from this reserve.

3.2.27 General Fund Balances*

		£,000
	General Fund Balance as at 01.04.2007	2,893
Plus	Budgeted contribution to reserves	1,250
Less:	Budgeted Use of Reserves	(890)
Less:	Funding for concessionary fares	(312)
Less:	2007/08 forecast deficit attributable to General Fund as outlined in Table 1	(272)
	Total estimated General Fund balance at 31.03.2008	2,669

Note that this does not include any figures relating to the costs of the cessation of the Highways Service (see above).

3.2.28 "The Audit Commission has previously recommended that the level of the General Fund working balance should not fall below £2.3m" (Draft Statement of Accounts 2006/07).

3.3 Choices (options)

- 3.3.1 Cabinet is invited to note the report and the actions being taken to contain net expenditure to minimise the impact on the Council's reserves at the end of the financial year.
- 3.3.2 Consideration must be given as to if further management action can be taken to achieve those savings that have been identified by Budget Managers as unachievable.
- 3.3.3 Options for further constraining expenditure without detriment to front line service delivery must be considered corporately to address the projected net overspend.

4. Implications (including Financial Implications)

4.1 Policy

- 4.1.1 The table at 3.2.2 shows that the budget will be overspent by £272k if the overspends identified are not addressed.

4.2 Resources and Risk

- 4.2.1 This report informs the Cabinet of the provisional revenue budget outturn as at month 5.
- 4.2.2 There will be an ongoing impact on future year budgets of not achieving savings contained within the 2007/08 budget. The impact of a projected net overspend on reserve levels must be considered alongside the level of general reserves that will need to be retained to mitigate risk.

4.3 Legal

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

- 4.4 Equality
- 4.4.1 Not applicable

- 4.5 Consultees (Internal and External)
- 4.5.1 Chief Executive, Directors, Corporate Mgrs, and Budget Managers have been consulted.

- 4.6 How Proposals deliver Priority Outcomes
- 4.6.1 Monthly budget monitoring relates to improving the CPA Use of Resources score, which contributes to the priorities of continuing to improve our weakest services and continuing to strengthen our financial management.

- 4.7 Other Implications
- 4.7.1 Not applicable

5. Background Papers

- 5.1 Cabinet Reports – 2 July 2007 Budget Monitoring 2007/08
3 September 2007 Month 4 Budget Monitoring 2007/08

Rebecca Thomas, Assistant Head of Finance – Financial Management and Planning, ext 8046

General Fund Controllable Revenue Budget - Forecast Outturn Variance 2007/2008

	2007/2008 Budget	Savings / Efficiency Target Included within Budget	Savings / Efficiencies Target (Over) / Under Achieved	Other Emerging Issues	Forecast Outturn (Underspend) / Overspend before Management Action £000	Management Action - Virement from Reserves	Management Action Plans in Place	Forecast Outturn following action plans & budget transfers	Variance Explanations
	£000	£000	£000	£000	£000	£000	£000	£000	
Chief Executives									
Chief Executives	815	0	0	33	33	0	0	33	Cost of the interim Chief Executive and contribution to the LAA (refund status to be confirmed), offset by the saving on the vacant Chief Exec post and the DCLG intervention grant
Performance, IT & Improvement Governance & Communications	2,925 3,449	-162 -780	0 34	0 40	0 74	0 0	0 0	0 74	Unachievable element of savings on admin staff and various interim and redundancy costs, offset in part by employee savings.
Legal & Democratic	1,231	-72	0	-29	-29	0	0	-29	Employee savings offset in part by temporary staff costs and a grant for £20k for the costs of postal votes.
Finance & Asset Management	6,268	-553	0	0	0	0	0	0	
	14,688	-1,567	34	44	78	0	0	78	
Customers & Service Delivery									
Community Safety, Leisure & Town Centre Operations	-464	-1,382	142	-167	-25	0	0	-25	Overspends on employees and underachievement of income, together with unachievable savings and duplication of savings targets are more than offset by a management action plan
Customer Services	3,062	-379	60	28	88	0	0	88	£50k print room savings undergoing further investigation. The increases in the postage bill are shown within this service, but will filter out to other departments via the recharging process. A grant of £20k has been received by Legal and Democratic Services relating to postal voting, which will offset part of this
Streetscene & Property Maintenance	11,013	-1,185	150	-25	125	0	0	125	Capital receipt rather than revenue on sale of trade waste service, saving on security unlikely to be achieved. Plus £150k unachievable saving. This is offset by £200k additional MRF income nad £25k vacancy savings.
Housing Services - General Fund	1,769	-260	0	182	182	0	-103	79	The Board has approved additional expenditure to meet the cost of 2 new Revenues and Benefits Officers to be funded by increased subsidy. Temporary staff costs to cover 6 new posts of £295k are included in the forecast. This is an increase on P4 of £150k.
	15,380	-3,206	352	18	570	0	-103	267	
People, Planning & Regeneration									
Human Resources	2,134	-166	0	206	206	-90	-42	74	HR Interim staff capacity bid, to be funded from capacity fund, £32k employee costs, £21k staff survey costs, plus other minor variations.
Development - Building Control & Environmental Health	2,379	-226	0	-28	-28	0	0	-28	Vacancy and mileage savings offset by additional refuse removal costs at Ecton Lane
Regeneration, Growth & Community Development	3,241	-100	0	-120	-120	0	0	-120	Various employee savings offset by temporary cover for vacant posts.
	7,754	-492	0	59	59	-90	-42	-73	
Total General Fund Controllable Revenue Budget	37,822	-5,265	386	121	706	-90	-145	272	

Key

A positive variance indicates a budget overspend and a negative variance indicates a budget underspend

Red, Amber, Green (RAG) Criteria for Revenue Budget Monitoring

The RAG status is based on the overall directorate position.

Ideally there should not be any movement from green to red; amber should be used through effective monitoring for initially flagging the budget pressure so that it can be addressed.

- | | |
|-------|---|
| Red | <ul style="list-style-type: none">- Where the forecast directorate overspend is over £100,000.- An action plan needs to be created and agreed. |
| Amber | <ul style="list-style-type: none">- Where the forecast directorate overspend is over £50,000 (but under £100,000)- An action plan is in place and is being monitored.- An unexpected shift took place at the previous year end (over £200,000). |
| Green | <ul style="list-style-type: none">- Estimated outturn on budget, nothing of concern. |

Notes

- i. Action Plans Where over £100k they will need portfolio member approval, and DMT where less than 100k.
- ii. Underspends unless there are adverse service implications or the underspend is significant and unplanned, underspends will be shown as Green.

Appendices 1



Item No. 11(B)]

NORTHAMPTON
BOROUGH COUNCIL

CABINET REPORT

Report Title	Performance Monitoring – August 2007
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AGENDA STATUS: **Public**

Cabinet Meeting Date:	1st October 2007
Key Decision:	NO
Listed on Forward Plan:	YES
Within Policy:	YES
Policy Document:	NO
Directorate:	Citizens, Finance & Governance
Accountable Cabinet Member:	Councillor Brian Hoare
Ward(s)	N/A

1. Purpose

To inform Cabinet of the Council's performance for August 2007 monthly performance indicators

2. Recommendations

That Cabinet note the contents of the report
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3. Issues and Choices

3.1 Report Background

3.1.1. Performance data is collected across a range of Best Value Performance Indicators (BVPI's). Most BVPI's are collected monthly, with others collected either quarterly or annually. The reporting of BVPI's each month, together with a small number of locally determined indicators, forms the basis of our performance monitoring process.

3.1.2. Data for each month is available by the 20th of the following month; this allows for data to be transferred onto our database and quality assured to ensure that data quality standards are met. This report summarises performance data for August 2007.

3.1.3. This is the second month the reporting format has been changed to reflect the 'Harder Test' agreed by Cabinet on 2nd July 2007.

3.2 Issues

Performance across the 10 monthly priority indicators for August 2007;

Colour	Number	Indicators
Green	4	Planning processing times (minor and other) applications Benefit processing times for both new and change of circumstance claims
Amber	1	Collection of council tax
Red	5	Council property re-let times, the payment of invoices, the collection of rent arrears, the number of tenants owing more than 7 weeks rent and employee absence

This is a deterioration on last months performance of 4 green, 3 amber and 3 red indicators, with payment of invoices and the number of tenants owing more than 7 weeks rent falling from amber to red.

Notable performance trends across all monthly indicators for August 2007:

Areas of improvement:

- The amount of household waste sent for recycling remains above target and August produced highest monthly performance of this financial year. To date 550 tonnes more rubbish has been recycled than the same time last year.
- The number of reported abandoned vehicles investigated within 24 hours reached 100% for the first time in August. This involved investigating 134 vehicles during the month and has resulted in an increase in the yearly cumulative performance to 96.75% compared to 72.94% this time last year.
- All four partnership crime indicators have improved during August and three currently show improved overall performance compared to the same time last year.

Performance deterioration:

- The average days lost due to sickness has deteriorated for the second consecutive month. The projected end of year figure is now 10.6 against a target of 9.5 days. Monitoring of adherence to attendance management policy is continuing and the new attendance management action plan is currently being implemented.

- The collection rate for abandoned vehicles has fallen due to Elvis Partnership contractor performance. Further negotiation is taking place to ensure sustained performance improvement.
- Although management action introduced has resulted in performance improvements during August, previous inconsistent monthly performance has resulted in overall performance falling outside the agreed tolerance and has therefore moved from amber to red. Management Action is continuing to maintain improvements.
- The number of decisions delegated to officers as a percentage of all decisions has deteriorated due to Planning Committee being held twice during the month. This has resulted in higher numbers of committee decisions thereby reducing the percentage of officer delegations.

3.3 Choices (options)

None

4. Implications (including Financial Implications)

4.1 Policy N/A

4.2 Resources and Risk FINANCIAL IMPLICATIONS, RISK AND NON-FINANCIAL RESOURCE (E.G. STAFF) IMPLICATIONS

4.3 Legal N/A

4.4 Equality N/A

4.5 Consultees (Internal and External)

Internal – Performance data is published across the Council
 External – The Lead Official; Audit Commission; partners; publication of performance data on our website.

4.6 How Proposals deliver Priority Outcomes

Improvement Plan – Performance management, including the monitoring of data, is a key priority in the Improvement Plan










Corporate Plan – Performance management, including the monitoring of data, is critical in ensuring the Corporate Plan objectives are delivered.

4.7 Other Implications
None

5. Background Papers












5.1 Monthly Performance Report for August 2007 – Summary performance data for August – Dale Robertson ext 7110

Dale Phillipson, Corporate Manager – Performance, I.T. & Improvement, Ext 8273

PERFORMANCE REPORT : August 2007 - Community Engagement & Safety Portfolio															KEY TO STATUS COLOURING KEY TO QUARTILE COLOURING			KEYS	
CURRENT STATUS															GREEN:			2 (Within NBC 05/06 Outturn & quartile position) LOCAL INDICATOR [quartile data unavailable]	
 = 0 [0%]  = 0 [0%]  = 4 [100%]															Overall performance on or exceeding target Top or Upper Median Quartile				
MONTH ON MONTH TREND															AMBER:			BVPI ID column denotes Corporate Priority Indicator	
 = 4 [100%]  = 0 [0%]  = 0 [0%]															Overall performance within range stated in "Target Tolerances" column* Lower Median Quartile				
YEAR ON YEAR TREND															RED:			^ Annual Targeted quartile colouring based against unaudited 06/07 performance data tables	
 = 3 [75%]  = 0 [0%]  = 1 [25%]															Overall performance outside the stated "Target Tolerances" Bottom Quartile				

* New 'Harder Target' test applied - Please refer to "Target Tolerances" column for individual test applied.

Please contact Dale Robertson Ext 7110, if you require further information or support.

ID	NAME	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	OVERALL PERFORMANCE TO DATE	^ ANNUAL TARGET & TARGETED QUARTILE	CURRENT PROFILED TARGET [if any]	* TARGET TOLERANCES	PERFORMANCE AGAINST LAST MONTH	OVERALL PERFORMANCE AGAINST SAME TIME LAST YEAR	NBC OUTTURN & PROSPECTIVE QUARTILES BASED ON UNAUDITED 06/07 DATA TABLES	NBC 05/06 OUTTURN & QUARTILE POSITION	
Monthly Partnership Priority Indicators							 = 0			 = 0			 = 4									
↓ BV126	Domestic burglaries per year per 1,000 households in local authority area	1.7	1.8	1.2	1.6	1.5								7.8	14		5%		 9.8	21.4 Bottom	22.1 Bottom	
↓ BV127a	Violent crime per year, 1000 population	2.4	2.3	2.3	2.7	2.6								12	24.66		5%		 11.4	26 Bottom	27 Bottom	
↓ BV127b	Robberies per year, 1000 population	0.3	0.3	0.3	0.3	0.2								1.4	2.83		5%		 1.6	3.5 Bottom	3.4 Bottom	
↓ BV128	The number of vehicle crimes per year, per 1,000 population in the local authority area	1.7	1.4	1.5	1.3	1.1								6.8	15.41		5%		 8.2	19.8 Bottom	21.6 Bottom	

PERFORMANCE REPORT : Monthly - August 2007 - Environment Portfolio - Cllr Trini Crane

KEY TO STATUS COLOURING
KEY TO QUARTILE COLOURING

KEYS

CURRENT STATUS															GREEN:		2		(Within NBC 05/06 Outturn & quartile position) LOCAL INDICATOR [quartile data unavailable]	
= 8 [61.5%] = 1 [7.7%] = 4 [30.8%]															Overall performance on or exceeding target Top or Upper Median Quartile					
MONTH ON MONTH TREND															AMBER:				BVPI ID column denotes Corporate Priority Indicator	
= 8 [61.5%] = 2 [15.4%] = 3 [23.1%]															Overall performance within range stated in "Target Tolerances" column* Lower Median Quartile					
YEAR ON YEAR TREND															RED:		^		Annual Targeted quartile colouring based against unaudited 06/07 performance data tables	
= 10 [76.9%] = 0 [0.0%] = 3 [23.1%]															Overall performance outside the stated "Target Tolerances" Bottom Quartile				Indicators are included in both the Housing and Environment portfolio report as they are cross-cutting	

* New 'Harder Target' test applied - Please refer to "Target Tolerances" column for individual test applied.










Please contact Dale Robertson Ext 7110, if you require further information or support.

ID	NAME	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	OVERALL PERFORMANCE TO DATE	^ ANNUAL TARGET & TARGETED QUARTILE	CURRENT PROFILED TARGET [if any]	* TARGET TOLERANCES	PERFORMANCE AGAINST LAST MONTH	OVERALL PERFORMANCE AGAINST SAME TIME LAST YEAR	NBC OUTTURN & PROSPECTIVE QUARTILES BASED ON UNAUDITED 06/07 DATA TABLES	NBC 05/06 OUTTURN & QUARTILE POSITION				
Streetscene and Property Maintenance [Carl Grimmer]															= 8		= 1		= 4						
↑ BV82ai	Percentage tonnage of household waste arisings which have been sent by the authority for recycling	18.94	19.91	19.39	20.13	20.55								19.75%	21%		5%		 18.52%	20.24% Upper Median	19.82% Upper Median				
↑ BV82aii	Total of tonnage of household waste arisings which have been sent by the authority for recycling	1,316.26	1,466.26	1,385.65	1,444.67	1,479.20								7,112.44 Tonnes	17,028 Tonnes		5%		 6,588.95 Tonnes	16,155.45 Tonnes Upper Median	15,509.95 Tonnes Top				
↑ BV82bi	Percentage of the total tonnage of household waste sent for composting or treatment by anaerobic digestion	20.20	19.25	22.96	23.60	23.99								22.30%	16%		5%		 20.59%	15.92% Upper Median	16.30% Top				
↑ BV82bii	Total tonnage of household waste sent for composting or treatment by anaerobic digestion	1,403.66	1,437.16	1,641.40	1,693.12	1,726.76								8,031.58 Tonnes	12,974 Tonnes		5%		 7,325.58 Tonnes	12,680.30 Tonnes Top	12,752 Tonnes Top				
↓ BV84a	Number of kilograms of household waste collected per head	34.9	37.6	35.7	35.9	36.0								180kg	410kg		+ - 10kg		 182.43kg	408.4 kg Upper Median	401.7 kg Upper Median				
↓ BV84b	Percentage change from the previous financial year in the number of Kg of household waste collected per head of population	+ 5.44	-8.96	-9.39	+8.13	+1.70								-1.32%	+ 3%		5%		 +1.49%	+1.69% Lower Median	+ 5.96% Bottom				
↓ BV212	Average time taken to re-let local authority homes	30	33	32	35	33								33 Days	28 Days		5%		 69 Days	72 Days Bottom	72 Days Bottom				
↑ BV218a	Percentage of new reports of abandoned vehicles investigated within 24hrs of notification	97.97	93.30	95.38	99.01	100								96.75%	95%		1%		 72.94%	87.25% Lower Median	0% Bottom				
↑ BV218b	Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle	73.08	61.90	87.88	93.10	78.13								77.78%	85%		5%		 81.86%	79.16% Lower Median	0% Bottom				
↑ ELPI5	Percentage of flytips removed within two working days	83.02	75.17	70.96	77.93	73.37								76.17%	70%		5%		 99.64%	99.60%	2				
↓ ELPI6	Number of refuse collections missed per month	209	77	32	184	89								591	12,000		5%		 4,091	11,302	2				
↑ ELPI10	Percentage of missed collections put right within 24 hours	91	100	100	100	100								96.95%	95%		2% points		 95.70%	92.99%	2				
↑ HLP19	Night time repairs completed on target	100	95	96.24	100	100								97.84%	99%		1% point		 99%	99%	2				

PERFORMANCE REPORT : Monthly - August 2007 - Finance Portfolio - Cllr Malcolm Mildren




KEY TO STATUS COLOURING
KEY TO QUARTILE COLOURING

KEYS

CURRENT STATUS		GREEN:	2	(Within NBC 05/06 Outturn & quartile position) LOCAL INDICATOR [quartile data unavailable]
 = 0 [0%]  = 0 [0%]  = 1 [100%]		Overall performance on or exceeding target Top or Upper Median Quartile		
MONTH ON MONTH TREND		AMBER:		BVPI ID column denotes Corporate Priority Indicator
 = 1 [100%]  = 0 [0%]  = 0 [0%]		Overall performance within range stated in "Target Tolerances" column Lower Median Quartile		
YEAR ON YEAR TREND		RED:	^	Annual Targeted quartile colouring based against unaudited 06/07 performance data tables
 = 1 [100%]  = 0 [0%]  = 0 [0%]		Overall performance outside the stated "Target Tolerances" Bottom Quartile		

* New 'Harder Target' test applied - Please refer to "Target Tolerances" column for individual test applied.

Please contact Dale Robertson Ext 7110, if you require further information or support.

ID	NAME	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	OVERALL PERFORMANCE TO DATE	^ ANNUAL TARGET & TARGETED QUARTILE	CURRENT PROFILED TARGET [if any]	* TARGET TOLERANCES	PERFORMANCE AGAINST LAST MONTH	OVERALL PERFORMANCE AGAINST SAME TIME LAST YEAR	NBC OUTTURN & PROSPECTIVE QUARTILES BASED ON UNAUDITED 06/07 DATA TABLES	NBC 05/06 OUTTURN & QUARTILE POSITION
Finance and Asset Management Gavin Chambers]							 = 0	 = 0	 = 1												
↑ BV8	The percentage of invoices for commercial goods and services paid by the authority within 30 days of being received	95.45	91.16	90.59	90.76	91.30								91.91%	94%		2% points	↑	↑ 89.01%	89.45% Bottom	86.89% Bottom

PERFORMANCE REPORT : Monthly - August 2007 - Housing Portfolio - Cllr Sally Beardsworth

KEY TO STATUS COLOURING
KEY TO QUARTILE COLOURING

KEYS

CURRENT STATUS					GREEN:	2	(Within NBC 05/06 Outturn & quartile position) LOCAL INDICATOR [quartile data unavailable]
G = 5 [36%]	A = 2 [14%]	R = 7 [50%]	NO DATA = 0 [0%]		Overall performance on or exceeding target Top or Upper Median Quartile		
MONTH ON MONTH TREND					AMBER:		BVPI ID column denotes Corporate Priority Indicator
↑ = 6 [43%]	↔ = 0 [0%]	↓ = 8 [57%]	NO DATA = 0 [0%]		Overall performance within range stated in "Target Tolerances" column* Lower Median Quartile		
YEAR ON YEAR TREND					RED:	^	Annual Targeted quartile colouring based against unaudited 06/07 performance data tables
↑ = 7 [50%]	↔ = 1 [7%]	↓ = 1 [7%]	NO DATA = 5 [36%]		Overall performance outside the stated "Target Tolerances" Bottom Quartile		Indicators are included in both the Housing and Environment portfolio report as they are cross-cutting

* New 'Harder Target' test applied - Please refer to "Target Tolerances" column for individual test applied.

Please contact Dale Robertson Ext 7110, if you require further information or support.

ID	NAME	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	OVERALL PERFORMANCE TO DATE	^ ANNUAL TARGET & TARGETED QUARTILE	CURRENT PROFILED TARGET [if any]	* TARGET TOLERANCES	PERFORMANCE AGAINST LAST MONTH	OVERALL PERFORMANCE AGAINST SAME TIME LAST YEAR	NBC OUTTURN & PROSPECTIVE QUANTILES BASED ON UNAUDITED 06/07 DATA TABLES	NBC 05/06 OUTTURN & QUANTILE POSITION
Housing Services [Fran Rodgers] G = 5 A = 2 R = 7																					
↑ BV9	Percentage of council tax received in the year	11.81	9.18	8.97	9.13	9.47								48.57%	98%	39.33%	0.5% points	↑	↑ 47.43%	96.63% Lower Median	95.45% Bottom
↑ BV66a	Rent collected by the local authority as a proportion of rents owed on HRA dwellings	63.66	67.06	65.34	65.61	66.04								89.30%	97.80%	90.19%	1% point	↑	Previously collected quarterly	95.93% Bottom	96.03% Bottom
↓ BV66b	The number of local authority tenants with more than seven weeks of (gross) rent arrears as a percentage of the total number of council tenants	11.79	12.39	13.06	13.27	13.13								12.71%	8.25%	12.07%	5%	↑	Previously collected quarterly	11.92% Bottom	12.43% Bottom
↓ BV78a	Speed of Processing: Average time for processing new claims	25.3	32.3	26.4	33.3	30.5								30.2 Days	30 Days	32 Days	1 Day	↑	↑ 43.46 Days	36.5 Days Bottom	57.6 Days Bottom
↓ BV78b	Speed of Processing: Average time for processing notifications of change in circumstances	11.1	13.1	10.4	11.5	11.1								11.4 Days	11 Days	13 Days	0.5 Days	↑	↑ 19.0 Days	16.4 Days Bottom	24.4 Days Bottom
↓ BV212	Average time taken to re-let local authority homes	30	34	32	35	33								33 Days	28 Days		5%	↓	↑ 68 Days	72 Days Bottom	72 Days Bottom
↑ HLP19	Night time repairs completed on target	100	95	96.24	100	100								97.84%	99%		1% point	↑	↓ 99%	99%	2
↑ BV10	% of non domestic rates due for the year which were received by the authority	12.33	11.45	9.61	9.25	10.39								53.55%	99.3%	40.40%	2% points	↑	↑ 51.96%	99.72% Top	99.2% Upper Median
↓ BV66c	Percentage of local authority tenants who received Notices Seeking Possession	1.52	2.08	2.56	2.92	2.00								11.12%	25%	8.02%	5%	↑	Previously collected quarterly	26.66% Lower Median	44.58% Bottom
↓ BV66d	Percentage of tenants evicted as a result of rent arrears	0.05	0	0.01	0	0.02								0.07%	0.30%	0.10%	5%	↓	Previously collected quarterly	0.46% Lower Median	0.83% Bottom
↔ BV76c	Housing Benefit Security: the number of fraud investigations per 1,000 caseload	3.25	4.99	5.05	7.04	4.21								24.97	65	15	5%	↓	↓ 30.91	61.32	51.08
↔ BV76d	Housing Benefit Security: the number of prosecutions and sanctions per 1,000 caseload	0.24	0.18	0.12	0.36	0.18								1.02	4.3	1.13	5%	↓	↓ 1.56	3.91%	4.64
↑ BENLPI 1	Percentage of cases from complete to determined within 14 days	82.90	79.90	83.90	79.67	77.10								80.50%	86%	84%	2% points	↓	↓ 84.95%	85.51%	2
↔ CFLI 1	Housing Benefit Security: the number of housing benefit claimants visited	225	253	352	193	413								1,436	3,500	1,167	5%	↑	Local PI Replaces BV76a	Local PI Replaces BV76a	New indicator

PERFORMANCE REPORT : August 2007 - Performance Portfolio, Cllr Brian Hoare

KEY TO STATUS COLOURING
KEY TO QUARTILE COLOURING

KEYS

CURRENT STATUS	GREEN:	2	(Within NBC 05/06 Outturn & quartile position) LOCAL INDICATOR [quartile data unavailable]
G = 0 [0%] A = 0 [0%] R = 1 [100%]	Overall performance on or exceeding target Top or Upper Median Quartile		
MONTH ON MONTH TREND	AMBER:		BVPI ID column denotes Corporate Priority Indicator
↑ = 0 [0%] ↔ = 0 [0%] ↓ = 1 [100%]	Overall performance within range stated in "Target Tolerances" column* Lower Median Quartile		
YEAR ON YEAR TREND	RED:	^	Annual Targeted quartile colouring based against unaudited 06/07 performance data tables
↑ = 1 [100%] ↔ = 0 [0%] ↓ = 0 [0%]	Overall performance outside the stated "Target Tolerances" Bottom Quartile		

* New 'Harder Target' test applied - Please refer to "Target Tolerances" column for individual test applied.










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Human Resources [Howard Crabtree]						G 0			A 0			R 1									
↓ BV12	The number of working days/shifts lost due to sickness absence	0.78	0.86	0.85	0.96	0.99								4.44 Days	9.5 Days		5%	↓	↑ 7.92 Days	11.38 Days Bottom	16.12 Days Bottom

PERFORMANCE REPORT : - August 2007 - Regeneration Portfolio, Cllr Richard Church




KEY TO STATUS COLOURING
KEY TO QUARTILE COLOURING

KEYS

CURRENT STATUS					GREEN:	2	(Within NBC 05/06 Outturn & quartile position) LOCAL INDICATOR [quartile data unavailable]
	= 2 [66.7%]		= 0 [0%]		= 1 [33.3%]	Overall performance on or exceeding target Top or Upper Median Quartile	
MONTH ON MONTH TREND					AMBER:		BVPI ID column denotes Corporate Priority Indicator
	= 2 [66.7%]		= 0 [0%]		= 1 [33.3%]	Overall performance within range stated in "Target Tolerances" column* Lower Median Quartile	
YEAR ON YEAR TREND					RED:	^	Annual Targeted quartile colouring based against unaudited 06/07 performance data tables
	= 2 [66.7%]		= 0 [0%]		= 1 [33.3%]	Overall performance outside the stated "Target Tolerances" Bottom Quartile	

* New 'Harder Target' test applied - Please refer to "Target Tolerances" column for individual test applied.

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ID	NAME	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	OVERALL PERFORMANCE TO DATE	^ ANNUAL TARGET & TARGETED QUARTILE	CURRENT PROFILED TARGET [if any]	* TARGET TOLERANCES	PERFORMANCE AGAINST LAST MONTH	OVERALL PERFORMANCE AGAINST SAME TIME LAST YEAR	NBC OUTTURN & PROSPECTIVE QUARTILES BASED ON UNAUDITED 06/07 DATA TABLES	NBC 05/06 OUTTURN & QUARTILE POSITION
Development, Building Control & Environmental Health [Christine Stevenson]				=2				= 0				= 1									
↑ BV109b	Percentage of planning applications determined in line with the government's new development control targets to determine: 65% of minor applications in 8 weeks	84.62	95.24	76.47	85.71	89.47								84.57%	81%		2% points	↑	↑ 57.14%	63.23% Bottom	74.55% Upper Median
↑ BV109c	Percentage of planning applications determined: 80% of other applications in 8 weeks	92.41	96.39	89.42	92.50	93.33								92.62%	92%		2% points	↑	↑ 67.62%	75.5% Bottom	85.62% Lower Median
↑ PLI 188	The number of decisions delegated to officers as a percentage of all decisions	92.52	99.04	88.65	94.78	87.83								91.74%	95%		2% points	↓	↓ 92.13	92.30%	2

Appendices



NORTHAMPTON
BOROUGH COUNCIL

Item No.

CABINET REPORT

Report Title	DRAFT NORTHAMPTONSHIRE JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY (NJMWMS)
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AGENDA STATUS: PUBLIC

Cabinet Meeting Date:	1 st October 2007
Key Decision:	YES
Listed on Forward Plan:	YES
Within Policy:	NO
Policy Document:	NO
Directorate:	Customer & Service Delivery
Accountable Cabinet Member:	Councillor Trini Crake
Ward(s)	ALL WARDS

1. Purpose

1.1 All Seven Districts & Boroughs in Northamptonshire and the County Council, under the umbrella of the Northamptonshire Waste Partnership has developed a waste strategy for Northamptonshire. The waste strategy has been developed to help all the Districts and Boroughs in the county to increase their recycling rates and at the same time reduce the amount of solid municipal waste that goes to landfill. The strategy is to enable the Northamptonshire Authorities to meet the regulative targets set out in the National Waste Strategy 2007, collectively. Significantly, the targets are also in place to ensure that all the Districts and Boroughs take joint responsibility in protecting the counties environment and to help reduce climate change.

The draft waste strategy now needs to go out to statutory bodies and the public for consultation. Once the nine-week consultation period is over a review of comments received from the consultees will help structure any necessary revision of the draft waste strategy. Once any required amendments have been made to the draft waste strategy the final version will be returned back to this committee early next year recommending that this waste strategy be adopted.

1.2 The Draft Waste Strategy has been reviewed and agreed by the Portfolio Holder. In addition, it has been presented to Management Board who have agreed to sign it off for consultation.

2. Recommendations

2.1 That the Cabinet note the Northamptonshire Joint Municipal Waste Management Strategy (NJMWMS) and approve its release for consultation to the statutory bodies and the public.

3. Issues and Choices

3.1 Report Background

The Consultation Draft of the Northamptonshire Joint Municipal Waste Management Strategy (referred to henceforth as ‘the Strategy’) has been developed jointly by the Northamptonshire Waste Partnership (NWP). The aim has been to produce a *joint* approach to managing the County’s municipal solid waste in the period from 2007/8 to 2020/21. The Strategy is a revision of one adopted in 2002 (‘the 2002 Strategy’) and, although significantly restructured and refocused, it continues in a similar direction to its predecessor.

The purpose of this strategy is to set out, in draft form, the strategic approach of the Northamptonshire Authorities to managing municipal solid waste between 2007/08 and 2020/21. It builds upon the 2002 Strategy, and takes account of developments since then, including changes in Government policy and progress made within Northamptonshire. It sets out the current position for the Northamptonshire Authorities. It also charts a way forward for the future, setting out a vision for the Strategy, and the principles, which will guide further actions. The intention is that this strategy should be relatively constant over time and will not need major change when the Strategy is reviewed periodically (every 5 years).

The Strategy addresses all of the waste arising within Northamptonshire that come under the heading of ‘municipal solid waste’ (MSW). This includes ‘household waste’ (waste produced by households - including street sweepings and litter and waste collected at Household Waste Recycling Centres (HWRCs), as well as some commercial wastes, waste from municipal buildings and waste from clearing up fly tipping.

Due to the long term nature of policies such as the Landfill Tax and the Landfill Allowances Trading Scheme (LATS), as well as the need to manage waste and resources in a way that does not compromise the potential for future generations to meet their own needs, this Strategy takes a long term view – to 2020/21 and beyond.

3.2 Issues

None.

3.3 Choices (Options)

N/A

4. Implications (including financial implications)

4.1 Policy

Future development of a county wide waste strategy.

4.2 Resources and Risk

No Financial Implications

No Staffing Implications

4.3 Legal

None

4.4 Equality

N/A

4.5 Consultees (Internal and External)

Cabinet – Public – Environment Agency – DEFRA and any other Statutory Bodies.

4.6 How the Proposals deliver Priority Outcomes

To improve the quality of the environment in which we live.

To improve our interaction with the public to ensure we are providing good quality services.

To improve working with partners to deliver better outcomes and services.

4.7 Other Implications

Nothing specific arising from this report .

5. Background Papers

5.1 National Waste Strategy 2000 – Northamptonshire 2002 Waste Strategy – National Waste 2007.

Peter Hackett, Waste Services Manager, 8951



Northamptonshire Joint Municipal Waste Management Strategy

Councils' Consultation Draft

Northamptonshire Waste Partnership

July 2007




Part-funded through the Waste Implementation Programme,
Local Authority Support Unit - Direct Consultancy Support Programme

Report for:

Northamptonshire Waste Partnership

Prepared by:



Project Manager

Approved by



Project Director

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Acknowledgements

Our thanks to all the officers and members of the Northamptonshire Authorities who have assisted in the development of this Strategy.

Disclaimer

Eunomia Research & Consulting has taken due care in the preparation of this report to ensure that all facts and analysis presented are as accurate as possible within the scope of the project. However no guarantee is provided in respect of the information presented, and Eunomia Research & Consulting is not responsible for decisions or actions taken on the basis of the content of this report.

Draft NJMWMS 2007:

July 2007

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Glossary of Terms

Term	Description
Biodegradable waste	This is waste that is able to decompose through the action of bacteria or other microbes, including materials such as paper, cardboard, food waste and garden waste.
Bring site	A bring site or bring bank is a localised collection point for recyclables such as glass, paper, cans, etc.
Bulky waste	Waste is considered 'bulky' if weighs more than 25kg or any item that does not fit into the householder's bin; or if no container is provided, a cylindrical receptacle of 750mm in diameter and 1m high.
Household Waste Recycling Centre (HWRC)	Site operated by either the Waste Disposal Authority (under the Environmental Protection Act 1990) or the local waste authority (under the Refuse Disposal (Amenity) Act 1978) where residents within a specified area can dispose of their household waste, in particularly bulky waste, free of charge.
Commercial waste	Commercial waste arises from premises used for trade, business, sport, recreation or entertainment, but excluding municipal and industrial waste.
Composting	The degradation of organic wastes in the presence of oxygen to produce a fertiliser or soil conditioner. This can either be an enclosed process (in-vessel) or operated as an open windrow process.
Dry recyclables	Materials such as paper, glass, textiles and cans that can be collected through kerbside schemes or bring banks.
Department of the Environment, Food & Rural Affairs (Defra)	Government Department responsible for the environment. Defra works for the essentials of life: water, food, air, land, people, animals and plants. They are the main department responsible for waste management including strategy, policy and practice.
Fly-tipping	The illegal deposit of waste on land.
Food waste	All types of cooked and uncooked waste food. Also referred to as kitchen waste.
Green waste	Vegetation and plant waste from household gardens and public parks and gardens.
Hazardous waste	Any waste defined as hazardous as prescribed by the List of Wastes (England) Regulations 2005 (SI 2005/895).
Household waste	Waste from domestic properties including waste from residual refuse collections, material collected for recycling and composting, plus waste from educational

Term	Description
	establishments, nursing and residential homes and street cleansing waste.
Kerbside collection	Any regular collection of recyclables from private households and from commercial or industrial premises. It excludes collection services requested on demand.
Kitchen waste	See food waste.
Landfill sites	Landfills are areas of land in which waste is deposited, which often consist of disused quarries. In areas where there are limited, or no, ready-made voids, the waste is deposited above ground and the landscape is contoured, which is named landraising.
Material Recovery Facility (MRF)	A transfer station for the storage and segregation of recyclable materials. Also sometimes known as a material recycling facility or materials recovery facility.
Municipal waste	This includes all waste collected by a Waste Collection Authority, or its agents, such as waste from household, municipal parks and gardens, beach cleansing, commercial or industrial premises, and fly-tipping.
Proximity Principle	Dealing with waste as near as practicable to its place of production.
Putrescible	Organic material with a tendency to decay, e.g. kitchen waste.
Recycling	Recycling involves the reprocessing of waste material, either into the same product or a different one. Many non-hazardous wastes such as paper, glass, cardboard, plastics and scrap metals can be recycled.
Reduction	Reduction or minimisation can be accomplished through reviewing the production processes as to optimise utilisation of raw (and secondary) materials and recirculation processes. This may lower disposal costs and the usage for raw materials and energy. Also householders can reduce waste by reusing products and buying goods with reduced packaging.
Reuse	The commercial sector can reuse products designed to be used a number of times, such as reusable packaging. Householders can buy refillable containers, or re-use plastic bags. Reuse contributes to sustainable development and can save raw materials, energy and transport costs.
Separate collection	Kerbside schemes where recyclables are collected separately to the ordinary household waste collection - by a different vehicle/part of the vehicle or at a different time.

Term	Description
Treatment	<p>This involves the processing of certain types of waste through techniques that may be;</p> <ul style="list-style-type: none"> ➤ Chemical; ➤ Biological; ➤ Mechanical; <p>or a combination of these; in order to render them harmless, to reduce their volume before landfilling, or to recycle certain materials.</p>
Waste arisings	<p>This is the amount of waste produced in a given area during a given period of time.</p>
Waste hierarchy	<p>The waste hierarchy, introduced by the EU Waste Framework Directive, is an abstract framework that prioritises the options for waste management. It represents a sliding scale starting with the most sustainable option and ending with the least sustainable option:</p> <p>Reduction; Re-use; Recovery; Disposal.</p> <p>A variety of different interpretations and representations of this principle can be found, the one included in Government Guidance on Municipal Waste Management Strategies will be adhered to. It is: Reduction; Reuse; Recycling & Composting; Energy recovery; Disposal. Waste prevention is, however, considered to be a more descriptive term for reduction and so will be used instead.</p>
Waste Prevention	<p>Measures to either prevent waste from arising in the first place and/or to prevent it from entering the municipal waste stream (as a result of being collected by a WCA or WDA).</p>
Waste streams	<p>Waste produced by different sources.</p>

Abbreviations

AD	Anaerobic Digestion
BCW	Borough Council of Wellingborough
BMW	Biodegradable Municipal Waste
CBC	Corby Borough Council
DDC	Daventry District Council
Defra	Department for Environment, Food and Rural Affairs
ENC	East Northamptonshire Council
GHG	Greenhouse Gas
KBC	Kettering Borough Council
LATS	Landfill Allowances Trading Scheme
MKSM	Milton Keynes and the South Midlands
MSW	Municipal Solid Waste
NBC	Northampton Borough Council
NCC	Northamptonshire County Council
NJMWMS	Northamptonshire Joint Municipal Waste Management Strategy
SEA	Strategic Environmental Assessment
SNC	South Northamptonshire Council
WCA	Waste Collection Authority
WDA	Waste Disposal Authority
WDF	Waste Development Framework

Definitions

Terms used in this Strategy have the following meanings:

'The Northamptonshire Waste Partnership' / 'The Partnership' / 'NWP'

The Partnership comprises all 8 authorities with responsibilities for the management of waste in Northamptonshire. These are:

- The 7 waste collection authorities (WCAs):
 - Borough Council of Wellingborough;
 - Corby Borough Council;
 - Daventry District Council;
 - East Northamptonshire Council;
 - Kettering Borough Council;
 - Northampton Borough Council;
 - South Northamptonshire Council; and
- The waste disposal authority (WDA):
 - Northamptonshire County Council.

'The Northamptonshire Authorities' / 'We'

Refers to the authorities comprising the Northamptonshire Waste Partnership (see above).

'The Strategy'

Shorthand for the Northamptonshire Joint Municipal Waste Management Strategy (NJMWMS). This Strategy has been jointly prepared and agreed by all 8 Northamptonshire Authorities in The Partnership.

'The 2002 Strategy'

The previous Strategy, adopted by the Northamptonshire Authorities, which this Strategy builds upon and refines in line with recent developments and changes in policy.

'The hierarchy'

Refers to the hierarchy of approaches to waste management;

Preventing waste is the first priority, then reusing it, then recycling or composting it, then recovering energy from it and considering disposal as the final option.

Each approach may be described as a 'tier'. The hierarchy is illustrated in Figure 1 of the Strategy.

'Driving waste up the hierarchy'

Refers to increasing the amount of waste that is managed through approaches in higher tiers of the hierarchy.

'Districts'

Refers to the waste collection authorities (WCAs) listed above.

'County Council'

Refers to the waste disposal authority (WDA) listed above.

'Recycling Centre'

Refers to any facility for collection of recyclable materials that is provided for multiple users. These include collective recycling bins for blocks of flats, 'bring bank' recycling points such as bottle banks, recycling centres currently operated by some Districts and the Household Waste Recycling Centres currently operated by the County Council.

1.0 Introduction

This Consultation Draft of the Northamptonshire Joint Municipal Waste Management Strategy (referred to henceforth as 'the Strategy') has been developed jointly by the Northamptonshire Waste Partnership (NWP). The aim has been to produce a *joint* approach to managing the County's municipal solid waste in the period from 2007/8 to 2020/21.

The Strategy is a revision of one adopted in 2002 ('the 2002 Strategy') and, although significantly restructured and refocused, it continues in a similar direction to its predecessor.¹

The purpose of this document is to set out, in draft form, the strategic approach of the Northamptonshire Authorities to managing municipal solid waste between 2007/08 and 2020/21. It builds upon the 2002 Strategy, and takes account of developments since then, including changes in Government policy and progress made within Northamptonshire.

It sets out the current position for the Northamptonshire Authorities. It also charts a way forward for the future, setting out a vision for the Strategy, and the principles which will guide further actions. Further detail, in terms of how the Northamptonshire Authorities will strive to achieve their vision, is set out in a range of policies. The intention is that these should be relatively constant over time and will not need major change when the Strategy is reviewed periodically (every 5 years).

1.1 Other Documents Comprising the Strategy

This document is accompanied by a detailed Action Plan which sets out the route map for delivering the principles and policies outlined in the Strategy. The Action Plan will be the principal focus of regular monitoring and review as it will require adaptation and modification in response to operational matters arising, such as changes in waste quantities and composition, as well as changes in government policy (targets etc.).

Local people were consulted during the development of the 2002 Strategy. During this revision, consultation has occurred through the use of a range of community and stakeholder involvement initiatives.

This Strategy is also being subjected to public consultation, responses from which will be considered when finalising the Strategy, which will subsequently be submitted for formal adoption by all the Northamptonshire Authorities. The draft Strategy is also being subjected to a Strategic Environmental Assessment (SEA), and in line with legal requirements, the SEA Environmental Report has been prepared for consultation at the same time as the draft Strategy.

1.2 Scope of the Strategy

The Strategy addresses all of the waste arisings within Northamptonshire that come under the heading of 'municipal solid waste' (MSW). This includes 'household waste'

¹ The Northamptonshire Authorities (October 2002) *Northamptonshire's Joint Waste Strategy*.

(waste produced by households - including street sweepings and litter and waste collected at Household Waste Recycling Centres (HWRCs)), as well as some commercial wastes, waste from municipal buildings and waste from clearing up fly-tipping.

Due to the long term nature of policies such as the Landfill Tax and the Landfill Allowances Trading Scheme (LATS), as well as the need to manage waste and resources in a way that does not compromise the potential for future generations to meet their own needs, this Strategy takes a long term view – to 2020/21 and beyond. Between them, this Strategy and the Action Plan seek to answer the following fundamental strategic questions:

- Where are We now?
- Where do We want to get to? and
- How are We going to get there?

2.0 Context

The Northamptonshire Authorities' previous Joint Waste Strategy ('the 2002 Strategy') highlighted the need for Northamptonshire to change the way it manages its waste, the majority of which was being landfilled. It was developed soon after the Government's Waste Strategy 2000² ('Waste Strategy 2000'), which provided a national strategy for waste management and introduced statutory local authority recycling and composting targets for the first time.

Developments in Government policy and regulation since that time have served to reinforce the policies set out in Waste Strategy 2000. The key changes, in terms of policy drivers, since the previous Strategy are:

- a) The announcement of higher levels of Landfill Tax in future. The tax will increase from its 2007/08 level of £24 per tonne by at least £8 per tonne per annum until it reaches a level of £48 per tonne in 2010/11; and
- b) The introduction of the Landfill Allowances Trading Scheme (LATS) as a means to deliver the EU Landfill Directive. This aims to deliver a national reduction in landfilling of biodegradable municipal waste to 35% of 1995 levels by 2020. Under the scheme, Northamptonshire County Council, as the Waste Disposal Authority (WDA) in the NWP area, has been allocated a specified number of allowances which relate to the quantity of biodegradable municipal waste it is allowed to landfill each year between 2005/06 and 2019/20. The allocation declines each year. The allowances are tradable, meaning that those WDAs with a surplus (because they landfill less material than they have allowances for) will be able to sell them to those in deficit. If, however, the County Council landfills more biodegradable municipal waste than it holds allowances for, the Government may levy a penalty of £150 per tonne of material for which no allowance is held. The Government may also 'pass on' to those WDAs not holding sufficient allowances

² DETR (April 2000) *Waste Strategy 2000 for England and Wales*,

the cost of any fines it may incur from the European Court of Justice as a result of the UK's failure to meet its targets under the Landfill Directive.

Both of these economic instruments have the potential to have significant impacts on the cost of waste management in Northamptonshire. Over 240,000 tonnes of municipal waste were landfilled in 2005/06. These instruments strengthen the incentive for change relative to the situation in 2002.

The amount of waste to be managed, and the speed with which this grows, have obvious implications for both the environment, and for the costs of managing this waste (which are borne in part by Council tax payers). Northamptonshire comprises an important part of the Milton Keynes & South Midlands (MKSM) Sub Region for which Government is planning considerable growth in housing in the coming years. Over the twenty years from 2006/7, an estimated 108,000 additional households are anticipated in Northamptonshire – an increase of 39%. This is likely to result in an increase in the amount of waste to be managed in Northamptonshire and constitutes a challenge for the Northamptonshire Authorities, both in terms of service provision by the WCAs, and facility planning by the WDA.

The issue of climate change is perceived, increasingly, as a major threat to the environment. Waste is, simply put, material which is no longer wanted by its owner. Yet energy is required to make these materials, and simply discarding them implies a loss of the energy embodied in those materials. Reducing waste in the first place, or re-using materials, reduces the contribution to climate change because the energy needed to make new materials is reduced. Similarly, recycling materials and using these as the basis for manufacturing new products usually requires less energy than where products are made from primary materials. Hence, recycling contributes to reducing the climate change impacts of our activity. In addition, reducing and re-using waste, as well as the recycling and composting or anaerobic digestion of material, can conserve resources, and avoid pollution associated with extracting and transporting primary raw materials.

Waste that cannot be reused, recycled or composted can have value recovered from it through energy recovery and any residues requiring final disposal can be pre-treated to minimise the environmental impact of landfilling. To illustrate these features of different waste management techniques, the Waste Management Hierarchy (see Figure 1 below) has been developed and the objective of driving waste up the hierarchy is at the heart of both Government policy and this Strategy.

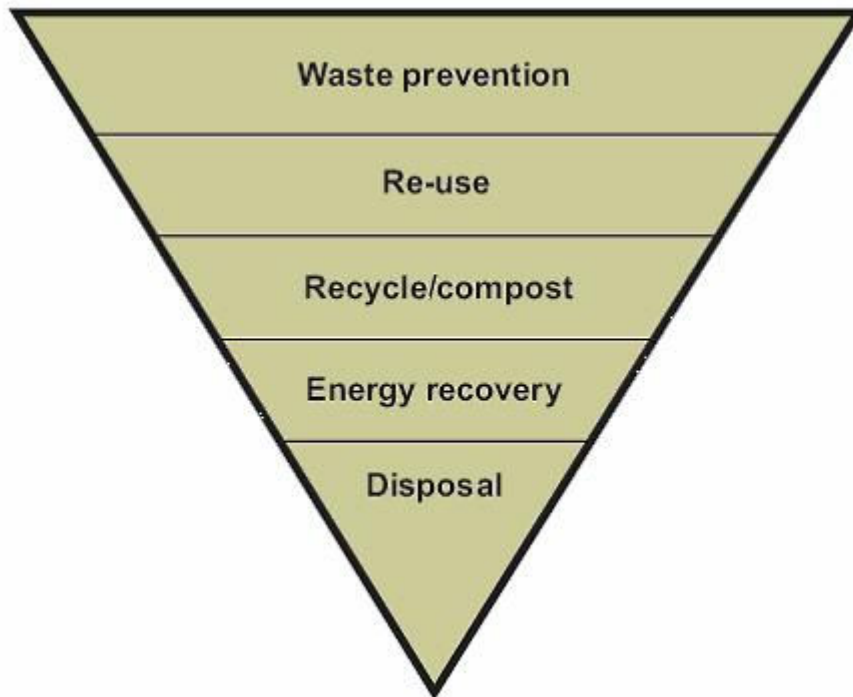
In May 2007, the Government published its revised Waste Strategy ('Waste Strategy 2007').³ This included higher recycling targets for household waste than was previously the case. The new targets are:

- 40% in 2010;
- 45% by 2015; and
- 50% by 2020.

³ Defra (2007) *Waste Strategy for England 2007*, May 2007, www.defra.gov.uk.

It is possible that these targets will be reflected in new statutory targets for the Northamptonshire Authorities in the near future, though as yet, this is unclear.

Figure 1: The Waste Management Hierarchy



In addition, Waste Strategy 2007 set targets for the quantity of residual household waste produced per person across the UK. The target is to move from a current level of around 450kg/person to 225kg per person in 2020.

Government is due to consider which indicators should be used to monitor local authority performance as part of its attempt to rationalise the lengthy list of targets which currently exist.

Northamptonshire is part of the East Midlands Region. A Regional Waste Strategy⁴ was adopted in January 2006 and includes targets for the recycling and composting of municipal waste. Recent developments have made it clear that regional strategies are not binding on the constituent authorities. The key role of the Region relates to its role in spatial planning, and this is not the focus of this Strategy.

⁴ East Midlands Regional Assembly (January 2006) *East Midlands Regional Waste Strategy*.

3.0 Where Are We Now?

In 2006/07, total municipal waste arisings in Northamptonshire were around **370,000** tonnes. Summary statistics are shown in Table 1.

Table 1: Summary Waste Generation Data for Northamptonshire, 2006/07

Waste Type	Total (tonnes)	% of Total
Municipal Waste (Total)	389,813	
Household Waste	343,474	88.11%
Household Waste Collected at HWRCs	68,122	17.48%
Household Waste Collected by WCAs	275,352	70.64%
Commercial (trade) Waste Collected by WCAs	24,838	6.37%
Other Municipal Waste	21,501	5.52%

Note: These are provisional figures

3.1 Trends in Waste Generation

The amount of waste produced by Northamptonshire over the period 2001/02 to 2004/05 was analysed in the Baseline Report⁵ and showed an average annual reduction in municipal waste of 0.7%. More detailed analysis of individual waste streams indicated:

- The amount of household waste collected by the WCAs has increased by 0.3% over 4 years, most likely as a result of increases in the total number of households;
- The amount collected at the Household Waste Recycling Centres (HWRCs) has reduced by 10% over 4 years, most likely as a result of the introduction of measures to control waste input to the sites
- The amount of commercial (trade) waste collected by the WCAs has reduced by 3.5% over 4 years, most likely as a result of reductions in the total number of businesses served.

For the purposes of this Strategy, it has been assumed that, if no further progress were to be made on waste prevention, the amount of household waste produced by each household in Northamptonshire would remain constant.

As stated above, over the 13 year duration of this Strategy approximately 69,000 additional households are anticipated in Northamptonshire – an increase of 24%. If the number of households increases in this way, this will result in a 24% increase in household waste to be managed in Northamptonshire.

⁵ Enviro (June 2006) *Baseline Report and Waste Strategy Review*.

Municipal waste includes household waste as well as some commercial (trade) waste. As noted above the amounts collected have declined in recent years and this trend appears likely to continue.

Forward projections suggest that total municipal waste will increase to 404,000 tonnes in 2010/11, 435,000 tonnes in 2015/16 and 464,500 tonnes in 2020/21.

3.2 Recycling and Composting Performance

The 2002 Strategy set the following targets for recycling and composting:

1. 36% of household waste by 2010/11
2. 45% of household waste by 2015/16
3. 50% of household waste by 2020/21

Since the 2002 Strategy was adopted, significant progress has been made in increasing recycling and composting rates. Indeed, the most recent data for 2006/7 suggests that the NWP may already have achieved the target it set for 2010/11. Each of the Northamptonshire Authorities has increased its recycling rate. Recycling rates achieved by each authority in 2001/02, and 2004/05, as well as the projected rates for 2006/07 (these figures are still being finalised) are shown in Table 2 below.

Table 2: Household Waste Recycling Rates, 2001/02, 2004/05 and 2006/07

	2001/02 %	2004/05 %	2006/07* %
CBC	3.5	11	28.0
DDC	44	45	47.0
ENC	16	23	23.6
KBC	4	11	43.3
NBC	13	28	37.3
SNC	11	28	40.9
BCW	10	18	30.6
NCC (HWRCs)	17	44	47.4
Northamptonshire wide	18	28	39.0

Note: The figures for 2006/07 are provisional figures

Much of the improvement seen in the above figures can be traced to:

- The introduction of new waste collection services, including systems for garden waste collection, across the Districts. The predominant services operated by each District in 2006/07 are shown in Table 3 below; and
- The improvement in the overall recycling performance of the HWRCs operated on behalf of the County Council.

Table 3: Main Collection Services Offered by WCAs in 2006/07

WCA	Details of Collections		
	Residual Refuse	Recyclables	Organic Waste
CBC	Every 2 weeks 240 litre wheeled bin	Every 2 weeks Paper, plastic bottles, cans	Every 2 weeks Green garden waste & cardboard
DDC	Every 2 weeks 240 litre wheeled bin	Every week Paper, plastic bottles, cans, glass, textiles	Every 2 weeks Green garden waste & cardboard
ENC	Every week Black sacks	Every week Paper (wk1) Cardboard, plastic bottles, cans, textiles (wk2) Glass (4 weekly)	Every 2 weeks (charged collection on request)* Green garden waste
KBC	Every 2 weeks 240 litre wheeled bin	Every 2 weeks Paper, cans, plastic bottles, glass	Every 2 weeks Green garden waste & cardboard
NBC	Every 2 weeks 240 litre wheeled bin	Every week Paper & cardboard (wk1) Plastic bottles & cans (wk2)	Every 2 weeks Green garden waste
SNC	Every 2 weeks 240 litre wheeled bin	Every week Paper & glass (wk1) Plastic bottles & cans (wk2)	Every 2 weeks Green garden waste & cardboard
BCW	Every 2 weeks 240 litre wheeled bin	Every 2 weeks Paper, cardboard, plastic bottles, cans, textiles	Every 2 weeks Green garden waste

* Service commenced April 2007

Although the focus of much attention and the subject of the Government targets referred to above, recycling and composting performance should not be seen as the only meaningful performance indicator for waste management. If efforts are made to help households to produce less waste in the first place, then this is also likely to have positive implications for the environment, as well as reducing the cost of waste management. Table 4 provides a breakdown of waste generated per person in each of the Districts.

Table 4: Summary of Annual Waste Generation per Household in 2006/07

	Population (2006/07)	Total Household Waste (tonnes)	Household Waste per Person (kg)	Total Recycling & Composting (tonnes)	Total Recycling (tonnes)	Recycling per Person (kg)	Total Composting (tonnes)	Composting per Person (kg)	Residual Household Waste (tonnes)	Street Sweepings (tonnes)	Total Residual Household Waste (tonnes)	Residual Household Waste per Person (kg)
CBC	56,400	22,101	392	6,189	3,715	66	2,474	44	15,188	724	15,912	282
DDC	75,900	35,964	461	16,920	6,152	79	10,768	138	18,979	65	19,044	244
ENC	80,090	30,010	375	7,085	5,745	72	1,340	17	21,340	1,585	22,925	286
KBC	85,300	37,667	442	16,325	7,474	88	8,851	104	19,063	2,279	21,342	250
NBC	203,100	80,636	397	30,110	16,577	82	13,533	67	48,576	1,950	50,526	249
SNC	84,500	38,472	455	15,734	6,133	73	9,601	114	22,380	358	22,738	269
BCW	73,000	30,503	418	9,325	5,529	76	3,796	52	20,071	1,107	21,178	290
NCC (HWRCs)	660,390	68,122	103	32,259	20,456	31	11,803	18	35,863	0	35,863	54
Northamptonshire	660,390	343,474	520	133,946	71,781	109	62,165	94	201,460	8,068	209,528	317

Note: These are provisional figures

3.3 Waste Management Infrastructure

The Districts operate 160 'bring bank' recycling points between them. South Northamptonshire and East Northamptonshire also operate larger recycling centres. The Districts have contracts for the composting of green garden waste (and some cardboard) and the sorting of recyclable materials that are collected commingled, Northampton Borough Council operates its own Materials Reclamation Facility (MRF). Daventry District Council operates its own waste transfer station.

Northamptonshire County Council provides 10 Household Waste Recycling Centres (HWRCs) across the county and has contracts for the composting of green garden waste brought by residents to the HWRCs. The County Council also has contracts with windrow composting facilities, which process waste from Wellingborough and East Northamptonshire Councils. In addition the County Council provides waste transfer and disposal facilities for the residual waste collected by the Districts.

Almost all of the municipal waste collected in Northamptonshire that is not recycled or composted is sent to landfill. One of the key challenges that this Strategy will need to address is Northamptonshire's lack of facilities for treating residual waste, so that value can be extracted from it and so that the impact of it being landfilled can be minimised.

4.0 Where Do We Want to Get To?

The 2002 Strategy established an aim and a set of fundamental principles to provide the strategic basis for more sustainable waste and resource management in Northamptonshire. As part of the revision process the NWP has reconsidered these and, through a joint approach, produced a Vision, as well as 6 key Principles for the Strategy. These are listed below.

4.1 Vision

The NWP vision for managing waste is as follows:

Our vision is to manage waste in a sustainable manner to meet the current and future needs of Northamptonshire communities.

4.2 Principles

The Vision is given further substance through the following principles, which are intended to guide thinking about waste management in the County in the coming years. These are set out below.

Principle 1: Waste Hierarchy:

<i>We will follow the established hierarchy of waste management options, except where there is no demonstrable benefit to the environment or costs are prohibitive.</i>

The waste hierarchy was set out in Figure 1 above. It is generally accepted that waste should be managed in the following order of preference:

- preventing waste ; then

- reusing waste; then
- recycling or composting waste; then
- recovering energy from waste; then
- disposing of waste (the option of last resort).

The hierarchy is a basic guide to decision making, but it is not practical to pursue upward movement in the hierarchy to an excessive degree. The hierarchy also sometimes suggests doing things which might not always be environmentally beneficial. We intend to follow the hierarchy unless compelling reasons to do otherwise are presented. These may be to do with cost, or the fact that a clear environmental benefit from moving up the hierarchy cannot be demonstrated.

Principle 2: Best Value:

We will deliver quality services which offer value for money overall.

This Strategy has been prepared with a view to providing best value to taxpayers in the County. In seeking to ensure this is the case, the Strategy has considered the financial implications of specific actions from the perspective of the Council Tax payer. In other words, the costs of changes being considered have included both the costs for Districts, and the costs for the County Council. When considering changes to existing practices, costs have been set against environmental considerations. This approach has been used to ensure best value to taxpayers.

Principle 3: Community Involvement:

We will engage with our communities so that:

- *Their views are taken into account in determining and implementing initiatives for the management of waste; and*
- *They understand and take responsibility for their role in managing their waste in line with the (waste) hierarchy.*

The above principle is intended to ensure that communities are involved in the development and implementation of the Strategy. Without the support of communities, this Strategy cannot achieve its vision, and it cannot deliver on its (other) principles. We are committed to meeting our duties under equalities legislation and will strive to make our services accessible and responsive to all. Not only will decisions be informed by consultation with communities, but promotional activities will seek to ensure that communities manage their waste in the most appropriate manner.

Principle 4: Partnership:

We will work together and seek partnerships with others in pursuit of our vision.

The Government, in Waste Strategy 2007, is encouraging local authorities in two-tier areas to work more closely together. New powers in the Local Government and Public Involvement in Health Bill, the use of Local Area Agreements, and the new local government performance framework are all expected to deepen the extent of joint working. Within Northamptonshire the Authorities work closely together through the NWP and are reviewing opportunities for closer collaboration. In the short-term, they

are also considering the nature of the financial transfers between the Districts and the County Council with a view to ensuring that the actions which are incentivised by these financial transfers are to the mutual benefit of Districts and County Council.

As regards partnerships with other bodies, the County Council is considering partnering with Milton Keynes to deliver residual waste treatment infrastructure, and other authorities of the NWP are being kept informed of developments in this regard. It is also considering relationships with community groups in respect of re-use initiatives, and will consider working with others as the need, or possibility, arises.

Principle 5: Flexibility:

We will ensure that services are flexible enough to accommodate change, both in legislation and performance, without compromising these principles.

If insufficient care is exercised, it is possible for the way in which waste is managed to become 'locked in' to a particular approach. This would be especially worrying if this approach is 'low in the hierarchy'. In order to ensure adherence to Principle 1 over the longer term, it is essential that capacity for treatments which are low in the hierarchy is not over-specified so that efforts to move waste further up the hierarchy are compromised. In addition, some flexibility in the technologies used to deal with residual waste is desirable so that they may take advantage of changing market situations in respect of key outputs.

Principle 6: Proximity:

We consider it desirable to manage waste close to the point of generation unless greater environmental and economic benefits can be achieved through alternative approaches

There are both environmental and ethical reasons for waste to be managed close to the point at which it is discarded. There are, however, limitations as to how close to the point of its generation waste can be managed. The environmental benefits of specific management routes often outweigh the disbenefits of additional transport. Consequently, We intend to manage waste close to the point of its generation wherever possible, but accept transport further afield if it can be demonstrated that significant environmental and / or economic benefits exist.

5.0 How Are We Going to Get There?

Delivery of the above vision and principles will be through the policies set out below. The policies will be implemented through corresponding areas of action outlined in the accompanying Action Plan.

5.1 Education and Awareness

Policy 1:

We will continue investment in education and awareness raising to support the Strategy.
--

The significant increases in recycling and composting of waste achieved in Northamptonshire over the past 5 years would not have been possible without the active participation of households in the services provided for them by the Northamptonshire Authorities. This demonstrates a significant enthusiasm on the part of many residents to 'do their bit' for the environment and has been assisted by promotion at the local, as well as national, level.

The priorities of the hierarchy which underpin this Strategy ("reduce, reuse, recycle") require continued promotion to ensure that, over time, they become part of people's thinking – and their habits - at home, at work and at leisure.

Education and awareness raising is a theme that underpins all aspects of this Strategy; policies and actions in each tier of the hierarchy have been developed under the assumption that the sustainable waste management message will continue to be promoted and heard.

5.2 Waste Prevention & Reuse

Policy 2:

We will prioritise actions which promote and deliver household waste prevention and re-use.
--

The Northamptonshire Authorities already undertake a number of initiatives to prevent waste generation, including the promotion of home composting and promotion of real nappies.

This positive work needs to be reinforced. As the costs of waste management rise, so the benefits of preventing waste at source are increasingly realised in financial, and not just environmental, terms. The same applies to re-use (indeed, it is sometimes difficult to draw the distinction between the two).

5.3 Recycling and Composting

Policy 3:

We will provide quality, convenient collection services so as to maximise the opportunity for separate collection of dry recyclables and organic waste.
--

The 2002 Strategy set the Northamptonshire Authorities targets to achieve significant levels of recycling and composting, both individually and collectively. As

demonstrated in Table 2, progress towards these has been significant, with the 36% target achieved 4 years ahead of schedule. Some further changes to the services listed in Table 3 have been recently implemented and some further ones are planned which together will ensure almost all households receive a comprehensive recycling collection service. As a result, recycling and composting rates can be expected to continue to increase.

Analysis of the materials currently collected by each district as well as results from a countywide programme of waste analysis indicate that there is significant additional potential for recycling and composting performance as a result of:

- improving the participation in schemes;
- increasing the capture of materials which are already targeted by recycling schemes; and
- introducing collections of materials not currently targeted, in particular food waste.

Over time it is expected that services will continue to move towards a common range of materials collected, though the exact approach to collection may vary across Districts.

Policy 4:

We will provide a network of quality Recycling Centres which maximise the opportunity for segregated collection of materials.
--

The recycling and composting performance of the HWRCs operated by the WDA has also improved. Over time it is likely that opportunities will arise for recycling a wider range of materials. Indeed, legislation may require the capture of specific products at the end of their useful life for reuse and / or recycling.

In addition the WCAs provide various types of 'Recycling Centres' for a range of recyclable materials. These provide an additional alternative to the kerbside collections and need to be kept under review in terms of the types of materials they collect and the density of provision. The interaction between WCA provision and the HWRC provision will be explored in the months ahead as the County Council considers new contracts for the HWRCs.

Policy 5:

We will aim to put in place appropriate services and infrastructure to achieve recycling and composting rates for the county as a whole of:

- 44% of household waste by 2009/10;
- 48% of household waste by 2012/13;
- 52% of household waste by 2015/16; and
- 56% of household waste by 2019/20.

Within this target, the County Council is aiming to achieve a target for recycling and composting at HWRCs of 70% by 2015/16. If the HWRCs achieve this level, then the Districts combined will need to achieve targets of:

- 40% of household waste by 2009/10;
- 43% of household waste by 2012/13;
- 48% of household waste by 2015/16; and
- 53% of household waste by 2019/20.

The combination of actions by the Northamptonshire Authorities under Policies 3 and 4 should result in an increase recycling and composting rates. This Strategy has set increased targets for recycling and composting relative to the 2002 Strategy. These are set out in Policy 5. It is generally easier to achieve high recycling rates at HWRCs than it is to do so from kerbside collections. Hence, the targets are different for the County Council and for the combined Districts. The NWP has accepted that not all Districts should be required to meet the same recycling target. In practice, at different times, different Districts will have more or less potential to change their approach. The aim is to ensure that the NWP as a whole achieves these targets, which are above those set by Government in Waste Strategy 2007.

Policy 6:

We will keep under review the range of mechanisms available to us to incentivise:

- **Waste prevention / re-use; and**
- **Greater participation by residents in separate collection services.**

These levels of recycling will, as indicated above, require continued improvements in participation by residents, and in the capture of targeted materials. It is important to keep such mechanisms under review. For example, accompanying Waste Strategy 2007, the Government launched a consultation on incentives for recycling by households. Such new mechanisms, potentially made possible by changes in legislation, may help to achieve the vision set out in this Strategy and, as a result, need to be kept under review.

5.4 Residual Waste

Residual waste is the waste that is not prevented or reused and is not collected for recycling or composting.

Policy 7:

The Northamptonshire authorities will work together to reduce the amount of residual household waste generated per person on a continuous basis so as to achieve the following targets:

- 295 kg in 2009/10;
- 275 kg in 2012/13;
- 255 kg in 2015/16; and
- 230 kg in 2019/20.

The practice of setting percentage based recycling targets has received some criticism in recent years. It is possible to have a high performance in terms of the percentage of material sent for recycling and composting, but to be generating large quantities of waste overall. Is a local authority which collects 800kg of waste per household and recycles 35% of it performing better or worse than one which collects 1,200kg of waste per household and recycles 50% of it? In the authority with the lower recycling and composting rate, waste sent for disposal is 13% lower.

A way of taking into account the effects of measures aimed at waste reduction and re-use AND waste recycling and composting is to assess the amount of residual waste remaining as a result of the implementation of these initiatives. Government has recently accepted this principle in setting such targets in Waste Strategy 2007, and has initiated a consultation phase on new indicators for local government performance, with this measure being one of three indicators proposed.

In 2006/07, as Table 4 shows, the average residual household waste generated per person in Northamptonshire was around 316kg. We will aim to reduce this, over time, in line with targets set out in Policy 7 above. These targets take us close to, but do not exceed, Waste Strategy 2007's target of 225kg per person by 2020.

Policy 8:

We will seek a residual waste management solution which respects our desire to move waste up the hierarchy, which is environmentally sustainable, reliable and deliverable, which presents value for money and which is consistent with our response to the LATS set out in Section 6.0 of this Strategy.

At present all Northamptonshire's residual waste is sent to landfill for disposal. Our allocation of landfill allowances and the increasing landfill tax are forcing us to reappraise our reliance on landfill.

It is not only drivers from central government which are pushing Northamptonshire to consider different ways of managing its residual waste. There is a growing appreciation that simply landfilling untreated waste is neither prudent nor sustainable. Furthermore, local availability of landfill void cannot be guaranteed indefinitely. EU legislation effectively requires that waste that is to be sent for disposal be dealt with as close to the point where it is generated as is possible.

In the 2002 Strategy, We said that We would steadily reduce the amount of waste being landfilled with a target of zero waste disposed of direct to landfill by 2020. Some residual waste will, for the foreseeable future, continue to be landfilled without

any form of pre-treatment. This is unavoidable since it takes several years to procure, obtain consents for, and build new non-landfill facilities.

All residual waste treatments generate residues which have to be dealt with. Usually, some landfilling of these results, so that even if every tonne of residual waste was fed into a treatment facility, there would still be some residues to be landfilled.

Whilst landfill lacks strong environmental credentials, it is inherently more flexible than other waste treatment routes. Other waste treatment routes treat relatively fixed annual amounts, but with landfills, there is scope to vary quantities treated from one year to the next without any financial penalty. For this reason, landfill can complement other techniques in an integrated strategy and can play a role in making sure the management of material is not 'locked in' to treatment by processes low in the waste management hierarchy.

As far as residual waste treatments are concerned, We will examine the options taking into account matters of cost and environmental performance, as well as the views of communities. Within our consideration of costs, We will take into account the potential implications for the NWP of the LATS.

5.5 Waste From Premises Other than Households

Policy 9:
We will take measures to minimise the landfilling of trade waste.
Policy 10:
We will, as local authorities, set an example by preventing, re-using, recycling/composting our own waste and by using our buying power to encourage sustainable resource use.

As illustrated in Table 1, around 10% of the municipal waste in Northamptonshire arises from non-household sources.

The largest of these is commercial (trade) waste collected from businesses by the WCAs and the Northamptonshire Authorities face decisions regarding their approach to dealing with this. Districts collect differing amounts of commercial waste. Under the LATS, the tradable allowances granted by Government for the landfilling of biodegradable municipal waste (BMW) acquire a value as assets within the market for allowances. The greater the amount of BMW collected, the greater are the potential costs associated with dealing with the material if it continues to be landfilled (as most of it currently is). There are significant opportunities (as well as benefits to be derived from) increasing the collection of trade waste for recycling.

It is not meaningful to set targets for reduction in the quantity of non-household municipal waste collected by the Northamptonshire Authorities since the quantity collected is determined principally by operational decisions and the prevailing market for commercial waste than on any underlying trend. There are, however, opportunities for increasing the amount of trade waste that is recycled.

In the Waste Strategy 2007, central Government is encouraging Local Authorities to use their role as local community leaders in partnership with businesses, other local, sub regional and regional public sector organizations and third sector organizations to

achieve a more integrated approach to resources and waste in their areas. In particular the Government is looking for Local Authorities to facilitate the procurement of recycling collection services for businesses.

The Northamptonshire Authorities, as the largest employers in the county, have an opportunity to lead by example in the way they deal with waste.

Policy 11:

We will use enforcement action to combat environmental crimes.

Fly-tipping have a negative impact upon the quality of neighbourhoods. Clearance of waste from fly-tipping and other illegal activities is expensive and the waste is difficult to recycle. Local authorities have a range of legal powers open to them to tackle environmental crimes, including those relating to waste. Concerted action by all authorities in this area is an effective way to minimise the number of incidents and address the problems these cause.

5.6 Working Together

Policy 12:

We will work together to develop and deliver co-ordinated services and infrastructure for more efficient waste collection, transfer, treatment and disposal.

Policy 13:

We will investigate the opportunities for formalising partnership working across the Northamptonshire Authorities.

The Northamptonshire Waste Partnership has already been effective at co-ordinating the efforts of the 8 different authorities with responsibilities for managing waste within Northamptonshire. Joint initiatives including waste education and prevention, waste composition analysis, development of this Strategy and a study on improving collection efficiencies have been undertaken, as well as meetings, briefings and visits to waste management facilities in the UK and Europe. There are likely to be benefits, in terms of cost and co-ordination of services, and the associated efficiency gains, in taking this joint working further. The most integrated approaches are unlikely to be viable without some delegation of powers to a separate partnership body. This is a significant step for the Authorities to take, and so may take time to achieve.

It should be noted that the County Council is already at advanced stages of negotiation with Milton Keynes in respect of joint working on the management of residual waste.

5.7 The Growth Agenda

Policy 14:

We will seek opportunities in the creation of new communities in Northamptonshire for integrating sustainable waste and resource management into development plans.

We will ensure that development makes appropriate provision for waste management.

The challenge facing Northamptonshire as a result of the growth agenda is highlighted in Section 2.0. We are keen to ensure that development makes

appropriate provision for waste management at both household and community levels and that wider opportunities arising from this agenda are identified and taken. In particular, it is the intention of the NWP to ensure that District planners ensure that appropriate provision for management of waste is made at all new developments, commercial and domestic alike.

5.8 Climate Change

Policy 15:

We will monitor and consider the impact of our activities in relation to climate change.

Climate change has become well understood as an issue and for many is the greatest environmental challenge facing society. The vision and the first principle of this Strategy both embody the need to make decisions on environmental and social grounds, as well as those of cost. Analysis of the benefits from, for instance, recycling demonstrate that the climate change benefits of recycling materials outweigh the emissions associated with their collection. Equally, different residual waste treatments have differing climate change impacts. It is likely to become increasingly important for authorities to be able to measure, and account for, the climate change impacts of their activities.

5.9 National Legislation and Policy

Policy 16:

Policy development will have regard to the National Waste Management Strategy and other relevant national, regional and local guidance, policies and strategies and plans.

Policy 17:

We will lobby relevant government departments and agencies, as well as other organisations, for the introduction of policies and financial arrangements which support the delivery of this Strategy's principles.

The Partnership has a clear vision for waste management in Northamptonshire and a leading role in delivering that vision. Government legislation and policies have influenced the development of this Strategy and future decisions on policies and financial arrangements will significantly impact on our ability to deliver it. In addition, decisions by many other organisations will impact on the nature and amount of waste that needs to be managed. We will seek to influence these in pursuit of our vision.

These Policies are expected to drive forward our performance for the foreseeable future. The Policies are given greater substance in the Action Plan accompanying this Strategy.

6.0 The Partnership's Response to LATS

The Landfill Allowance Trading Scheme (LATS) is the key national policy driver affecting the design, and the cost, of local authorities' waste management services. It should be noted that, currently, the responsibility for dealing with the LATS lies with the County Council. The NWP Authorities will, however, need to face up to the challenges of the LATS in a joined up manner, and this forms one of the main drivers for this Strategy.

The NWP's approach to dealing with its obligations under the LATS can be understood broadly as follows:

- Overall, it is the aim of the Strategy to consider the costs and benefits of different courses of action over the scheme's lifetime. This approach does not necessarily mean that the County Council's balance of allowances will always be positive. As such, there may be a need for the County Council to purchase allowances in years where the balance of allowances is in deficit. The County Council will seek to ensure that any purchases are made on the best available terms.
- More specifically, the short term actions include the following:
 - a. Increasing the collected quantity of those materials already being targeted through existing recycling schemes. This is to be achieved through continued work on awareness raising and (where relevant) consideration of schemes to improve the response of residents to these schemes;
 - b. A review of approaches to collection of food waste by the NWP authorities (to be completed by the end of 2007);
 - c. Depending upon the decisions of the Districts following this review, procurement, by the County Council, of appropriate treatment facilities for source separated biowastes (with the aim of the first of these being operational by September 2009);
 - d. Improving the rate of recycling and composting at HWRCs;
 - e. Making arrangements for the purchase of landfill allowances for the early years in which the County Council expects to be in deficit;
 - f. Review of the options for procurement of options for dealing with waste remaining after recycling and composting – so-called residual waste - taking into account the costs and environmental benefits of different approaches (consistent with Policy 8 above).

6.1 The Effects of Increased Recycling and Composting

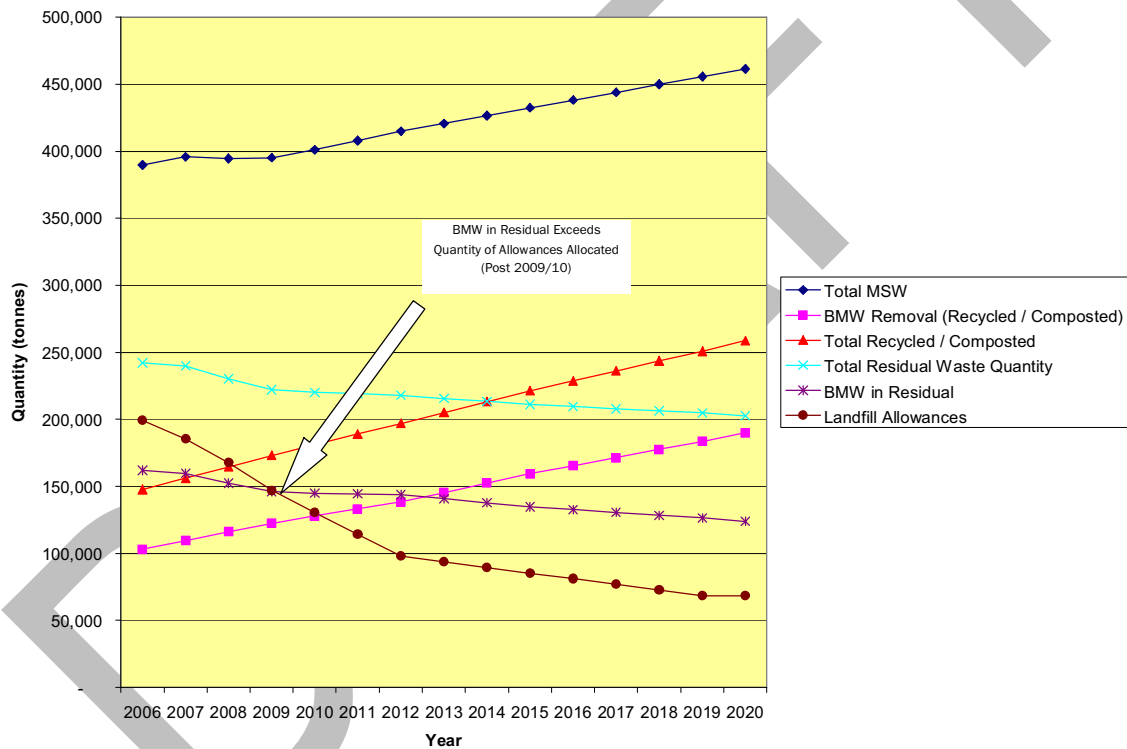
If the targets for recycling and composting in this Strategy are met, then it is anticipated that the County Council will experience a deficit of allowances for the first time in 2010/11. The situation is illustrated in Figure 2. This means that as of 2010/11, the County would either have to:

1. Purchase allowances to cover the amount of biodegradable material being landfilled;

2. Procure non-landfill treatment capacity, either on its own or in partnership with other WDAs, for dealing with its waste;
3. Procure capacity at existing facilities where there may be capacity surplus to requirement.

If, by failing to plan adequately for this, NCC had insufficient allowances to cover the quantity of biodegradable waste being landfilled, it might have to pay fines of £150 per tonne of biodegradable waste landfilled above that for which it held the requisite number of allowances. As mentioned previously, the Government may also 'pass on', to those WDAs not holding sufficient allowances, the cost of any fines it may incur from the European Court of Justice as a result of the UK's failure to meet its targets under the Landfill Directive.

Figure 2: Effect on Balance of Landfill Allowances Where Recycling and Composting Targets are Met, but No Additional Actions are Taken to Improve Balance of Landfill Allowances



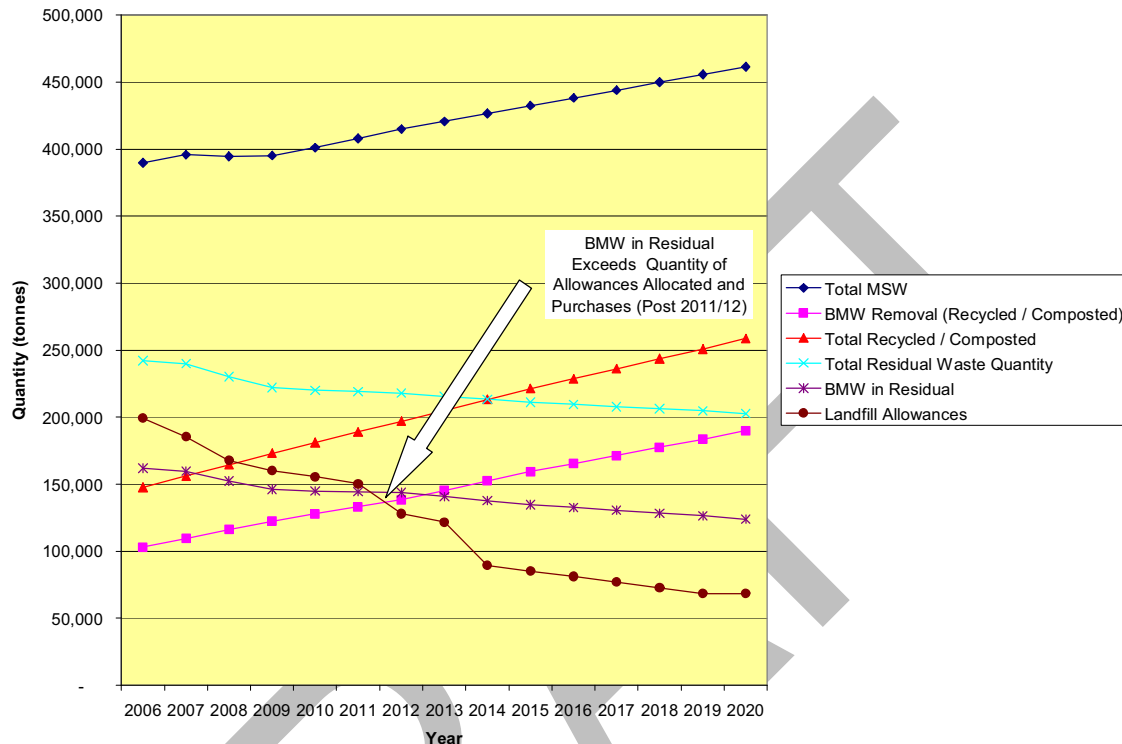
6.2 Purchases of Landfill Allowances

The County has, in line with Defra Guidance and advice, sought to make forward purchases of landfill allowances to minimise its exposure to risks associated with a potential shortfall of landfill allowances. The County is considering entering into an agreement with another authority to purchase an agreed quantity of allowances in the years from 2009/10 to 2013/14. These are the years in which landfill allowances are expected to be in short supply.

The effect of these purchases will be to delay the time at which the County will experience a deficit. Figure 3 shows a possible scenario, in which these purchases

delay the onset of deficits until 2012/13. In the years thereafter, the County would be exposed to deficits and further actions (or additional purchases) would be required to address these.

Figure 3: Effect on Balance of Landfill Allowances Where Recycling and Composting Targets are Met and County Makes Purchases of Landfill Allowances as Planned



The key point is that purchasing allowances can free up the nature of decision making somewhat by enabling the NWP to consider actions which are best for the partnership – and for Council tax payers - as a whole, although the economic influence of the LATS scheme still plays an important role in decision making.

6.3 Residual Waste Treatment

In the medium- to long-term, based upon the outcomes of the review highlighted at e) above, new residual waste treatment capacity may be procured with a view to this commencing operation in 2013/14 or thereabouts. It may transpire that there is some rationale for procurement of some capacity at an earlier point in time, depending on a more complete analysis of the business case.

In the next decade, the quantity of residual municipal waste from the County as a whole is estimated to be just over 200,000 tonnes. Some 25,000 tonnes of this is from HWRCs and might not be suitable for all non-landfill treatments.

Therefore, in order to preserve ‘headroom’ to do better than the Strategy anticipates, any non-landfill treatments are unlikely to be specified for more than around 150,000 tonnes of residual waste from the Northamptonshire authorities. This suggests an upper limit of the order 200,000 tonnes of capacity for such treatments if the intention is to treat some commercial waste alongside municipal waste, as Defra is

keen to see happen. The actual capacity for residual waste treatment to be procured could be still larger depending on the outcome of the County's discussions with Milton Keynes.

In order to ensure that the County's balance of landfill allowances is positive beyond 2019/20 (the final target year for the LATS), if the County did not purchase additional allowances to those it has already decided to buy, it would have to ensure that sufficient residual waste treatment capacity was in place to reduce the amount of biodegradable waste being sent to landfill by around 55,000 tonnes. This equates to around 85,000-90,000 tonnes of residual waste.

The minimum capacity requirement to deliver this reduction will depend upon the exact nature of the facility. Different treatments reduce the quantity of biodegradable waste being landfilled to differing degrees. At the high end, the minimum treatment requirement to ensure balances of landfill allowances remain positive beyond 2019/20 is just less than 130,000 tonnes (assuming that the treatment reduces the quantity of biodegradable waste landfilled by 70% of its total capacity). At the low end, the minimum treatment requirement to ensure balances of landfill allowances remain positive beyond 2019/20 is around 85,000 tonnes (assuming that the treatment reduces the quantity of biodegradable waste landfilled by 100% of its total capacity).

It remains possible, however, that the County will seek to deal with its obligations under the LATS by purchasing allowances from other authorities. The costs and benefits of alternative actions are being reviewed on an ongoing basis, and will be affected by the decisions made by the Districts, in particular, in respect of kitchen waste collections. Should these be introduced, then depending upon how many Districts introduce such collections, and depending upon their performance, the County's balance of landfill allowances would be expected to improve considerably.

No technology for dealing with residual waste has been specifically ruled in or out at this stage, although the Environmental Report indicates that before matters of cost are concerned, two technologies – landfilling untreated waste, and incineration plants where only electricity is recovered (as opposed to heat, or combined heat and power) – perform relatively poorly in comparison with alternatives.

7.0 Monitoring and Implementing the Strategy

7.1 Route Map to Achieving our Vision

Although there have already been major improvements to waste management in Northamptonshire, significant challenges remain, and there is still potential for improvement. In the short term, there will be a continued focus on improving levels of recycling and composting, both by Districts and County Council, and on tackling waste prevention and reuse. This Strategy sets a target of 48% recycling and composting for 2012/13 that represents a challenge for all of the authorities and demands progress to be made towards this target year on year. Beyond 2012/13, the Strategy aspires to continue to make progress on raising recycling and composting rates towards a 2019/20 target of 56%.

As regards residual waste, finalising an approach to management of residual waste will be essential. The procurement of new infrastructure takes time, and the timely

delivery of facilities – even those which may not be operational for some years in the future – relies upon actions being taken at an early stage.

The delivery of this Strategy's objectives and policies requires a range of complex actions on the part of all of the Northamptonshire Authorities and other stakeholders. These are outlined in detail in the accompanying Action Plan.

7.2 Support for the Route Map

There is strong corporate support across the Northamptonshire Authorities for making the actions required to deliver the Strategy happen. The Action Plan carries financial implications that will be considered for inclusion in budgets for 2008/09 and within the medium term financial planning process.

Critical to the success of the Strategy will be the development of a set of funding arrangements for waste management services in Northamptonshire that make it possible for the best environmental, economic and social approach for the NWP and for Northamptonshire residents as a whole to be taken without penalising individual partner authorities. Progress towards this has already been made and has been addressed as a key priority within the Action Plan.

7.3 Co-ordination with the Minerals and Waste Development Framework

Northamptonshire County Council, as the minerals and waste planning authority for the whole of Northamptonshire, is producing a Minerals and Waste Development Framework (MWDF) that designates sites for waste management, including those for municipal waste, as well as criteria against which applications for planning permission will be assessed. The infrastructure required for the implementation of this Strategy will depend on suitable sites being available and coming forward through the planning process in a timely fashion. In order to facilitate this, the Partnership will work closely with planning departments to ensure that this Strategy is reflected in the MWDF and that the Strategy remains deliverable through the planning system.

7.4 Monitoring Progress and Review of Plans

This Strategy is intended to be a living document and practical management tool. The Northamptonshire Authorities' commitment is to regularly monitor the implementation of the Strategy and to review and update the Action Plan each year as a minimum. Key targets – for recycling and composting, and for residual waste quantities per inhabitant – will be monitored quarterly. If the Action Plan becomes substantially inconsistent with the Strategy, or if targets are clearly not being met, then if this cannot be rectified through the process of updating the Action Plan, a review of the Strategy may be triggered.

At the latest, the Strategy will be revised in 2012/13, as with this revision the revised document will be subject to Strategic Environmental Assessment. Thereafter, the Strategy will be reviewed at least every five years, or as required by developments in its implementation. The Action Plan provides details as to the next steps in Strategy implementation and further details of how progress in delivering the Strategy will be measured.



Northamptonshire Joint Municipal Waste Management Strategy

Action Plan

Councils' Consultation Draft

Northamptonshire Waste Partnership

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Report for:

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Disclaimer

Eunomia Research & Consulting has taken due care in the preparation of this report to ensure that all facts and analysis presented are as accurate as possible within the scope of the project. However no guarantee is provided in respect of the information presented, and Eunomia Research & Consulting is not responsible for decisions or actions taken on the basis of the content of this report.

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Abbreviations

BCW	Borough Council of Wellingborough
CBC	Corby Borough Council
DDC	Daventry District Council
ENC	East Northamptonshire Council
HWRC	Household Waste Recycling Centre
KBC	Kettering Borough Council
LATS	Landfill Allowances Trading Scheme
MKSM	Milton Keynes and the South Midlands
NWP	Northamptonshire Waste Partnership
NBC	Northampton Borough Council
NCC	Northamptonshire County Council
NJMWMS	Northamptonshire Joint Municipal Waste Management Strategy
SNC	South Northamptonshire Council
WCA	Waste Collection Authority
WDA	Waste Disposal Authority

Definitions

Terms used in this Strategy have the following meanings:

'The Northamptonshire Waste Partnership' / 'The Partnership' / 'NWP'

The Partnership comprises all 8 authorities with responsibilities for the management of waste in Northamptonshire. These are:

- The 7 waste collection authorities (WCAs):
 - Borough Council of Wellingborough;
 - Corby Borough Council;
 - Daventry District Council;
 - East Northamptonshire Council;
 - Kettering Borough Council;
 - Northampton Borough Council;
 - South Northamptonshire Council; and
- The waste disposal authority (WDA):
 - Northamptonshire County Council.

'The Strategy'

Shorthand for the Northamptonshire Joint Municipal Waste Management Strategy (NJMWMS). This strategy has been jointly prepared and agreed by all 8 Northamptonshire Authorities in The Partnership.

'The hierarchy'

Refers to the hierarchy of approaches to waste management;

Preventing waste is the first priority, then reusing it, then recycling or composting it, then recovering energy from it and considering disposal as the final option.

Each approach may be described as a 'tier'.

'Districts'

Refers to the waste collection authorities (WCAs) listed above.

'County Council'

Refers to the waste disposal authority (WDA) listed above.

1.0 Introduction

This Consultation Draft Action Plan has been developed jointly by the Northamptonshire Waste Partnership (NWP) as part of the Northamptonshire Joint Municipal Waste Management Strategy (NJMWMS).

The Action Plan provides a route map for delivering the principles and policies set out in the accompanying Consultation Draft Strategy. The Action Plan will guide the implementation of the Strategy and will be subject to annual monitoring and review. Changes may be made to the Plan in response to:

- Accelerated or delayed implementation of actions;
- Variance from predicted performance of actions;
- Changes in Government policy, legislation or regulation; or
- Other changes in circumstances.

Significant changes that render the Action Plan inconsistent with the Strategy may necessitate revision of the Strategy.

1.1 Other Documents Comprising the Strategy

This document supports the Consultation Draft Strategy which sets out a vision for waste management in Northamptonshire over the period 2007/08 to 2020/21 as well as principles and detailed policies for achieving the vision.

This Action Plan is being subject to public consultation alongside the Draft Strategy, responses from which will be considered when finalising the Strategy, which will subsequently be submitted for formal adoption by all the Northamptonshire Authorities.

The Draft Strategy is also being subjected to a Strategic Environmental Assessment (SEA), and in line with legal requirements, the SEA Environmental Report has been prepared for consultation at the same time as the Draft Strategy.

1.2 Key Challenges for the Action Plan

The Partnership is committed to delivering the principles and policies set out in this Strategy in the way that represents best value for the partnership and the residents of Northamptonshire as a whole. This approach requires coordination of effort between eight local authorities and between the two tiers of local government that, in the case of waste management, have very different roles and responsibilities.

A particular challenge for the Partnership will be to implement an appropriate response to the Landfill Allowances Trading Scheme (LATS), which progressively reduces the amount of biodegradable waste that local authorities can send to landfill. This scheme acts primarily on the County Council as the waste disposal authority (WDA) for Northamptonshire, but the best response to it is likely to be joint action by all the Northamptonshire authorities.

The Strategy outlines the approach to be taken in ensuring the County Council's obligations under the LATS are discharged and one of the key roles of this Action Plan is to coordinate our actions so as to deliver that LATS strategy. Recognising

the need to ensure effective coordination across the NWP, the Action Plan also sets out a route map for formalising and deepening co-operation between the authorities making up the NWP.

1.3 Action Plan Format and Structure

For convenience the Action Plan has been divided into the following individual plans:

- Waste Education and Awareness;
- Waste Prevention and Re-use;
- Recycling and Composting;
- Residual Waste Management; and
- Partnership.

Each action plan details **what** action is to be taken, by **whom** and **when**. Links to the policies in the Strategy, targets and monitoring arrangements are also summarised.

2.0 Waste Education and Awareness

In the discussions we have had with residents, members and officers the importance of increasing awareness and understanding of waste issues has often been raised. This is best considered as a fundamental, cross cutting, element of the Strategy which will support the actions and performance in prevention & reuse, recycling & composting and residual waste.

2.1 Basis in Strategy

The actions in Figure 1 link closely to the following policies in the Strategy:

Policy 1:
We will continue investment in education and awareness raising to support the strategy.
Policy 10:
We will, as local authorities, set an example by preventing, re-using, recycling/composting our own waste and by using our buying power to encourage sustainable resource use.
Policy 11:
We will use enforcement action to combat environmental crimes.

2.2 Education and Awareness Initiatives & Targets

2.2.1 Education Programme

An extensive waste education programme working with schools and community groups has been developed over the past 4 years. There is a need to review the resources required in order to achieve our targets that:

- All pupils will have interacted with the schools waste education team before leaving primary school;
- A dedicated secondary education officer will be available to work with older pupils.

We aim to achieve these targets by 2012.

2.2.2 Recycling at School

The Slim Your Bin recycling scheme has been established in many Northamptonshire schools over the past 3 years. There is a need to review the operations in each of these, and the resources required to co-ordinate them, before further schemes are established. Our aim is that 95% of schools should be actively recycling by the end of 2009/10.

2.2.3 Awareness Raising

A communications plan is being developed to co-ordinate and timetable the range of different communications needed by the partnership including:

- General waste awareness;
- Details of specific schemes and facilities;

- Consultation on the draft strategy;
- Residual waste procurement.

The plan will be reviewed annually and include more detailed actions and targets.

2.2.4 Enforcement

Action against fly-tipping occurs through the Environment Agency as well as the work of the WDA and WCAs. A fly-tipping co-ordinator is being recruited and will work with the other staff and agencies involved to achieve consistent and effective enforcement against this environmental crime.

2.3 Finance for the Action Plan

The recycling at school, awareness raising and enforcement elements of this Action Plan are currently financed by the NWP Authorities through a combination of existing budgets and external funding. The current education programme is funded from both the Waste Performance Efficiency Grant (WPEG) allocations of all NWP authorities and from NCC. In addition to the fact that achieving these targets is likely to require additional resources, WPEG funding ceases at the end of 2007/08. The Partnership will need, therefore, to consider alternative funding arrangements (both internal and external) during 2007/08 in order to support the elements of this Action Plan.

2.4 Monitoring

Monitoring of the waste education and awareness work will form part of each initiative and will be reported at least annually to the NWP Shadow Board. For most initiatives monitoring will be of outputs (e.g. number of schools visited) rather than impacts (which are, by their very nature, are more intangible and difficult to attribute to one specific action). The effects of enforcement will be monitored both by the number of enforcement actions taken and the number and size of fly-tipping incidents as recorded on the Environment Agency's Flycapture database.

3.0 Waste Prevention and Re-use

Waste prevention and reuse are the highest tiers of the waste management hierarchy. A programme of initiatives will engage households in reducing the volume of waste needing to be managed in Northamptonshire. A secondary benefit is likely to be the raised public awareness resulting from engagement in the initiatives. This is likely to have benefits for the performance of the recycling and composting aspects of the strategy.

3.1 Basis in Strategy

The actions in Figure 2 link closely to the following policies in the Strategy:

Policy 2:
We will prioritise actions which promote and deliver household waste prevention and re-use.
Policy 7:
The Northamptonshire authorities will work together to reduce the amount of residual household waste generated per person on a continuous basis so as to achieve the following targets: <ul style="list-style-type: none">• 295 kg in 2009/10;• 275 kg in 2012/13;• 255 kg in 2015/16; and• 230 kg in 2019/20.
Policy 6:
We will keep under review the range of interventions available to us to incentivise: <ul style="list-style-type: none">• Waste prevention / re-use; and• Greater participation by residents in separate collection services.
Policy 10:
We will, as local authorities, set an example by preventing, re-using, recycling/composting our own waste and by using our buying power to encourage sustainable resource use.

3.2 Prevention and Re-use Initiatives and Targets

A programme of nine initiatives is planned. These are detailed in the Environmental Report that accompanies this Strategy. The combined programme is expected to reduce waste generation by around 17,000 tonnes per annum (conservative estimate) by 2020/21. Individual initiatives and their targets are summarised below.

For practical purposes the three initiatives involving Household Waste Recycling Centres (HWRCs) are combined into a single action strand.

3.2.1 Home Composting

We propose to carry out a 12-year programme styled on the current home composting scheme provided by WRAP¹, with a view to engaging between 40,000 and 60,000 new participants by 2020/21. Participating households are expected to reduce the quantity of waste set out for collection by an average 130 kg per year.

3.2.2 Real Nappies

The existing 'cash back' support for parents choosing to use real nappies will be continued, and the opportunities for using real nappies increased, by establishing a county-wide real nappy laundry service. This is expected to increase the use of real nappies and contribute to preventing between 300 and 900 tonnes of waste annually.

3.2.3 HWRC Reuse Initiatives

Increasing levels of reuse will be achieved at HWRCs through a combination of three initiatives:

1. Extending the existing **paint reuse** infrastructure at HWRCs with reusable paint storage facilities and training in paint-handling for site operators. Tonnages reused will be low at 30 to 60 tonnes per annum, however added value will be obtained from diverting this hazardous waste stream;
2. **'Cherry-picking' of Waste Electrical and Electronic Equipment (WEEE)** at HWRCs for reuse by furniture reuse organisations. 44 tonnes of waste will be reused on average per annum;
3. The **reuse areas** at HWRCs will be provided with storage facilities for reusable items. This will result in the reuse of over 1,000 tonnes of waste on average per annum.

The County Council is in the process of reviewing the provision of HWRCs in Northamptonshire and letting a new, long-term contract for their management. These initiatives are expected to be delivered as part of the new contract.

3.2.4 Reuse: Bulky Goods Collections

Reuse and recycling of bulky waste items will be maximised by each District considering the establishment of a contract with a furniture reuse organisation to collect bulky waste items in their area. On average, around 400 tonnes of waste per annum will be reused. The Action Plan illustrates the process for one authority and will be followed by each authority at an appropriate time, depending on existing contractual constraints.

3.2.5 Council In-House Good Practice

Extending the Slim Your Bin at Work office recycling scheme to all District and County Council offices prevents an average 12 tonnes per annum. Although the tonnage prevented is low, an additional 233 tonnes of waste is recycled per annum and, crucially, the councils show leadership in this area. The aim is that all Authorities will take this forward at the same time.

¹ Waste and Resources Action Programme, a Government supported agency. www.wrap.org.uk

Once the recycling scheme is established all authorities will examine the opportunities to apply the principles of this Strategy to their procurement ('Green Procurement') – taking steps to prevent waste and to purchase reused or recycled materials in preference to virgin ones.

3.2.6 Banning Garden Waste in Refuse Collections

Enforcing existing or introducing new bans on garden waste in residual collections is expected to prevent over 2,300 tonnes per annum of waste.

3.2.7 Residual Waste Volume Restrictions

Enforcement of existing policies will be co-ordinated. Where waste is collected with no restriction on the amount collected (weekly collections in sacks) opportunities for restricting volume will be considered in 2010/11 for possible implementation thereafter.

3.2.8 Review Legislation

A report will be made to the NWP Shadow Board at least annually on recent and forthcoming legislative and policy changes. In particular, this will focus on the opportunities which are available to incentivise waste prevention, as well as those which may improve performance of recycling services. No action regarding this appears in Figure 2 since it is covered in Figure 3 below (see also Section 4.2.8).

3.3 Finance for the Action Plan

Existing activities contained within this Action Plan are funded through a variety of sources including authority budgets, WPEG funds and external sources, some of which have only limited duration. The modelling undertaken in development of this programme (contained within the Environmental Report) illustrates that the programme of initiatives will pay for itself through the savings (on collection and treatment / disposal costs, and on avoided landfill allowance purchases / enhanced revenue from allowance sales) achieved. There will, however, be a need for up-front financing of several initiatives. The Partnership will review the existing resources available for delivery of the programme and consider funding arrangements (both internal and external) during 2007/08 in order to support this Action Plan. These are classic 'invest-to-save' initiatives and so ought to find favourable support.

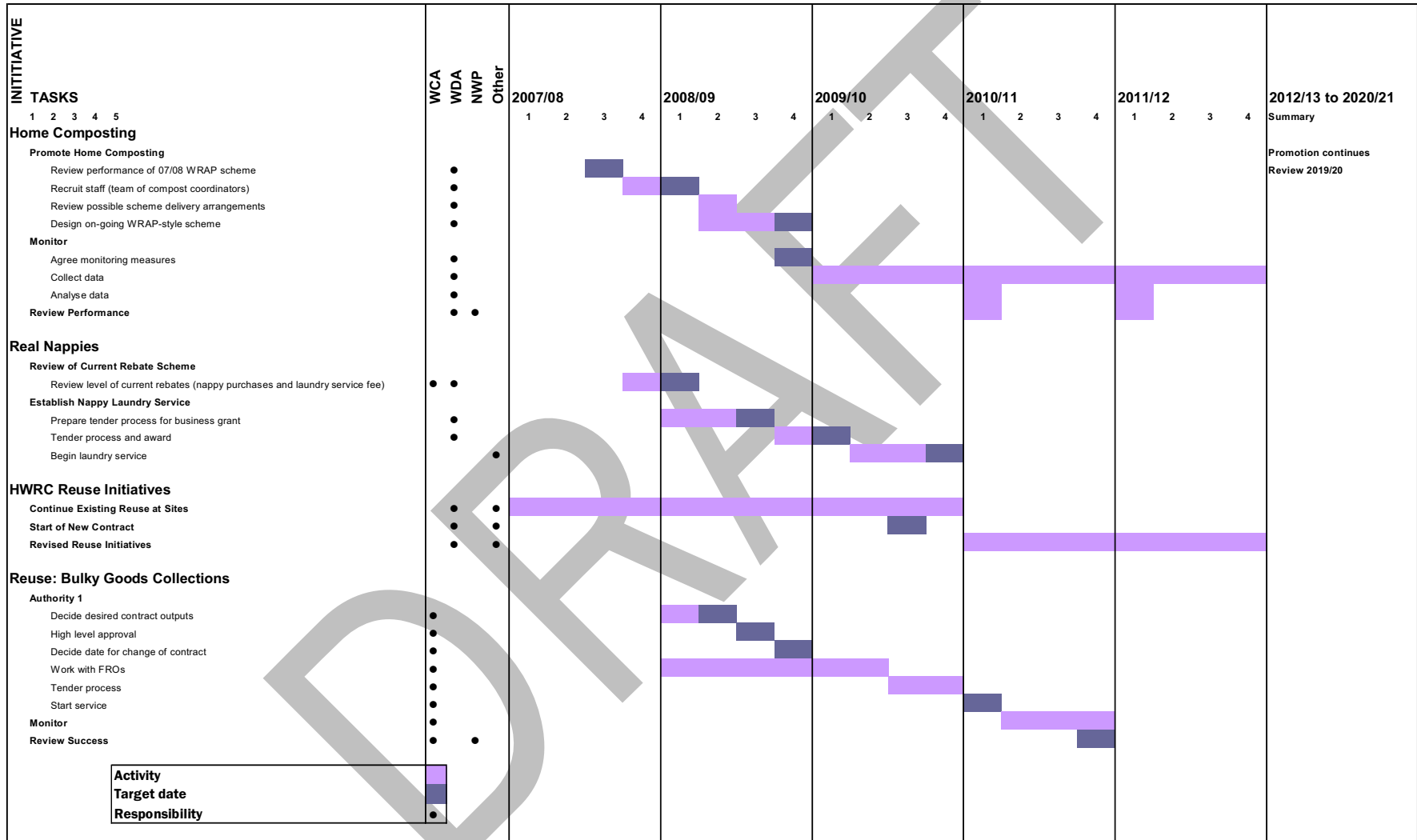
3.4 Monitoring

Monitoring the impact of waste minimisation initiatives is notoriously difficult. Without monitoring, however, it will be impossible to assess the value of initiatives individually or the programme as a whole. Appropriate measurement methodologies will need to be developed for each initiative.

An ongoing monitoring programme is envisaged for the duration of the home composting scheme, which will also provide data necessary for LATS accounting (assuming Defra will allow WCAs to include home composting in LATS calculations).

For other initiatives, a period of monitoring and review is proposed after initial implementation of actions.

Figure 2: Waste Prevention & Reuse Action Plan



INITIATIVE TASKS 1 2 3 4 5	WCA WDA NWP Other	2007/08				2008/09				2009/10				2010/11				2011/12				2012/13 to 2020/21					
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	Summary					
		Council In-house Good Practice																									
Waste Audit																											
Perform waste audits in each main office building	• •																										
Analyse data	• •																										
Report data (circulate through SYB Group)	• •																										
Slim Your Bin at Work																											
High level approval for SYB @ Work programme	• •																										
Engage co-ordinators (each Authority)	• •																										
Design programme (co-ordinate branding across all Authorities)	• •																										
Procure necessary equipment (containers)	• •																										
Promote programme	• •																										
Implement programme	• •																										
Monitor																											
Agree monitoring measures	• •																										
Collect data	• •																										
Analyse data	• •																										
Review Success	• • •																										
Green Procurement																											
Examine opportunities (each Authority)	• •																										
Implement	• •																										
Banning Garden Waste in Residual Collections																											
Promote and Enforce Existing Policy																											
High level approval for enforcement	• •																										
Establish procedure	• •																										
Educate waste collection crews	• •																										
Educate enforcement staff	• •																										
Promotion	• •																										
Monitor																											
Review Success	• •																										
Residual Waste Volume Restrictions																											
Enforcement of Existing Policies (non sack based collections)																											
Establish co-ordinated enforcement approach	• •																										
Promotion	• •																										
Review Opportunities for Restrictions (sack based collections)	• •																										
<table border="1"> <tr> <td>Activity</td> <td>■</td> </tr> <tr> <td>Target date</td> <td>■</td> </tr> <tr> <td>Responsibility</td> <td>•</td> </tr> </table>																						Activity	■	Target date	■	Responsibility	•
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4.0 Recycling and Composting

Northamptonshire's residents have already helped the NWP authorities achieve an impressive performance in recycling and composting. Northamptonshire as a whole is one of the best performing counties, in terms of recycling and composting rates, in England. The Strategy builds on that track record, with the aim of achieving a recycling rate of 56% of household waste by 2019/20. This level is:

- An increase on the level set in the previous strategy (reflecting the fact that we are likely to meet targets earlier than planned);
- Above the level set in the new national waste strategy.

There is a particular interest in actions which reduce the amount of biodegradable waste being sent to landfill. The key biodegradable component of the waste stream which is not currently collected for recycling is kitchen waste, which is now the largest component of the Districts' refuse collections.

This Action Plan concentrates on the waste that can be separated at source for recycling and composting, either through collection systems or by providing facilities at recycling centres, in particular HWRCs.

In reality, opportunities also exist to recycle waste that is collected as residual waste. It is possible that initiatives covered in the residual waste management Action Plan in Section 5.0 may ultimately contribute towards recycling performance, for example, through the separation of metals during the treatment process, and prior to final disposal.

Figure 3 at the end of this section sets out the programme of actions that will help to achieve the recycling targets outlined in the Strategy and contribute towards diverting waste away from landfill.

4.1 Basis in Strategy

The actions in Figure 3 link closely to the following policies in the Strategy:

Policy 3:
We will provide quality, convenient collection services so as to maximise the opportunity for separate collection of dry recyclables and organic waste.
Policy 4:
We will provide a network of quality Recycling Centres which maximise the opportunity for segregated collection of materials.
Policy 5:
We will aim to put in place appropriate services and infrastructure to achieve recycling and composting rates for the county as a whole of:
<ul style="list-style-type: none">• 44% of household waste by 2009/10;• 48% of household waste by 2012/13;• 52% of household waste by 2015/16; and

- 56% of household waste by 2019/20.

Within this target, the County Council is aiming to achieve a target for recycling and composting at HWRCs of 70% by 2012/13. If the HWRCs achieve this level, then the Districts combined will need to achieve targets of

- 40% of household waste by 2009/10;
- 43% of household waste by 2012/13;
- 48% of household waste by 2015/16; and
- 52% of household waste by 2019/20.

Policy 6:

We will keep under review the range of interventions available to us to incentivise:

- Waste reduction / re-use; and
- Greater participation by residents in separate collection services.

Policy 7:

The Northamptonshire authorities will work together to reduce the amount of residual household waste generated per person on a continuous basis so as to achieve the following targets:

- 295 kg in 2009/10;
- 275 kg in 2012/13;
- 255 kg in 2015/16; and
- 230 kg in 2019/20.

Policy 9:

We will take measures to minimise the landfilling of trade waste.

Policy 12:

We will work together to develop and deliver co-ordinated services and infrastructure for more efficient waste collection, transfer, treatment and disposal.

Policy 14:

We will seek opportunities in the creation of new communities in Northamptonshire for integrating sustainable waste and resource management into development plans.

We will ensure that development makes appropriate provision for waste management.

Policy 15:

We will monitor and consider the impact of our activities in relation to climate change.

4.2 Recycling and Composting Targets

4.2.1 Kerbside Collections

Northamptonshire's waste collection authorities have made great strides in improving recycling and composting over recent years. There are, however, still some parts of

the waste stream that remain largely untouched by source-separation initiatives (e.g. kitchen waste), others that are only collected in some areas (e.g. glass) and other materials for which there is demand for from the public (e.g. a wider range of plastic containers).

4.2.1.1 Kitchen waste

The strategy development process has identified the provision of a collection service for kitchen waste as offering the greatest opportunities for reducing the amount of biodegradable waste being sent to landfill. In order for this to have the most beneficial impact within the Partnership's response to LATS, it is important that, if taken forward, kitchen waste collection services are rolled out as soon as possible from the beginning of 2009/10.

There is, however, a lack of familiarity with the options for kitchen waste collection in the County, and the first steps towards understanding whether this is an approach which can be considered best value for residents is to understand better the nature of the costs and benefits of the different approaches to kitchen waste collection and treatment. If this seems to be a promising approach, then discussions – which are already well developed - will need to take place to understand what financial mechanism can be deployed to incentivise Districts to deliver the greatest benefit for the County Council in seeking to meet its obligations under the LATS. This will take place in the coming months with a view to reviewing this Action Plan in December 2007 following the Consultation.

It is envisaged that collections could commence in some Districts in mid 2009/10.

4.2.1.2 Harmonising Collections

It is expected that, over the Strategy period, the range of materials collected by Districts (though not necessarily the method of their collection) will be harmonised in order to increase levels of recycling. Districts will continue to examine the case for more widespread collections of **glass, cardboard** and a **wider range of plastic containers**.

Flats can present particular difficulties for both residents and collectors. It is important that all households have access to the full range of collection services; WCAs will share their experiences in aspiring to this objective.

4.2.2 Biowaste Treatment

In order for kitchen waste to be collected, specialised facilities for treating this biowaste will have to be developed. A joint approach to decision making around this is being taken to ensure the nature of the facilities fits with the nature and timing of the collections and vice-versa. The County Council will take the lead on this; starting with the appointment of a project manager to oversee the procurement of biowaste treatment facilities should the decision be taken by one or more Districts to collect kitchen waste. The likely timeframe for facilities is that they should be able to treat the anticipated volumes of kitchen waste towards the end of 2009/10.

4.2.3 Household Waste Recycling Centres

As part of its Integrated Change Programme (ICP) the WDA is undertaking a full review and rationalisation of its provision of HWRCs. This involves considering the future needs of Northamptonshire in terms of number, location and nature of facilities required. Following the review a new, long term, contract for the management of the centres will be awarded. The new contract is expected to commence in autumn 2009.

It is likely that the new contractor will undertake a programme of improvements to the facilities and services at the sites with the aim of achieving a recycling rate (including inert materials) of 70% in 2012/13.

4.2.4 Trade Waste

Most Districts currently collect trade waste from businesses in their area and are considering the options for future provision in light of the impact of the implications of the Landfill Allowances Trading Scheme (LATS) as well as the desire to provide businesses with opportunities to recycle. It is expected that changes will take effect in 2008/09 and 2009/10, but where Districts continue to collect trade waste, the Districts will consider the options for enhancing the potential for customers to avail themselves of recycling services.

4.2.5 Other Waste Streams

4.2.5.1 Smaller Waste Streams

Districts will review the options for increasing the recycling and treatment of smaller waste streams such as litter, street sweepings and waste from emptying of gulleys.

4.2.5.2 Batteries

As a result of the UK implementation of the European Batteries Directive the funding sources for collection of batteries will be reviewed in 2009/10. Because these collections ought, the NWP believes, to be funded through finance from producers (of batteries) themselves, the intention is to consider collections seriously only once these arrangements become clear.

4.2.6 Planning Policies for Waste Management

In light of the significant number of new homes being built in Northamptonshire during the Strategy period it is essential to ensure that appropriate consideration is given to the practicalities of providing them with waste management services. Effective internal consultation procedures will be developed by all Districts through sharing good practice, and through liaison with planning officers and members in each authority as well as inter authority forums.

4.2.7 Co-ordination of Joint Working

Opportunities for joint working in order to achieve improvements in the co-ordination and efficiency of waste management services in Northamptonshire will be kept under review and highlighted to the NWP Shadow Board as and when they arise. The Shadow Board will receive quarterly update reports on all joint working initiatives. The

nature and extent of joint working will also be considered in the context of the further development of the NWP (see Partnership Action Plan in Section 6.0).

4.2.8 Review Legislation

A report will be made to the NWP Shadow Board at least annually on recent and forthcoming legislative and policy changes. In particular, this will focus on the opportunities which are available to incentivise improved performance of recycling services (for example, through enhancing participation, or material capture), as well as waste prevention (see Section 3.2.8 above).

4.3 Finance for the Action Plan

The activities covered in this action plan are the responsibility of either the WCAs (collections and some recycling centres) or the WDA (HWRCs, waste transfer and some treatment facilities). The WDA pays recycling credits to WCAs for waste that they divert from landfill and these payments contribute to the costs of service provision by the WCAs. Continuation of this arrangement, or a similar one, will support these initiatives.

4.4 Monitoring

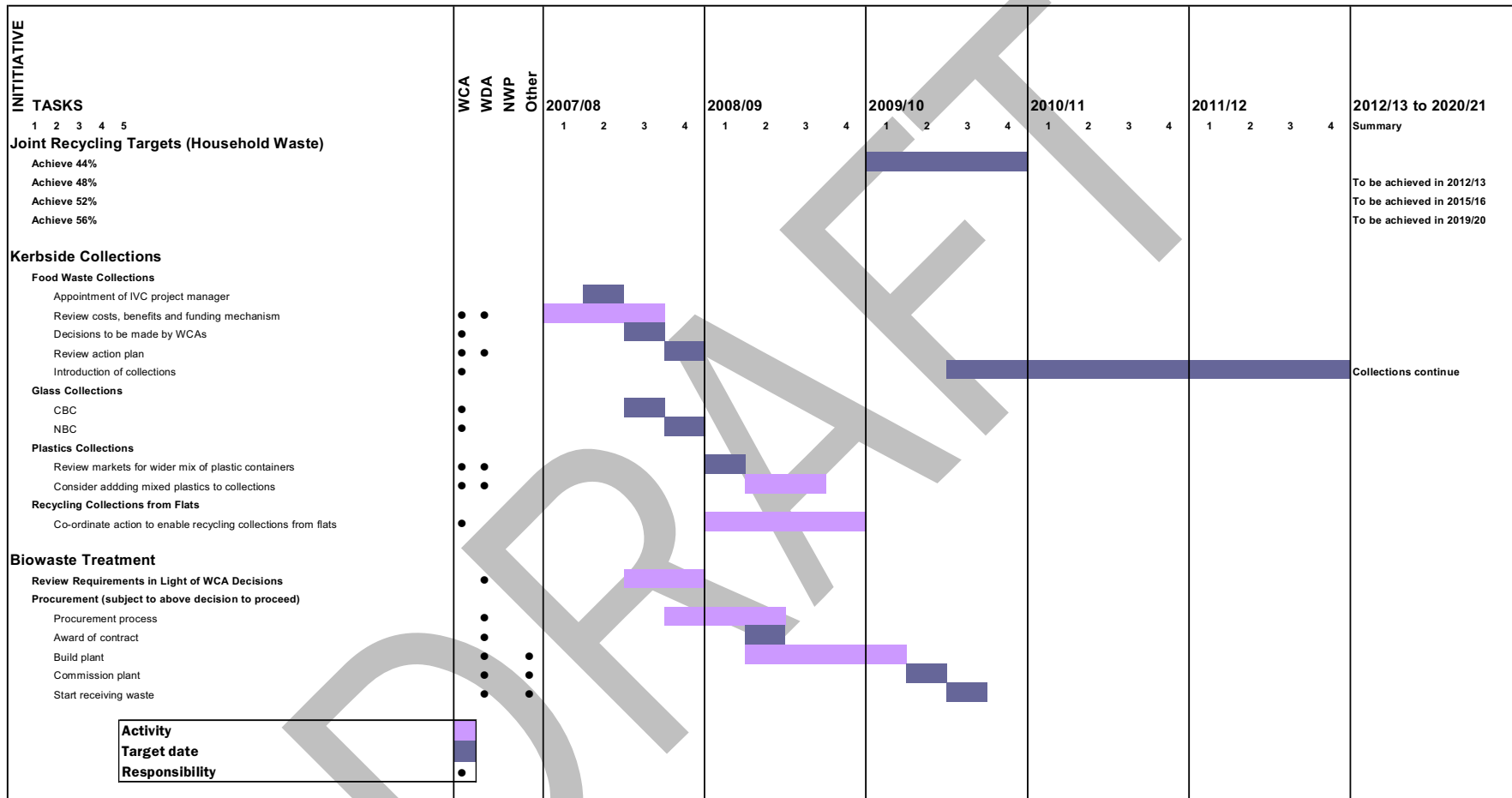
Comprehensive monitoring arrangements are already in place for the monitoring of quantitative targets through the system known as Waste Data Flow (used by the NWP authorities to share, and reconcile, data regarding flows of waste materials). This will form the basis of monitoring strategy performance, in particular:

- Recycling performance of WCAs;
- Recycling performance of the WDA (HWRC performance); and
- Combined performance against the targets for residual waste per inhabitant.

These will be reported to the NWP Shadow Board on a quarterly basis.

Performance towards non quantitative targets will be reported to the NWP Shadow Board at least annually.

Figure 3: Recycling & Composting Action Plan



INITIATIVE	TASKS 1 2 3 4 5	WCA WDA NWP Other	2007/08				2008/09				2009/10				2010/11				2011/12				2012/13 to 2020/21 Summary									
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4										
Household Waste Recycling Centres																																
Existing Contracts																																
Increase performance to 55%																																
ICP HWRC Rationalisation Programme																																
Data gathering																																
Options appraisal																																
Consideration of business case																																
Procurement																																
Procurement																																
Award of contract																																
Start of new contract																																
New Contract																																
Site improvements																																
Achieve 70% recycling (including inerts)																																
Trade Waste																																
Review Options																																
Implementation																																
Other Waste Streams																																
Smaller Waste Streams																																
Review of options																																
Agree actions																																
Batteries																																
Review funding sources for collections																																
Planning Policies for Waste Management																																
Approach Planning Officers & Members																																
Monitor Success & Report																																
Co-ordination of Joint Working																																
Report on Joint Working Initiatives																																
Review Legislative Changes																																
Monitoring of Quantitative Performance																																
Monitoring of Non Quantitative Performance																																
Review Interventions Participation																																
Review Enabling Legislation																																
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5.0 Residual Waste Management

Under the assumptions concerning:

- the growth rate for household waste; and
- the quantity of non-household waste which will be collected;

the total quantity of residual waste produced in Northamptonshire is expected to fall over the course of the Strategy. This is despite the significant increase in the number of households in the county, and can be attributed to initiatives aimed at preventing waste from arising in the first place, re-using materials and products and through source-separation of materials for recycling and composting.

It will, however, be necessary to consider how to deal with residual waste, and in particular, to understand how best to manage residual waste given:

- The desire to move waste up the hierarchy;
- The County Council's obligations under the LATS; and
- The costs and benefits of alternatives to landfilling.

One or more of the following methods could be used alongside landfill:

- Mechanical treatment, to separate residual waste into different categories and to recover materials for recycling;
- Biological treatment, to stabilise biodegradable wastes, to recover materials or biogas and to reduce weight, volume and moisture content; and
- Thermal treatment, to recover heat and/or energy.

Lead times for procurement and commissioning of some facilities for dealing with residual waste can be considerable, though these vary with:

- a) whether the intention is to choose a technology or not
- b) if the intention is to choose a specific technology, the technology chosen, and
- c) the approach taken to procurement and financing.

The emphasis of this Action Plan is on progressing the consideration of alternative solutions to landfill. It also considers what may happen if the decision is taken to procure new facilities, though as stated above, the financing and procurement routes themselves may affect the timing of preparatory steps, and the timing of delivery of facilities.

The degree of certainty with which one can predict the likely approach is somewhat complicated by the fact that, as stated in Section 4.2.1, considerations are ongoing regarding the nature of kerbside collections which might be in place in the near future. The collection of kitchen waste could, for example, have a significant effect on the approach to dealing with the LATS, and with residual waste.

5.1 Basis in Core Strategy

The actions in Figure 4 link closely to the following policies in the Strategy:

Policy 8:
We will seek a residual waste management solution which respects our desire to move waste up the hierarchy, which is environmentally sustainable, reliable and deliverable, which presents value for money and which is consistent with our response to the LATS set out in this Strategy.
Policy 9:
We will take measures to minimise the landfilling of trade waste.
Policy 12:
We will work together to develop and deliver co-ordinated services and infrastructure for more efficient waste collection, transfer, treatment and disposal.
Policy 14:
We will seek opportunities in the creation of new communities in Northamptonshire for integrating sustainable waste and resource management into development plans. We will ensure that development makes appropriate provision for waste management.
Policy 15:
We will monitor and consider the impact of our activities in relation to climate change.

5.2 Targets

5.2.1 Residual Waste Treatment Procurement

Northamptonshire County Council is currently examining the options for joint procurement for residual waste treatment with Milton Keynes Council. One possible route, should the case for alternative treatments be made, is to utilise funding made available through the Government's Private Finance Initiative (PFI). Other options, such as Prudential Borrowing, are also being kept under review.

In either case, should the County Council consider that there is a case to be made for procuring new treatment facilities, the Outline Business Case (OBC) is likely to be prepared by December 2007 with a view to it being signed off by the County's Cabinet by end of February 2008. It is intended that shortly after this point, a Pre-qualification Questionnaire would be circulated to bidders, and that a notice would be placed in the Official Journal of the European Union (a so-called OJEU Notice). The procurement and financing routes chosen, as well as decisions regarding technology choice, will then determine the timescales from the issuing of the OJEU Notice to the operation of facilities.

5.2.2 Residual Waste Treatment Operations

As stated in the Strategy, it would seem prudent that no more than 150,000 tonnes or so of the County's waste should be made available for non-landfill treatments. This preserves flexibility to exceed targets in the Strategy, notably, to go beyond the 2019/20 target of 56% recycling and composting, and the targets set for residual waste per inhabitant.

This, in turn, suggests an upper limit of the order 200,000 tonnes of capacity for such treatments if the intention is to treat some commercial waste alongside municipal waste. Affordability issues might suggest a phased approach is to be favoured. Hence, more than one facility might be constructed.

5.3 Finance for the Action Plan

The activities covered by this action plan are the responsibility of the WDA.

5.4 Monitoring

The Residual Waste Action Plan will have to be responsive, especially in the early years, to the performance of the other Action Plans and the resolution of the uncertainties pertaining to the County's balance in respect of landfill allowances. Monitoring of these critical variables will be well integrated with the monitoring of residual waste generation trends and progress on developing and implementing a procurement strategy. This Action Plan will be built upon, and potentially revised, as a result of work in the early stages of Strategy implementation and is likely to be an area of the overall Action Plan that is kept under particularly close review, especially in the early years.

6.0 Partnership

The Northamptonshire Waste Partnership operates under a Memorandum of Understanding which sets out the objectives of the partnership and methods of working. A range of joint working initiatives (including the development of this Strategy) has been undertaken and a Partnership Development Seminar, convened in March 2007, reaffirmed the desire of the authorities to continue working in partnership, and to consider further the options for establishing a formal legal basis for the Partnership.

A detailed action plan for this work has been prepared and is being worked towards. In view of the key role of the Partnership in co-ordinating and delivering this Strategy the key elements of the plan are included here.

6.1 Basis in Core Strategy

The actions in Figure 5 link closely to the following policies in the Strategy:

Policy 12:
We will work together to develop and deliver co-ordinated services and infrastructure for more efficient waste collection, transfer, treatment and disposal.
Policy 13:
We will investigate the opportunities for formalising the partnership working across the authorities.
Policy 17:
We will lobby relevant government departments and agencies, as well as other organisations, for the introduction of policies and financial arrangements which support the delivery of this Strategy's principles.

6.2 Targets

The actions combine two complementary approaches:

- Continued organic growth of the Partnership through continuation of the existing joint working and opportunistic extension to cover other areas; and
- Exploration of the business case and political backing for a more rapid move to a formal legal structure.

6.2.1 Joint Activities

The NWP is already undertaking a significant number of joint initiatives through the partnership, including:

- Member training and development;
- A Home composting programme;
- A Waste Collection Efficiency Project;
- Development of this Joint Municipal Waste Management Strategy (JMWMS);

- A Waste Composition Survey;
- The Schools Waste Education Team;
- The NWP Executive Officer function.

In addition a 'jointly steered' approach to several major projects is underway:

- Long term residual waste treatment (jointly with Milton Keynes Council); and
- Kitchen waste collection and treatment ('IVC').

These activities are an important way of building the trust and goodwill that are the essential currency of any effective partnership.

The resources available within the Partnership for key joint initiatives (both existing and in new areas of activity such as enforcement) will be reviewed, management and co-ordination arrangements considered, and a joint work plan produced on the basis of agreed priorities.

6.2.2 Partnership Matters

The structures of the Partnership have served it well to date but in light of the need to be effective in delivering the demands of this Strategy it is now appropriate to review:

- The different groups that meet - to ensure that their role, attendance and reporting arrangements are appropriate;
- The procedures and communication within and between authorities – to ensure there is an effective flow of appropriate information on the Partnership and the delivery of the Strategy;
- Training needs in the skills of working in an external partnership.

6.2.3 Critical Issues

During the development of the Strategy some key issues have effectively been identified and addressed through a 'task and finish' approach. This involves:

- Identifying the issue;
- Exploring the issues and options for all stakeholders;
- Reviewing at a joint meeting and agreeing actions;
- Delivering the agreed actions.

Critical issues will continue to arise in the delivery of the Partnership and it is proposed that this approach is used to address them as they arise. As this is a reactive approach, these are not timetabled on the Action Plan.

6.2.4 Legal Issues

Whilst it is undoubtedly true that the NWP would be taken much more seriously by all partner authorities if it had real decision making power, it is clearly not a straightforward process to move from the current semi-formalised situation to one where the NWP did act as an executive. The most fundamental decision that needs to be taken by each partner in order to move forward is the extent of the functions which should be delegated to the NWP. Once this is decided, although the process of putting

the right institutional and contractual arrangements in place might be a complex one, there is no reason to imagine that the desired outcomes cannot be achieved.

The steps towards this involve:

- The establishment of a steering group at a senior level – to ensure that the process moves forward with clarity and on a consensus basis;
- Examining the ‘business case’ - to quantify the efficiency gain that could be achieved and also to set out the less tangible costs and benefits of formalising the partnership. The outputs from such an exercise could then form an evidence base to provide a proper context for discussing and agreeing the way forward with the partner authorities;
- Working with each partner individually – to identify what they want to / have to achieve, gauge how much appetite they have for delegating waste management functions and identify key issues/sticking points.

Following this a decision is expected to be made in March 2008.

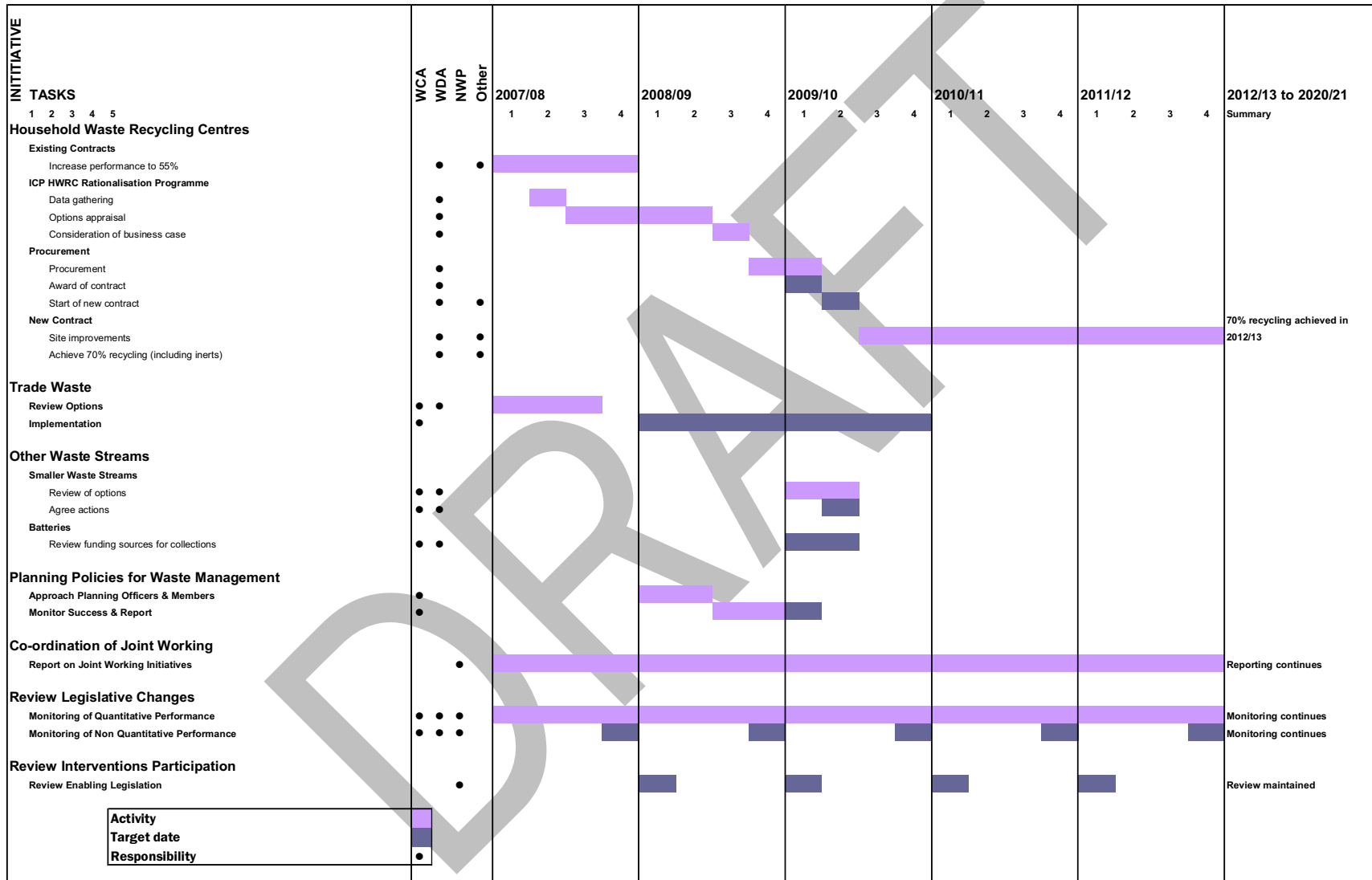
6.3 Finance for the Action Plan

The activities covered by this action plan are, effectively, a shared responsibility amongst the NWP Authorities. A joint approach to funding the action plan, whether from internal or external resources, is anticipated.

6.4 Monitoring

Progress on these activities will be reported to the NWP Shadow Board on a regular basis.

Figure 5: Partnership Action Plan



DRAFT

Appendices



NORTHAMPTON
BOROUGH COUNCIL

Item No.

CABINET REPORT

Report Title	Consideration of objections received to proposed disposal of a small area of public open space at the Racecourse
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AGENDA STATUS: PUBLIC

Cabinet Meeting Date:	1 October 2007
Key Decision:	NO
Listed on Forward Plan:	YES
Within Policy:	YES
Policy Document:	NO
Directorate:	Governance & Resources
Accountable Cabinet Member:	Cllr M Mildren
Ward(s)	Castle

1. Purpose

1.1 To consider objections received in response to the advertisement of the proposed disposal of public open space at the Racecourse.

2. Recommendations

2.1 That Cabinet confirms the decision of the Portfolio Holder for Finance to dispose of an area of public open space of 17 square metres forming part of the Racecourse.

3. Issues and Choices

3.1 Report Background

3.1.1 By delegated powers on 3 August 2007, the Portfolio Holder for Finance gave authority for the disposal of 56 square metres of land located at the end of Leicester Street, shown upon the attached plan at Appendix 1 coloured pink - including 17 square metres of public open space (shown edged blue upon the same plan).

3.1.2 The land was agreed to be sold to the developer of flats on the site of the former Nelson Hall. The inclusion of this land within the development was a planning requirement in relation to improved vehicular access and is necessary to permit the development of 9 rather than 8 flats. This fact was reflected in the consideration agreed between the Council and the Developer.

3.1.3 The land edged blue forming part of the Racecourse is required solely for sightline purposes. The planning permission does require that bollards are erected on this Racecourse land, along the new boundary. This is to define the sightline area and to stop the land being used as a new vehicular access to the Park.

3.1.4 It is considered that the works required by the planning permission will generally improve the environment at the end of Leicester Street. It is understood that the works to improve the turning head will, upon completion, be adopted as part of the public highway.

3.1.5 Approval to dispose was given subject to the requirement for advertisement of the proposed disposal of public open space in accordance with requirements of the Local Government Act 1972 (as amended). The proposed disposal has been advertised and objections have been received.

3.1.6 The stated grounds of objection may be summarised as:

- (i) The principle that no park land or open space, no matter how small, should be disposed of, since it is recreational space for the people of the town.
- (ii) Concerns about possible damage to a particular tree adjacent to the land in question.
- (ii) That any disposal for this purpose should be by way of grant of a lease rather than by way of freehold sale.

3.2 Issues

It is acknowledged that the concerns raised above are legitimate, but that the loss of amenity in this instance is very minimal. Disposal of the land by way of a long lease rather than freehold sale would not address the central objection. Concerns regarding damage to trees can be fully addressed by monitoring of construction activity and specific obligations placed upon the developer.

3.3 Choices (options)

3.3.1 That the Council foregoes the consideration agreed and retains ownership of all the land coloured pink.

3.3.2 That the Council confirms the decision to dispose, notwithstanding the objections raised.

4. Implications (including Financial Implications)

4.1 Policy

There are none specifically.

4.2 Resources and Risk

The retention of the land would mean the loss of a modest capital receipt.

4.3 Legal

The relevant legal implications are considered in this report.

4.4 Equality

There are none specifically.

4.4 Consultees (Internal and External)

Ward Councillors, Friends of the Racecourse

4.6 How Proposals deliver Priority Outcomes

None specifically.

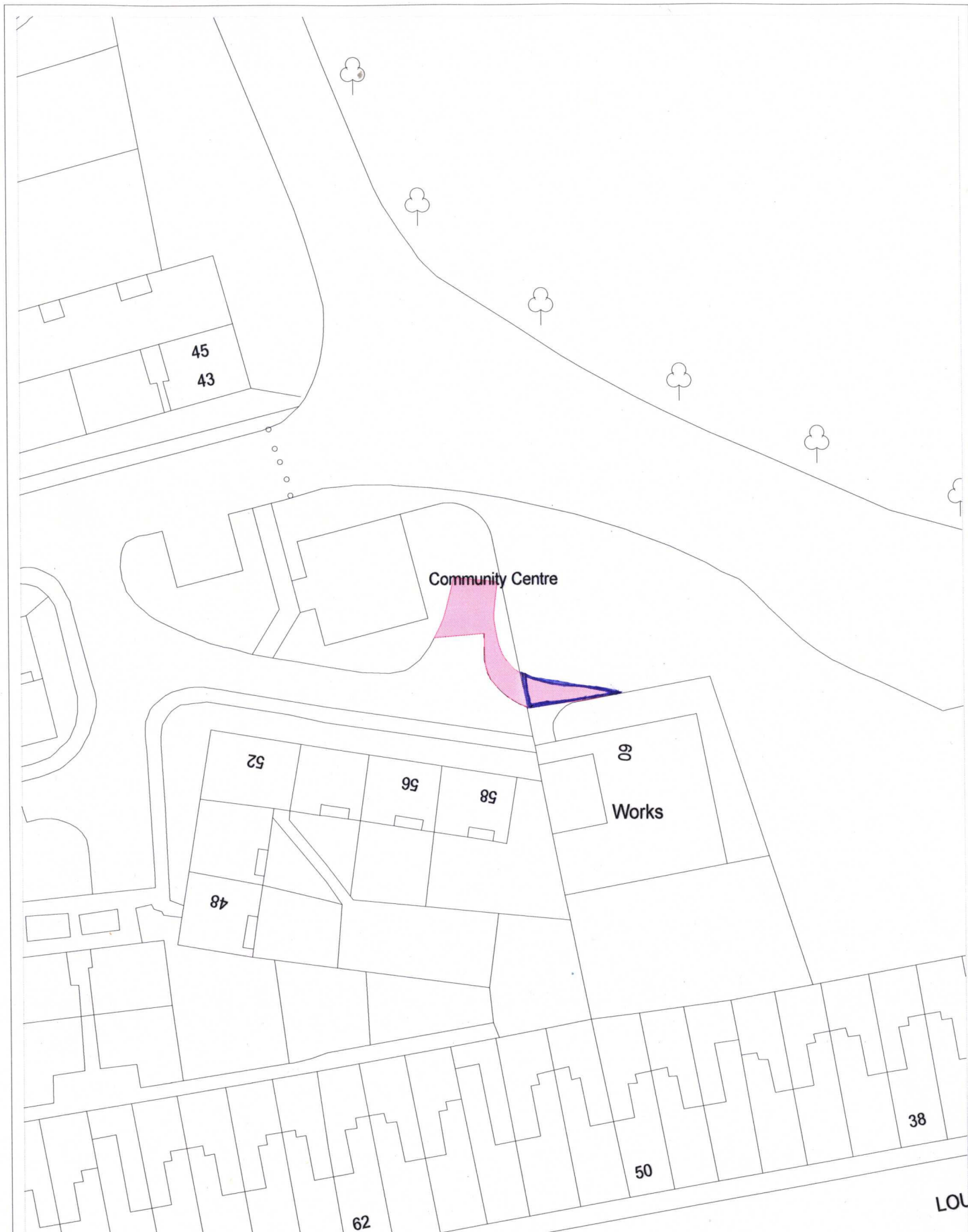
4.7 Other implications

There are none.

5. Background Papers

ASSET MANAGEMENT FILE MS/38/01

Simon Dougall, Asset Manager, x 8177



Title: Land at Leicester Street DWG No. _____

**ESTATES & ASSET
MANAGEMENT**

PRINTED ON: 8th May 2007



Directorate of Governance & Resources
Northampton Borough Council

DRAWN BY: RHL SCALE: 1:500 DATE: 8 May 2007

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Appendices



NORTHAMPTON
BOROUGH COUNCIL

Item No.

CABINET REPORT

Report Title	LEASE TO NORTHAMPTONSHIRE COUNTY COUNCIL – LAND AT FAR COTTON RECREATION GROUND
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AGENDA STATUS: PUBLIC

Cabinet Meeting Date:	1 October 2007
Key Decision:	NO
Listed on Forward Plan:	YES
Within Policy:	YES
Policy Document:	NO
Directorate:	Governance & Resources
Accountable Cabinet Member:	Cllr M Mildren
Ward(s)	Delapre

1. Purpose

1.1 To seek authority of Cabinet to this Council granting a lease to Northamptonshire County Council of part of Far Cotton Recreation Ground for use by Queen Eleanor Primary School.

2. Recommendations

2.1 That Cabinet confirms that the proposed lease of part of Far Cotton Recreation Ground may be granted to Northamptonshire County Council upon the terms referred to below.

3. Issues and Choices

3.1 Report Background

3.1.1 It was proposed by Northamptonshire County Council (NCC) that part of Far Cotton Recreation Ground comprising 1,860 square metres (shown edged red upon the attached plan at Appendix 1), designated as public open space, should be improved and enclosed at their expense to improve sporting facilities for children attending Queen Eleanor Primary School. This Council agreed that land should be let to NCC upon this basis and formally advertised the proposed disposal of public open space. Objections were received to the proposed disposal and these were considered by the then Executive of the Council on 31 January 2005.

3.1.2 The principal concern of objectors was the limitation of public access to the land. The School confirmed that they intended that there should be public access to the facility when not required by the School. It was resolved by the Executive:

*“That having considered the objections to the disposal of the public open space as identified.....the disposal to the County Council (Queen Eleanor Primary School) for a period of 5 years be confirmed.....
....That the terms of the lease be submitted to the Executive for Agreement before the Licence is granted.”*

3.1.3 The resolution of the basis and terms upon which the public might use the facility outside of school times has proven complex and time consuming to resolve with NCC. For a considerable period of time NCC were unwilling to agree the principle that non-school users should only have to pay similar charges as those levied for the use of comparable facilities on Borough Council owned land. NCC has also consistently raised public liability insurance issues.

3.1.4 Terms have now been resolved to deal with these issues as set out in relevant extracts of the agreed draft lease and ancillary side letter show at Appendix 2 – relating to Use by Community and Third Party Groups of the land when not required for use by Queen Eleanor Lower School.

3.2 Issues

The costs to the public of utilising the playing field facility have now been agreed and will be at a daily rate of £13.10 (plus annual RPI indexation) plus £10 on each occasion to purchase public liability insurance (but only where the user does not carry their own cover) i.e. a total maximum charge of £23.10 per day.

3.3 Choices (options)

3.3.1 The Council could choose not to grant the lease on these terms. This would prevent external investment in the land (to create a football mini pitch/ multi-sport pitch). The public would retain unfettered access to the unimproved land but the school would not have the good quality enclosed facility it seeks.

3.3.2 The Council could choose, as recommended, to grant the lease and facilitate the creation of a facility for the school and wider community that would be maintained by NCC. The lease would be for a five year term and would be contracted out of the security of tenure provisions of the Landlord and Tenant Act 1954 Part II. Consequently, NCC and the School would have no statutory right to renew the lease or rights to any compensation upon expiry – should the Council choose not to renew the agreement at that time.

4. Implications (including Financial Implications)

4.1 Policy

There are none specifically.

4.2 Resources and Risk

The letting of the land would generate a rent of £325 p.a. It would also lead to investment by Northamptonshire County Council in a new facility for use by local school children and the wider community. There are no staffing or financial risks for this Council.

4.2 Legal

The relevant legal implications have been considered in this report.

4.4 Equality

Access for the general public to the new sporting facility created, in common with similar facilities, will be subject to payment of the hire charge and insurance cover requirements.

4.5 Consultees (Internal and External)

Ward Councillors, Northamptonshire County Council, Head Teacher and Governors of Queen Eleanor Primary School

4.6 How Proposals deliver Priority Outcomes

None specifically.

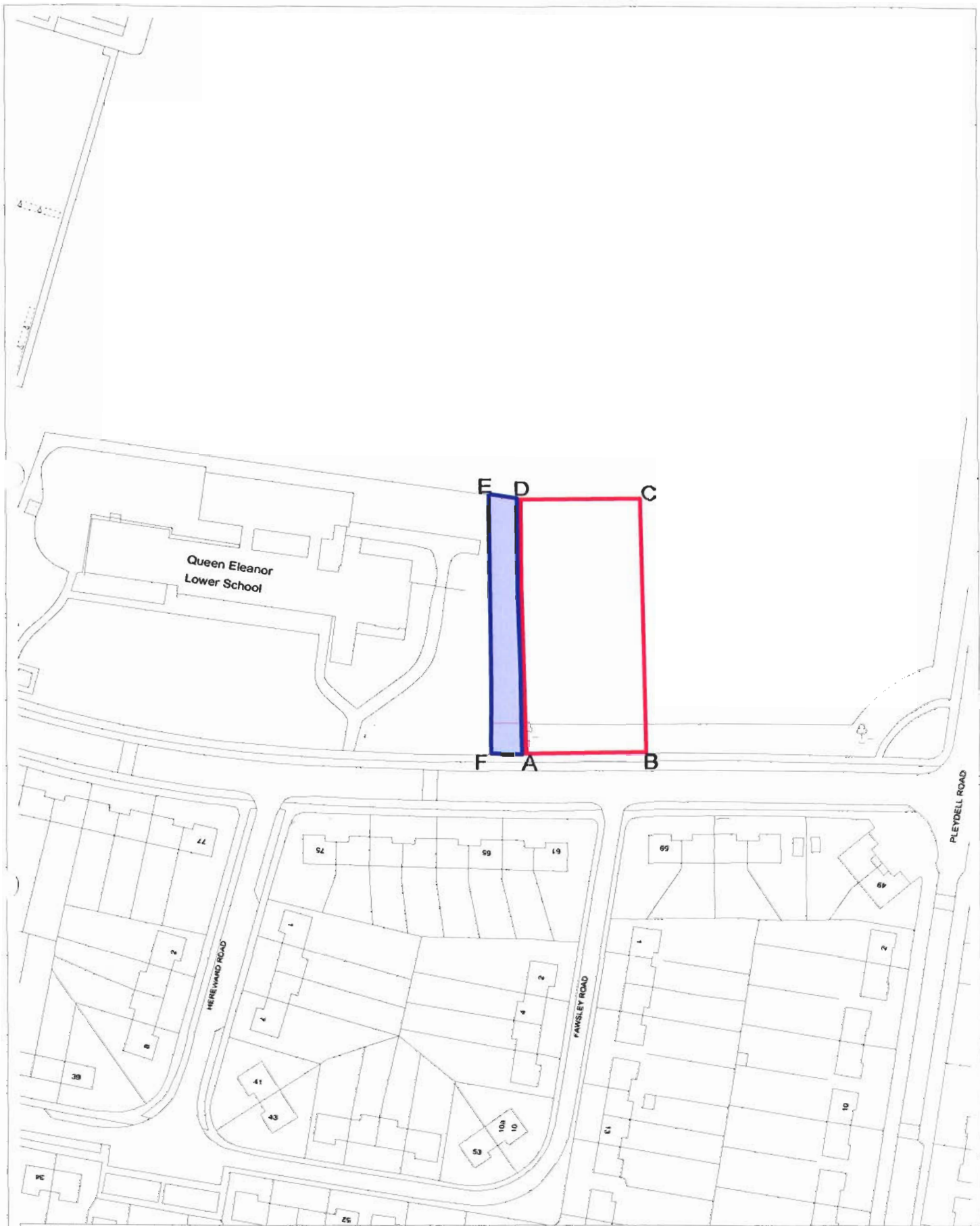
4.7 Other Implications

None specifically

5. Background Papers

ASSET MANAGEMENT FILE 60363/01 & NBC EXECUTIVE MINUTES 31 JANUARY 2005

Simon Dougall, Asset Manager, x 8177



Title: Far Cotton Recreation Ground

DWG No.EVS0011/D

**ESTATES & VALUATION
SERVICES**
PRINTED ON: 24th August 2005



Governing Northampton
Northampton Borough Council

DRAWN BY: Robin Eddy SCALE:1:1250 DATE 22nd June 2005

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Please ask for: Deana Simpson
Our Ref: L/DLS/PMP/L-001577
Your ref:
Date: 16 August 2007

TO WHOM IT MAY CONCERN
Northampton Borough Council
DX: 703139
NORTHAMPTON 6

DRAFT

Dear Sirs

**RE: LEASE – LAND AT FAR COTTON RECREATION GROUND
(ADJACENT TO QUEEN ELEANOR PRIMARY SCHOOL, NORTHAMPTON)**

This letter is written in connection with the Lease to be entered into between (1) Northampton Borough Council and (2) Northamptonshire County Council ("The Lease").

With reference to the hiring charges referred to in Clause 2 of the Fifth Schedule of the Lease, the County Council agree and confirm it will charge the daily rate of £13.10 (indexation applied each September calculated as at the RPI as at March of that year) plus a further £10.00 to provide public liability insurance.

Yours faithfully

For Head of Legal Services

Legal Services
PO Box 104, County Hall
Northampton NN1 1AW
DX: 12481 NORTHAMPTON 1
w. www.northamptonshire.gov.uk
t. 01604 236774
f. 01604 237167
e. DSimpson@northamptonshire.gov.uk



FIFTH SCHEDULE

User by Community and Third Party Groups

The Lessee hereby covenants:

1. At all times when the Property is not required for use by Queen Eleanor Lower School ("the School") to make the Property available for hire by community and third party groups for the Permitted User on terms as set out in the specimen Hiring Agreement at Appendix 1 ("the Hiring Agreement")
2. To charge to Community and Third Party users competitive rates for hire such rates to be no higher than the rates charged by the Council for hire of comparable facilities elsewhere in parks owned by the Council
3. To maintain a 24 hour booking system via a centralised telephone facility or via the School office and to advertise this procedure on the Property
4. To report to the Council:
 - 4.1 Full details of all bookings and charges for those bookings on demand by the Council and in any event at 6 monthly intervals; and
 - 4.2 if at any time the Property is unavailable for hire full details (save for abnormal weather conditions) of the reasons for its unavailability with photographic or other evidence if required by the Council
 - 4.3 any change in the terms and conditions contained in the Hiring Agreement and to make any amendments to the Hiring Agreement if required to do so by the Council
 - 4.4 full details of the hours of the telephone facilities referred to in paragraph 3 of this Schedule as soon as the same are available

Appendices
5



NORTHAMPTON
BOROUGH COUNCIL

Item No.

CABINET REPORT

Report Title

COUNCIL'S SEVERANCE POLICY

AGENDA STATUS:

PUBLIC

Cabinet Meeting Date:	1 October 2007
Key Decision:	YES
Listed on Forward Plan:	YES
Within Policy:	YES
Policy Document:	YES
Directorate:	People, Performance and Regeneration
Accountable Cabinet Member:	Cllr Brian Hoare
Ward(s)	ALL

1. Purpose

- 1.1 To recommend to the General Purposes Committee for approval, rejection, or amendment a revised Early Retirement and Severance Scheme (including Statement of Discretions) based upon the option(s) endorsed by Cabinet on 3 September 2007.

2. Recommendations

- 2.1 That the attached Severance Scheme (Appendix 1) and Statement of Discretions (Appendix 2) be recommended for adoption by General Purposes Committee.
- 2.2 To recommend to General Purposes Committee that the provisions of the existing Severance Scheme adopted by Council on 26 March 2007 apply to 2

members of staff still at risk as a direct result of the budget / efficiency savings, unless the provisions of the new scheme are more favourable to them.

3. Issues and Choices

3.1 Report Background

3.1.1. The Cabinet Report of 3 September 2007 provided detailed background covering;

- The revisions to the scheme which took place in March 2007
- The likely changes to the Local Government Pension Scheme (LGPS) due on 1 April 2008
- Consultation with stakeholders
- Options for the future
- Tests of public confidence and consistency with the medium term plan

3.1.2 Cabinet decided that Option 2, should be taken forward. This was the option to reduce the overall cost of the scheme.

3.1.3 Cabinet also requested consideration of Option 4, which would be an additional provision in the scheme allowing employees to convert enhanced redundancy payments into additional pension at no cost to the Council.

3.1.4 These decisions form the basis of the documents at Appendices 1 and 2 which provide for a scheme whereby;

- Redundancy payments are based on the statutory formula and actual pay
- There is no provision to grant augmented pension service ('added years').

3.2 Issues

3.2.1 In proposing this scheme to Cabinet to recommend to General Purposes Committee consideration has been given to medium term financial pressures faced by this Council;

- i. The Council's current financial position as reported to Cabinet on 3 September 2007
- ii. The Comprehensive Spending Review 2007 (CSR2007) is expected to apply a real terms funding freeze
- iii. On going Best Value requirements for all services and activities
- iv. CLG efficiency targets of 3% per annum from 2008/9
- v. Government pressure to keep Council Tax increases below 5% and the risks of capping
- vi. Significant changes to the demographic profile of the Borough result of the growth agenda
- vii. Increasing legislative frameworks within which the Council operates
- viii. The need to finance unavoidable growth, priority services and potential 'invest to save' schemes
- ix. The requirement to repay to the pension fund the actuarially estimated life time costs of augmented added years over a maximum of 3 years considerably increases the financial pressures of augmenting service in the short-medium term.

- 3.2.2 The report to Cabinet on 3 September 2007 highlighted the need to protect the severance payments with regard to two members of staff whose futures have not been resolved as a direct consequence of the 2007/8 Budget and Efficiency Savings. Any other members of staff formally declared 'at risk' between now and the date of a revised scheme becoming effective (one month after a final decision by General Purposes Committee) would, of course, also be dealt with under the existing scheme.
- 3.2.3 Consultation. This has taken place as follows:
Local Pensions Authority – They have been sent a copy of this Cabinet Report and the draft for their comments.
External Auditor – Has been sent a copy of this Cabinet Report and the draft scheme for comment
Trade Unions – The Trade Unions have received a copy of this Cabinet Report and the draft scheme.
- 3.2.5 Trade Union Consultation – Trade Unions were first notified on the planned revision of the scheme and the indicative timetable on 22 August 2007, and received a copy of the September report for Cabinet on 23 August 2007. Following Cabinet on the 3 September 2007 they were informed at the Management and Trade Union Consultation Meeting (MTUCM) held on 5 September 2007 of Cabinet's decisions. The comments of the Trade Unions at that meeting are reproduced in 3.2.6 below.
- 3.2.6 Trade Union responses at MTUCM 5 September 2007;
- The Trade Unions would want to involve their Regional Officers
 - The Trade Unions would like details of the survey of other authorities and their severance schemes undertaken in February 2007
 - There were 2 other staff who should be 'protected' under the current scheme making a total of 4 (these have subsequently been dealt with hence the number remains at 2 in 3.2.2 above).
 - Would the current policy on retirement on compassionate grounds change? (Answer was no, but would need to be reviewed under new look LGPS); in addition consultation with the Pensions Authority subsequently identified the need to state our policy and criteria for compassionate grounds, (see 3.2.8)
 - Any revision must be considered in relation to the medium not short term financial outlook for this Authority.
- 3.2.7 There was further discussion with Trade Unions at the MTUCM on 19 September 2007 where a draft of this report / appendices was discussed. The Trade Unions have submitted their own proposal for a reduced costs scheme which is attached as Appendix 5. This has been written by the Trade Unions.
- 3.2.8 The Trade Unions' proposal includes applying a multiplier of 1.5 to the statutory redundancy formula (with the amount still calculated on actual weekly pay) for staff not in receipt of a pension. For staff over 50 and in the LGPS they propose to augment pension by 1 added year for every 5 years continuous NBC Service to a maximum of 20 years service (ie 4 added years).
- 3.2.9 The Trade Unions stated their intention was to propose a scheme close to the scheme considered in February 2007, making the point that this could

therefore be considered affordable. Appendix 3 includes estimated costs of applying the Trade Union proposal to each of the severance examples.

3.2.10 Due to timescales at the time of writing this report, legal, pension and audit views of this Trade Union proposal are not available. They will be made available when received.

3.2.11 Northamptonshire County Council Pensions Authority have reviewed both this report and the Officer-recommended scheme. It has been pointed out that under Pension Scheme Regulations this Council needs to state its policy on granting early retirement on compassionate grounds. A policy statement, based on the criteria used by the County Council, has been inserted into the Scheme at Appendix 1 (Section 4.6.5) and in the Statement of Discretions (Appendix 2; Section 4).

3.2.12 With regard to a provision allowing employees to convert an enhanced redundancy payment to pension service this can only occur when an additional cash sum is provided above redundancy paid at actual weekly pay. As it is not proposed to grant additional sums beyond actual weekly pay this option cannot be included in this Council's Severance Scheme.

3.2.13 The External Auditor has commented that the Council's current scheme continues to be out of line with the overall pattern he observes in other Authorities and has noted that on two recent occasions the Council has, exceptionally, had to apply for capitalisation to manage the costs of the severance awards made indicating the difficulty in managing costs within revenue budgets.

4. Implications (including Financial Implications)

4.1 Policy

4.1.1 Adoption of a revised scheme as recommended in this report would be a significant change of policy. It would reduce the overall cost to the Council and as such reduce the benefits payable to employees both in terms of redundancy payments for many and in terms of pension for those whose service would have been augmented.

4.1.2 Further policy change will be required from 1 April 2008 when a 'New Look LGPS' is adopted nationally. The appendices highlight where these changes are likely to have an impact, although other sections of the scheme could change as well depending on the final scope of the revised regulations.

4.1.3 Following the conclusion of national consultation on the transition arrangements for the abolition of the 'Rule of 85', further policy amendments may be needed.

4.2 Resources and Risk

4.2.1 Financial Implications. These would be to reduce overall cost to the Council

on severance. Appendix 3 illustrates this by way of a number of hypothetical examples. Financial implications will need further review when the 'new look' LGPS is introduced.

4.2.2. Risk and other implications. These were identified in the report to Cabinet of 3 September 2007 and have been addressed through consultation.

4.3 Legal

4.3.1 These were identified in the report to Cabinet of 3 September 2007 and have been addressed through consultation.

4.3.2 A Severance policy that was not considered to be affordable could be challenged on the basis it contravened the requirement in the 2006 regulations to retain public confidence.

4.3.3 Further legal advice will be required when the 'new look' LGPS is introduced.

4.4 Equality

4.4.1 An Equality Impact Assessment is contained in Appendix 4. It notes that monitoring of the application of the scheme in practice will be required.

4.5 Consultees

NCC Pensions Office
Trade Unions (and their Regional Officers)
External Auditor
Finance and Legal (Internal)

4.6 How Proposals Deliver Priority Outcomes

Securing a reduction in the costs of severance will benefit the Councils' overall financial position and ability to deploy resources to direct service delivery

4.7 Other Implications

None

5. Background Papers

5.1 New Employee Early Retirement / Severance Scheme; Report to General Purposes Committee 9 December 2004.

5.2 Revision to Council Severance Policy and Statement of Discretions; Consultative Group 20 February 2007.

5.3 Early Retirement / Severance Scheme; Council 26 March 2007.

5.4 LGE Summary of Local Authority Severance Schemes February 2007.

5.5 Councils Severance Policy; Cabinet 3 September 2007.

Howard Crabtree
Corporate Manager - Human Resources
Ext 7377

NORTHAMPTON BOROUGH COUNCIL**EARLY RETIREMENT / SEVERANCE SCHEME****1. INTRODUCTION**

- 1.1 There are a number of circumstances in which early retirement, or severance, may be appropriately considered for an employee. These circumstances may be related to the individual situation of an employee, for example in the case of ill health, or arise as a result of organisation changes.
- 1.2 The Council will in all circumstances make every effort to avoid compulsory redundancies. Where the Council decides, however, that after taking all considerations into account, early retirement, flexible retirement or redundancy is either unavoidable or appropriate for sound business reasons, the Council will ensure that:
- The processes used will be fair, transparent, reasonable and objective
 - Any enhancements given are affordable in the short and long term.
- 1.3 Any payments made under this scheme will be subject to tax regulations in force at the time of their implementation.

2. SCOPE

- 2.1 The provisions of the Council's early retirement and severance scheme applies to all Council employees who meet the relevant eligibility criteria set out in the remaining sections of this document, subject to legislation and regulations in force at the time of their implementation.

3. LINKS TO OTHER COUNCIL POLICIES

- 3.1 This document should be read in conjunction with the following existing Council policies and procedures and any relevant future policies which replace, change or amend the existing policies:-

Redundancy Selection and Consultation Procedure
Attendance Management Policy and Framework

4 CRITERIA FOR EARLY RETIREMENT/SEVERANCE

- 4.1 There are a number of different, but specific circumstances, which might lead to early retirement or severance being considered. These are as follows:
- 4.2. Ill Health (*These provisions are currently subject to change under 'New Look' LGPS due 1 April 2008*)
- 4.2.1 To be eligible for retirement on these grounds the employee must be certified as suffering from injury or ill health which permanently affects their ability to do the job for which they are employed. In addition there must be no comparable alternative employment available which the employee is able to carry out. The Council will ensure that the decision to allow early

retirement on the grounds of ill health is made solely on medical grounds. This will be based on an assessment by the Council's Occupational Health Adviser who will follow the advice issued by the United Kingdom Steering Committee for Local Government Pensions, drawn up by the Association of Local Authority Medical Advisers.

Note: Comparable employment is that as compared to the substantive post held.

4.3. Ill Health provision

4.3.1 Provided the employee is in the Local Government Pension Scheme (LGPS) with at least three months membership, or has transferred rights from another pension scheme into the Local Government Pension Scheme (LGPS) the employee receives:

- the early release of pension
- the payment of a pension lump sum

Benefits to be calculated based on the length of membership in the scheme as follows:

Length of Service	Membership used to calculate benefits.
4 months – 5 years	- actual membership
5 to 10 years	- membership is doubled
10 to 13.33 years	- membership is increased to 20 years
13.34 years plus	- actual membership service plus 6 $\frac{2}{3}$ years

In all instances these will be subject to maximum membership of 40 reckonable years. There is no enhancement beyond the age of 65 whilst the age of 65 remains the normal retirement age.

Employees with less than three months membership in the LGPS who have not transferred pension rights from another scheme into the LGPS receive a lump sum payment, which is equivalent to a refund of the contributions they have paid, less the statutory deductions (20% tax) and an amount to buy them back into the state pension scheme.

Where a person is or has been part time, the LGPS Regulations specify how the membership used in the calculation of benefits is to be pro-rated.

If a person is already in receipt of an ill health pension from the LGPS they will not receive an enhanced ill health pension on any subsequent ill health retirement.

4.4. Redundancy (Elements of these provisions are currently subject to change under 'New Look' LGPS due 1 April 2008)

This applies where there is a redundancy situation as defined by the Employment Rights Act 1996 arises in relation to any employee, summarised below:

- where the business in which the employee is employed has ceased or diminished,
 - where the requirements for work of the particular kind for which the employee is employed have ceased or diminished
 - where there has been a significant change in the normal place of employment the employee is required to work from
- and in any of the above, where there is no suitable alternative employment available for that employee.

NB. There is provision for transferred redundancies, known as 'bumped redundancy' which is covered in existing redundancy consultation procedures and is subject to relevant legislation.

4.4.1 The same provisions apply whether the employee agrees to retire voluntarily or is made compulsorily redundant.

4.4.2 The provisions are as follows:

REDUNDANCY PAYMENT – To be calculated on actual weekly pay or the statutory maximum for full time employees of £310 per week (whichever is greater) for each completed year of service between the ages of:

- Up to 21 0.5 weeks Pay
- 22-40 1 weeks pay
- 41+ 1.5 weeks pay

This is subject to a maximum 30 weeks pay based on the last 20 years continuous service.

PENSION – To be eligible for early release of pension benefits an employee must be:

- 50 or over
- In the LGPS with at least 3 months membership or with transferred service amounting to at least 3 months membership

The scheme gives:

- Early release of pension
- Payment of pension lump sum
- Redundancy payment as detailed above.

4.4.3 The business case for any proposed early retirement(s) on grounds of redundancy and/or redundancy payment(s) must be demonstrated. The business case must include:-

- The costs of the proposed early retirement/redundancy payment(s)
- The on-going savings to be achieved through the proposed redundancy
- The timescales within which the savings will be made, which should be achieved within a 3-year period.

The business case must clearly show that there are significant on-going savings which are achievable after all the costs associated with the early termination of employment have been met. The Business case must be endorsed by the Director responsible for the service area where proposed changes will be implemented or the Chief Executive where the proposals will be implemented on a Council wide basis. The business case will be

submitted to the Section 151 Officer and another Director who will independently examine the merits of the business case and make written recommendations to the Chief Executive. The decision to approve the proposed early termination of employment and the associated severance payments will be made by the Chief Executive. A record of approved and rejected proposals will be maintained by the HR service.

4.5 Early Retirement on grounds of Efficiency of the Service (These provisions are subject to change under the New Look LGPS due 1 April 2008)

(Employees aged 50 or over)

4.5.1 This is a voluntary element of the scheme. An employee cannot be compelled to retire under this provision.

4.5.2 One of the following criteria must be satisfied for agreement to the early release of an employees' pension under this element of the scheme. In addition the financial criteria referred to in section 4.5.3 also needs to be met. The criteria are:

- the employee's ability to perform the job has been affected by changes which mean that it is difficult for them to adjust
- the job requires new skills, competences or qualifications which the employee does not have and where retraining or investment in future development would not be appropriate
- early retirement would create internal job opportunities, or unblock promotion channels which succession planning could fill through an internal appointment
- structural changes could lead to savings being achieved through appointing a replacement at a lower pay level, or where a replacement removes or avoids a pay protection
- it avoids a redundancy situation by allowing an employee to be redeployed or transferred into the vacancy created

and, overall it is considered to be in the interests of the Council as well as the employee to grant the early retirement.

4.5.3 Financial Criteria

The business case for any such proposal must be demonstrated. This must identify the relevant criteria outlined in 4.5.2 above which is applicable to the request. It must also identify the savings to be made and how they will be achieved within the required 3 year timescale. The business case must be signed by the Corporate Director responsible for the service area where the application originated. A pro forma will be available to document the required information. The signed document must then be submitted to the Section 151 officer and a different Corporate Director who will independently examine the merits of the application and make written recommendations to the Chief Executive to approve or reject the application. The decision to approve or reject applications will be made

by the Chief Executive. Reasons for approval or rejection will be recorded in writing and this information will be maintained within the HR service.

4.5.4 To be eligible an employee must be:

- aged 50 or over
- in the LGPS with at least two years' membership whilst in NBC service.

4.5.5 Requests for early retirement on grounds of efficiency of service where approved will entitle the employees to receive the early release of their pension. The early release of pension without actuarial reduction on grounds of efficiency of the service will only be agreed where the business case demonstrates additional savings over and above the cost of funding the early retirement and any other associated costs and to the extent that such retirement is permitted notwithstanding the abolition of the rule of 85.

4.5.6 Regulation 31 of the Local Government Pension Scheme Regulations (amended by the 2006 regulations)

This is commonly known as the Rule of 85.

A member of the LGPS is entitled to receive a pension at 65. Between 60 and 65 the member is also entitled to elect to receive a pension but this will be reduced to reflect the fact that it is being taken earlier than 65 unless the member fulfils the rule of 85, ie that in his or her case the sum of (a) age when employment ends, (b) total years in the scheme and (c) the period between the end of employment and the date of election is 85 years or more.

Between 50 and 60 the member may elect to receive a pension, but only with his or her employer's consent. In that case there will also be a reduction in benefits to reflect the fact that the pension is being taken earlier than 65 unless the rule of 85 is satisfied.

Amending Regulations in 2006 abolish the rule of 85, with effect from 1 October 2006. There are, however, transitional provisions.

Current members who will be 60 on or before 31 March 2016 continue to enjoy the benefits of the rule of 85. There is also a degree of protection for those who will be 60 or more after 31 March 2006 but before 1 April 2020.

(As at September 2007 the Government is undertaking a further period of consultation on these transitional arrangements. The advice of HR/Pensions must therefore be sought in any case where the rule of 85 may be applied.)

4.6 Voluntary Early retirement – Compassionate Grounds

4.6.1 Employees who have left their employment with the Council with a deferred pension may request his/her deferred pension to be paid early on compassionate grounds. If the early release of the deferred pension is agreed the benefits will be paid in full with no actuarial reduction.

4.6.2 The Council may also consider requests to waive actuarial reduction where this would otherwise be the case in relation to the early release of pension benefits. The Council may do so on compassionate grounds. The circumstances where the council may exercise this discretion are set out below:-

a) In relation to employees who have left employment with the Council with a deferred pension and who request early payment of benefits under Regulation 31 above on or after age 50 and before age 60, or who voluntarily opt for payment of the benefit early on or after age 60 and before the normal retirement date or

b) In relation to current employees who are seeking early retirement to the extent permitted under Regulation 31 above on or after age 50 and before age 60, or who voluntarily retire on or after age 60 and before their normal retirement date.

4.6.3 For current employees to be eligible he/she must be:

- Aged 50 or over
- in the LGPS with at least two years contributions, or with at least two years transferred service.

4.6.4 Requests from past and current employees for the early release of pension benefits without actuarial reduction on compassionate grounds will be agreed by the Chief Executive following consultation with the Council's Section 151 officer. The decision will be based on a full evaluation of the financial implications for the Council

4.6.5 The LGPS requires the ground for compassionate early retirement to be defined. These are defined as; where an active member or deferred beneficiary needs to personally provide full time care for a close relative, spouse, partner or other dependant who, through illness, requires full time or substantial care for the rest of their life expectancy which is anticipated to be in excess of 12 months from the date of the agreed medical advice.

5. RE-EMPLOYMENT FOLLOWING EARLY RETIREMENT

5.1. Any former NBC Council employee who is in receipt of an early retirement pension on the grounds of efficiency, redundancy or at their own request, should not normally be re-employed by the Council either on the basis of a contract of employment or a contract for service with the Council. If there is any doubt about the continuing need for an employee's services then early retirement should not be agreed.

5.2 However, it is recognised that there are some, very limited, circumstances when such re-employment would be in the interests of the Council. In these cases a report should be submitted to the Corporate Director or his or her nominated senior management representative seeking approval to re-employ for a specified limited period.

5.3 Where an employee has been made redundant and receives a severance payment (and is therefore without a pension) there should be no re-employment until the expiry of the period for which the number of weeks'

severance payment has been given. E.g. if the employee has received a severance payment equal to 16 weeks pay, the earliest re-employment could be considered would be 16 weeks after the date of termination.

- 5.4 Where a former employee has retired on ill health grounds and subsequently applies for a job with the Council, this should be considered carefully bearing in mind the requirements of the Disability Discrimination Act. If it is proposed to appoint any such individual, approval must be given by the Council's Occupational Health Advisers and the relevant Corporate Director or his or her nominated senior management representative.

NOTE If someone in receipt of a Local Government Pension is re-employed their pension will be abated if in total their pension and pay for the job exceed the pay that they received in the job that they were in before they retired.

6. NON-FETTERING OF THE COUNCIL'S DISCRETIONS

- 6.1 The above forms the Council's "current" policy. It should be noted that:
- a. the policy confers no contractual rights, and
 - b. the Council will retain the right to change the policy at any time without prior notice or consultation (although the Council will endeavour to consult with recognised Trade Unions), and
 - c. only the policy which is current at the time a relevant event occurs to an employee / scheme member will be the one applied to that employee / member

7. REVIEW OF THE SCHEME

- 7.1 The provisions of this scheme will be reviewed on a regular basis to ensure their on-going sustainability, affordability and legal compliance. The introduction of a 'New Look' LGPS due 1 April 2008 will necessitate a review of the scheme.

8. FURTHER INFORMATION

- 8.1 Advice and guidance on the application of the scheme is available from HR.

NORTHAMPTON BOROUGH COUNCIL**LOCAL GOVERNMENT PENSION SCHEME****STATEMENT OF DISCRETIONS – OCTOBER 2007**

Northampton Borough Council has decided to adopt the following discretions under the Local Government Pension Scheme (LGPS)

1. **Reduction or Elimination of Employees Contribution After 40 Years Service**
The Council has decided not to exercise its discretion to allow employees to pay no or reduced levels of contribution when they have reached 40 years local government service. Employees will therefore pay contributions for the whole of their period of service.

2. **Early Retirement Under Regulation 31**
The Council will permit retirement from age 50 without actuarial reduction where the Council's criteria for early retirement on the grounds of efficiency of the service are met and a business case identifies how the cost associated with early release will be met, and to the extent such retirement is permitted notwithstanding the abolition of the Rule of 85 and associated transitional arrangements.

To the same permitted extent, the Council will permit retirement from age 50 without actuarial reduction on compassionate grounds.

Service enhancements do not apply to retirements under Regulation 31.

3. **Increase in Membership on Cessation of Employment**
The Council has decided in line with the Audit Commission's current view, it will only exercise its discretion to allow additional augmented service in exceptional, case by case, circumstances and will objectively justify and record the decisions made in any such case.

4. **Compassionate Grounds**
The Council may permit active members and deferred beneficiaries the right to retire from age 50 on compassionate grounds without reduction. The Council defines compassionate grounds as: where an active member or deferred beneficiary needs to personally provide full time care for a close relative, spouse, partner or other dependant who, through illness, requires full time or substantial care for the rest of their life expectancy which is anticipated to be in excess of 12 months from the date of the agreed medical advice.

5. **Increase in Membership on Commencement of Employment**
The Council has decided not to exercise its discretion in this area.

6. **Flexible Retirement**

The Council has decided not to exercise its discretion in this area.

7. Shared Cost Additional Voluntary Contribution Scheme (SCAVC)
The Council has decided not to exercise its discretion in this area.

Other Discretions (2006 Regulations)

1. Use of Actual Pay in Redundancy Payments
The Council has decided to use actual pay instead of the statutory maximum when calculating redundancy payments.
2. Payment of Enhanced Redundancy Payments to Employees Without Immediate Access to their Pension Rights
The Council has decided not to enhance redundancy payments to those under 50 who have at least 2 years continuous service and at least 3 months membership of LGPS.

NORTHAMPTON BOROUGH COUNCIL**EXAMPLE COSTS****Example 1**

Employee Aged 55

Continuous Local Government and NBC Service 25 years

Pension Scheme Member 25 years

Salary £28,000

Cost of Severance - Current Scheme

- a) Redundancy £17,485
- b) Number of Added Years awarded = $6 \frac{2}{3}$ (max)
- c) Cost of Added Years = £2345pa pension plus £7035 lump sum = £9380
- d) Total Year 1 cost = a+c=£26,865
- e) Recurring cost of Added Years = £2345pa until employee dies, then 50% of value to surviving spouse*

Cost of Severance – Proposed Scheme

- a) Redundancy £17,485
- b) Number of Added Years awarded = Nil
- c) Cost of Added Years = Nil
- d) Total Year 1 cost = £17,485
- e) Recurring cost of Added Years = Nil

Cost of Severance – TU Proposal

- a) Redundancy £17,485
- b) Number of Added Years awarded = 4
- c) Cost of Added Years = £1400 pension + £4200 = £5600
- d) Total Year 1 cost = a+c £23,085
- e) Recurring cost of Added Years = £1400 pa until employee dies, then 50% of value to surviving spouse*

Example 2

Employee Aged 35

Continuous Local Government and NBC Service 12 years

Pension Scheme Member 5 years

Salary £20,000

Cost of Severance - Current Scheme

- a) Redundancy £6730
- b) No added Years
- c) Total Cost £6730

Cost of Severance – Proposed Scheme

- a) Redundancy £4615
- b) No Added Years
- c) Total Cost £4615

Cost of Severance – TU Proposal

- a) Redundancy £6912
- b) No Added Years
- c) Total Cost £6912

Example 3

Employee Aged 49

Continuous Local Government and NBC Service 30 years

Pension Scheme Member 30 years

Salary £38,000

Cost of Severance - Current Scheme

- a) Redundancy £32,884
- b) No added Years
- c) Total Cost £32,884

Cost of Severance – Proposed Scheme

- a) Redundancy £21,923
- b) No Added Years
- c) Total Cost £21,923

Cost of Severance –TU Proposal

- a) Redundancy £21,923
- b) No Added Years
- c) Total Cost £21,923

Example 4

Employee Aged 52

Continuous Local Government and NBC Service 10 years

Pension Scheme Member 10 years

Salary £22,000

Cost of Severance - Current Scheme

- a) Redundancy £6346
- b) Number of Added Years awarded = 4
- c) Cost of Added Years = £1100pa pension plus £3300 lump sum = £4400
- d) Total Year 1 cost = a+c=£10,746
- e) Recurring cost of Added Years = £1100pa until employee dies, then 50% of value to surviving spouse*

Cost of Severance – Proposed Scheme

- a) Redundancy £6346
- b) Number of Added Years awarded = Nil
- c) Cost of Added Years = Nil
- d) Total Year 1 cost = £6346
- e) Recurring cost of Added Years = Nil

Cost of Severance – TU Proposal

- a) Redundancy £6346
- b) Number of Added Years awarded = 2
- c) Cost of Added Years = £550pa pension plus £1650 lump sum = £2200
- d) Total Year 1 cost = a+c = £8546
- e) Recurring cost of Added Years = £550pa until employee dies, then 50% of value to surviving spouse*

Example 5

Employee Aged 45

Continuous Local Government and NBC Service 15 years

No in Pension Scheme

Salary £30,000

Cost of Severance - Current Scheme

- a) Redundancy £10,097
- b) No added Years
- c) Total Cost = £10,097

Cost of Severance – Proposed Scheme

- d) Redundancy £10,097
- e) No added Years
- a) Total Cost = £10,097

Cost of Severance – TU Proposal

- a) Redundancy £12,982
- b) No added Years
- c) Total Cost £12,982

Notes

- 1 Where employee is aged over 50 and automatically in receipt of a pension, the pension strain costs for early release of pension are not included. These are the same for either option. From 1 April 2008 early release of pension will not be permitted before age 55 (50 for existing members up to 2010).
- 2 * Under current rules introduced on 1 April 2007 augmented service is subject to an actuarial assessment of lifetime cost and recharged to the employing Authority as a cost to be paid within 3 years not, any longer, annually over the lifetime of the employee/surviving spouse. This, in many cases, creates a significant short-medium cost for the employer.

APPENDIX 4

EQUALITY IMPACT ASSESSMENT

Directorate People Planning and Regeneration	Human Resources	Section:	Person responsible for the assessment: Howard Crabtree Corporate Manager - Human Resources			
Name of the Policy to be assessed	'Early Retirement / Severance Scheme'		Date of Assessment	11/09/07	Is this a new or existing policy	New (revised)
1. Briefly describe the aims, objectives and purpose of the policy			The Policy and Statement of Discretions are required under the local Government (Early Termination of Employment) Regulations 2006. These govern termination / severance payments in Local Government, including aspects of pension provision.			
2. Are there any associated objectives of the policy, please explain			There is a requirement that any severance scheme retains public confidence. The scheme must be 'workable, affordable and reasonable having regard to foreseeable costs'. The Council determined in March 2007 that a further review of the scheme should take place after 6 months given the medium term financial position of the Authority.			
3. Who is intended to benefit from the policy and in what way			The policy enables compensation for employees whose employment is terminated by way of <ul style="list-style-type: none"> • Redundancy • Early retirement on the grounds of efficiency • Early retirement of the grounds of ill health • Early retirement under rule 31 of the Local Government Pension Scheme (the 85 year rule). • Early Retirement on compassionate grounds 			

4. What outcomes are wanted from this policy?	The provision of compensation to employees that facilitates effective organisational change, retains public confidence, and is compatible with the medium term financial outlook.		
5. What factors/forces could contribute/detract from the outcomes?	Contribute: <ul style="list-style-type: none"> • Consultation with Trade Unions • Consultation with the District Auditor Detract: <ul style="list-style-type: none"> • The Council's financial position • Adverse Employee/Industrial Relations • Failure to manage organisational change 		
6. Who are the main stakeholders in relation to the policy	<ul style="list-style-type: none"> • Employees • Trade Unions • Public (as Council Tax Payers) 	7. Who implements the policy and who is responsible for the policy?	Corporate Manager – Human Resources
8. Are there concerns that the policy could have a differential impact on racial groups.	N		A robust approach to equalities issues in HR policies for handling redundancy / redeployment mitigate this risk.
What existing evidence (either presumed or otherwise) do you have for this?	No recent grievances / tribunal claims to date on this issue.		
9. Are there concerns that the policy could have a differential impact due to gender	N		A robust approach to equalities issues in HR policies for handling redundancy / redeployment mitigate this risk.
What existing evidence (either presumed or otherwise) do you have for this?	No recent grievances / tribunal claims to date on this issue.		

10. Are there concerns that the policy could have a differential impact due disability	N	<ul style="list-style-type: none"> • A robust approach to equalities issues in HR policies for handling redundancy / redeployment mitigate this risk. • Consideration of Early Retirement on Grounds of Ill Health must meet the criteria in the Pension Scheme. The decision is solely on medical grounds undertaken independently of the Council by its Occupational health Provider. Individuals have a right of appeal to an independent Occupational Health provider if dissatisfied with a decision on Ill Health Retirement.
What existing evidence (either presumed or otherwise) do you have for this?	No recent grievances / tribunal claims to date on this issue. Employees who have lodged appeals have had these considered under Council policies.	
11. Are there concerns that the policy could have a differential impact on people due to sexual orientation	N	A robust approach to equalities issues in HR policies for handling redundancy / redeployment mitigate this risk.
What existing evidence (either presumed or otherwise) do you have for this?	No recent grievances / tribunal claims to date on this issue.	
12. Are there concerns that the policy could have a differential impact on people due to their age	Y	<ul style="list-style-type: none"> • The 2006 Local Government Regulations were produced in response to the Employment Equality (Age) Regulations 2006. • Severance payments and the granting of augmented service have included elements of age/length of service to determine amounts paid and these could be challengeable.

What existing evidence (either presumed or otherwise) do you have for this?	No evidence exists as yet. The Council has had the proposed policy checked by legal services for compliance with age discrimination legislation and the current advice is that there is a risk that such augmentation of service may give rise to unlawful age-related discrimination. Redundancy Pay is calculated on the statutory formula, which the Government advises is compliant with the legislation.	
13. Are there concerns that the policy could have a differential impact on people due to their religious belief	N	Robust HR Policies cover this aspect.
What existing evidence (either presumed or otherwise) do you have for this?	No recent grievances / tribunal claims to date on this issue.	
14. Are there concerns that the policy could have a differential impact on people due to them having dependants/caring responsibilities	N	<ul style="list-style-type: none"> • Robust HR Policies cover this aspect. • The Policy makes explicit reference to calculating service when there are breaks due to caring responsibilities.
What existing evidence (either presumed or otherwise) do you have for this?	No recent grievances / tribunal claims to date on this issue.	
15. Are there concerns that the policy could have a differential impact on people due to their offending past	N	Robust HR Policies cover this aspect.
What existing evidence (either presumed or otherwise) do you have for this?	No recent grievances / tribunal claims to date on this issue.	
16. Are there concerns that the policy could have a differential impact on people due to them being transgendered or transsexual	N	Robust HR Policies cover this aspect.
What existing evidence (either presumed or otherwise) do you have for this?	No recent grievances / tribunal claims to date on this issue.	

17. Could the differential impact identified in 8-16 amount to there being the potential for adverse impact in this policy?	Yes		This could occur in relation to age; case law will need to be kept under review to check continued compliance with the law. The Government have confirmed that the statutory formula for calculating redundancy payment is not unlawful discrimination on the grounds of age.		
18. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or any other reason?	NO				
19. Should the policy proceed to a partial impact assessment?	NO		20. If Yes, is there enough evidence to proceed to a full EIA		N/A
			21. Date on which Partial or Full impact assessment to be completed by		N/A

Signed (completing officer) _____

Signed (Policy Team Leader) _____

Impact Assessment continued.

Northampton Borough Council has addressed some of these issues by the following actions;

- Seeking legal opinion on the operation of the scheme – Age
- Consulting the local Pensions Authority regarding the impact of Age Regulations on severance.

Proposed recognised actions to monitor and overcome unjustifiable or adverse treatment

- Keeping Case Law under review
- Keeping the impact of the scheme under review as it affects different groups of people

Stages 3 & 4 – Formal Consultation & Consultation Result

Formal consultation with Trade Unions has taken place on this policy through the Council's Joint Consultation machinery. Consultation has taken place with the External Auditor and the Local Pensions Authority.

Stage 5 – Publishing of Findings

Stage 6 – Monitor & Review Arrangements

Review policy when regulations finalised for the New Look LGPS due 1 April 2008.

Review the outcomes of severance decisions, checking for any adverse trend on granting severance / applying severance to the different categories of staff who may be adversely affected and against the profile of staff represented in each group.

Appendix 5

TRADE UNION SIDE RESPONSE

19 September 2007

Report Title: Council's Severance policy

The Trade Union Side are extremely concerned at the proposal attached to the Cabinet Report, put before Cabinet on the 3rd September.

It has not been established in the report that our policy is not in line with other Councils. Paragraph 3.2.6 refers to a National and Regional survey, for clarification we have requested this from management and this is attached as Appendix A.

It is stated here "A national and regional survey last February revealed a clear trend of many Councils reducing or stopping the payment of discretionary added years and the survey also revealed that this Council's provision of 2 added years for every 5 years continuous NBC service (to a maximum of 6 2/3 years) was at the higher end of provision".

It is difficult to see how these assertions can be arrived at from such a small sample, there are 410 Councils in England and Wales, the survey has 26 anonymous participants, it is not clear how these were selected or what type of Council they are, the selection is in fact worryingly small at only 6.3%. We are awaiting information to deem whether the 26 authorities were chosen as a random sample or what criteria was used for their selection.

Furthermore of this 26, 5 did not respond at all, of the remaining 21, 1 Council only responded on the question of efficiency, leaving 20 out of 410 (4.8%).

Redundancy payments

Of this remaining 20 on the issue of Redundancy Payments **only one Council does not enhance payments the majority of the others pay 1.5x (3 Councils), 2x (5 Councils), 3 or more x (2 Councils)** it is difficult to see. In fact the trend here is to enhance Redundancy Payments.

Added years/ augmentation

On the issue of added years, of the 20 Councils who responded to the questionnaire, 7 did not respond to this question, of these remaining 13, 4 granted added years, 6 gave employees a choice and only 3 said they did not grant added years. Once again it is difficult to see how this constitutes "a clear trend" as the majority of councils do enhance.

3:3:2 states that there are a number of detailed ways in which a reduction in cost could be achieved and starting with the lowest cost scheme would be to calculate redundancy sum on the statutory formula and cease the provision on augmented years. This would be out of line with the statistics, which show a majority of employers give the choice of converting compensation payment into augmented service.

Appendix 5

Financial Position

Unfortunately the necessary financial information has not been provided to enable the Trade Union Side to comment on the medium term financial position of the Council. However the Trade Union Side are hopeful that savings could be made in line with cabinet recommendations of the 3rd September 2007 if the proposal at the end of this document is accepted.

Recruitment and Retention

This Council is rated poor at the moment there is a need for it to retain good quality employees at all levels and as corporate managers and directors are included in the policy it must seek a balance. The Council must be able to recruit, possibly from Councils in our surrounding area, the terms and conditions of employees, including severance, in the face of constant change, is a factor that would certainly influence employees. If we are to compete for quality employees our severance policy must be comparable.

Employee Morale

On it's road to improvement, the Council has subjected employees to a great deal of pressure, employee morale is naturally a great concern to managers, trade unions and Councillors, erosion of the severance policy would have a severely detrimental effect and undermine any progress made so far.

Lower Paid Employees

So far the recent rounds of restructuring have included higher paid managers who have benefited from the current enhanced scheme, this has given the impression that is over generous, when in fact it was the level of the salaries and the large numbers that have increased costs of the scheme. Those employees left who may face restructuring and redundancy are not on such large salaries and it is vital that a scheme be equitable and provide a balanced level of redundancy and pension benefits, these would not be at such a high cost to the Council as the previous round.

Voluntary Redundancy

Should further restructuring be necessary it is unlikely that requests for employees to come forward and volunteer for redundancy will produce any interest. This would place the Council in a position where it has to make employees compulsorily redundant, there is an agreement between Councillors and Trade Unions that the Council will not do this. If this situation arose it would be severely detrimental to industrial relations. It should be noted that the Trade Unions have gone beyond their remit and worked tirelessly with managers and Councillors to support improvement.

Recommendation

The Trade Union Side do not agree that this Council is more generous than the national average or other Councils in this area. The Trade Union side believes that any reduction to the current Severance Policy will have a highly detrimental effect on recruitment, retention, employee morale, industrial relations and will therefore hinder any improvement. The Trade Union Side are very disappointed that the proposal prepared by management in February

Appendix 5

2007 is not the starting point for discussions as they would have been prepared to negotiate and in fact were expecting this to happen.

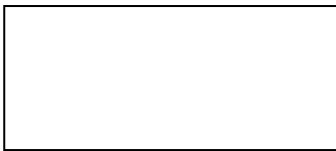
Although it is accepted that the original agreement is without fetter it must be deemed best industrial relations practice to continue with the good level of consultation and co-operation enjoyed by for the last 3 years, by Trade Unions and management. It is the view of the Trade Union Side that this potential breakdown in communication could be highly detrimental to the recovery of the Council.

The Trade Union Side therefore propose that a policy awarding 1.5 times the redundancy entitlement based on actual earnings and added years, capped at 30 weeks would produce savings to the Council.

In the case of those aged 50 years and over added years at the rate of 1 year for each 5 years of service up to a maximum of 4 years would also produce savings to the Council.

LA	Redundancy				Interests of Efficiency			
	Week's Pay (Actual, Statutory, Other)	Formula (Statutory, Statutory x Multiplier (SM x), Other)	Augment under reg. 52 LGPS (Yes, No, Choice of converting compensation payment to augmented service)	Service recognised for discretionary redundancy benefits (Employer only (E), Continuous Modification Order (M), Other)	Discretionary lump sum	Formula	Augment under reg. 52 LGPS (Yes, No, Choice)	Service recognised for discretionary redundancy benefits (Employer only (E), Continuous Modification Order (M), Other)
1	Actual	SM x 2	Choice	?	Yes	SM x 2	Choice	?
2	?	?	?	?	?	?	?	?
3	?	?	?	?	?	?	?	?
4	?	SM x ?	?	E	?	?	?	?
5	Actual	Other - 2 weeks pay per year of service	?	?	?	?	?	?
6	Other - Maximum £300	?	Yes - 1/6 th of reckonable service, subject to maximum of 4 years and not exceeding service with authority (to be phased out)	Other - Reckonable service under LGPS	?	?	?	?
7	?	SM x 2	Choice	?	?	?	?	?
8	?	?	?	?	?	?	?	?
9	Actual	SM x 2	Choice	M	?	?	?	?

22	Actual	SM x 2	?	?	?	Yes	13 weeks' pay	?	?				
23	?	Voluntary = statutory payment Compulsory <50/hot member LGPS = SM x 2.2 Compulsory 50+ = augment	50+ up to 62/3	?	?	Yes	SM x 2.2 ? for <50s?	50+ up to 5 yrs	?				
24	Actual	SM x 3.46	Considering Choice	M		Case by case							
25	Actual	?	?	?	?	?	?	?	?				
26	?	?	?	?	?	No	?	?	?				



Item No.

NORTHAMPTON
BOROUGH COUNCIL

CABINET REPORT

Report Title	Regeneration and Growth Studies Proposal for LABGI
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AGENDA STATUS: PUBLIC

Cabinet Meeting Date:	1 October 2007
Key Decision:	YES
Listed on Forward Plan:	YES
Within Policy:	YES
Policy Document:	NO
Directorate:	People, Planning and Regeneration
Accountable Cabinet Members:	Richard Church/Malcolm Mildren
Ward(s)	Not Applicable

1. Purpose

1.1 This report identifies the feasibility studies that need to be undertaken to progress regeneration and Growth in the Borough, and includes a recommendation that Local action Business Growth Initiative (LABGI) funding is released to fund these studies.

2. Recommendations

- 2.1 Cabinet agree that the feasibility studies identified in this report can be funded from the Corporate Initiatives (LABGI) earmarked reserve.
- 2.2 Cabinet approves the following virements of £173,000 from the Corporate Initiatives (LABGI) earmarked reserve as match funding for the following:-
- £25,000 for the Greyfriars Bus Station Demolition appraisal
 - £48,000 for the St Johns Masterplan
 - £30,000 for the Car Parking Strategy
 - £10,000 for the Market Square consultation and option appraisal

- £10,000 for the Town Centre Shop Front Survey
- £30,000 for the Future Pattern Of Leisure Provision.
- £10,000 for the Town Centre Retail Study (niche markets)
- £10,000 for the St John's Business Start Up Initiative

2.3 Cabinet approves additional virements from the Corporate Initiatives (LABGI) earmarked reserve on the condition that bids for match funding/grants from external bodies for these purposes are unsuccessful. This is on the understanding that bid for match funding/grants from external bodies are currently not confirmed. This is an additional sum of up to £215,000 would ensure the reports can be undertaken as follows:

- £100,000 for the Market Square consultation and option appraisal
- £30,000 for the Town Centre Shop Front survey
- £25,000 for the Future Pattern of Leisure Provision
- £30,000 for the Town Centre Retail Study (niche markets)
- £30,000 for the St John's Business Start Up Initiative

3. Issues and Choices

3.1 Report Background

3.1.1 To promote Economic Development and Growth in Northampton is a corporate priority for the Council and in order that this may be addressed appropriately it is necessary to undertake a number of appraisals and master planning exercises to progress projects and enable informed decision making.

3.1.2 Under the legislation, regulations, and guidance that apply to local government these costs cannot be treated as capital. It is therefore necessary to identify revenue funding with which to undertake these pieces of work.

3.1.3 To minimise the impact on the Council, bids have been submitted to EMDA and NEL for up to 75% match funding to take this work forward. These bids are in competition with others from other Authorities across the Region and County respectively. Should these bids be unsuccessful, the Council can choose to continue with the work and fund them itself, or alternatively not to undertake them.

3.1.4 In the absence of a Regeneration & Growth revenue budget for this purpose, discussions with the Chief Finance Officer have led to the proposal that a bid be made for funding from the Corporate Initiatives (LABGI) earmarked reserve for the purpose of undertaking the work in 2007-08.

3.2 Issues

3.2.1 There are two groups of work for which LABGI funding is being sought.

3.2.2 The first group consists of appraisals and master plans that have already been approved by Cabinet, but for which funding needs to be approved.

Description	Funding from NBC	Match Funding Bid	Total
	£,000	£,000	£,000
Greyfriars Bus Station Demolition Study	25	64	89
Masterplanning of St John's Cultural Quarter	48	0	48
Total	73	64	137

3.2.3 The Greyfriars Bus Station Demolition Appraisal was agreed by Cabinet at its meeting of 5 July 2007. Match funding of £64,000 has been approved by EMDA in July 07.

3.2.4 It is therefore proposed that LABGI funding of £25,000 be approved for the Greyfriars Bus Station Demolition Appraisal.

3.2.5 The Masterplanning of St John's Cultural Quarter was approved by Cabinet at its meeting on 5 June 2007. Under the terms of a funding agreement with EMDA, the Council is obliged to undertake this work and risks losing a grant to the value of £2m if the work is not undertaken.

3.2.6 It is therefore proposed that LABGI funds of £48,000 be approved for the St Johns Cultural Quarter Masterplan.

3.2.7 The second group consists of a number of other works that are deemed essential to progress economic development, regeneration and growth in the Borough.

3.2.8 **Car Parking Strategy for Northampton** – Work is needed on a car parking strategy to ensure that current capacity of both on and off-road car parking is understood and that sufficient capacity is retained during the regeneration of the town centre and that current business does not suffer from lack of trade if existing car parks are redeveloped. The strategy will also ensure that the long-term vision for car parking is considered and planned for and that the future revenue income for both NBC and NCC is understood.

3.2.9 Northampton Town Centre Niche Retail Study – Currently 18 % of people living in the south of the town shop in Milton Keynes rather than in Northampton. These and other potential customers need to be attracted back into the town centre to promote the local economy. Northampton already has a modest but effective niche retail offer predominantly in the St Giles quarter. It is anticipated that this should be supported and grown in support of a better overall retail offer for Northampton. A study is needed to identify what niche retail shopping Northampton should offer by looking at demand for a variety of themes and identify specific shops that could be enticed to set up in Northampton. This work would identify options for niche market styles and themes, identify demand by evaluating credit card spend and, critically, prove demand in Northampton to potential new retailers. Without this study the commercial assessment to help fully understand the existing niche retail and give clarity to how this should be targeted could provide a risk that Northampton could fall further behind as a shopping centre.

3.2.10 Northampton Future Pattern Of Leisure Provision – The work is needed to identify in detail the shortfall in current leisure facilities, project future demand and develop a business case to create a major new facility. NCC also wants to investigate and understand swimming facilities and, in particular school swimming capacity. WNDG are also interested in this work, so there is a good opportunity for joint working to find a shared solution. This project relates to an important element of the towns future infrastructure and economic development.

Without this study Northampton is in danger of not progressing leisure facilities to meet the demand arising from the growing population. This study will also facilitate the Council's bids for future Government funding.

3.2.11 Business Start up/Incubator Facility for the Cultural Quarter – A feasibility study, and business plan, is needed to further the aspiration for a business start up/incubator facility that houses art, fashion, and creative studios in the St Johns area of the town. It is envisaged that the studios are open for the public to buy the goods created and to provide a link between the graduates of the School of Arts in the University of Northampton and creative employment opportunities in the town. The studios would also help create an important Niche shopping offer in the town centre.

Without this work there would not be a strong creative element to the scheme, which would therefore have to rely on commercial opportunities resulting in a weakened cultural quarter.

3.2.12 Market Square - Northampton's Market Square and Abington Street is seen as the centrepiece of the town around which regeneration and growth will be focused. The market square currently has fixed market stalls and limited alternative use. It has great potential as a flexible space for a programme of events bringing life into the town centre. Investigative work is needed to unlock the regeneration potential looking at options for use, formats and operation. The report would need to look at how the current market operates and options for how it could continue into the future. Also what other operations/events could take place in the square a flexible space provide outline designs for a preferred option taking in a consultation exercise. Also, at a later stage, a review of Abington Street looking at issues and options relating it back to the Market Square.

This work is considered an important contributory part of the regeneration of Northampton Town Centre and supportive of the LAA plans. Without funding, the optimal planned regeneration of the Town Centre could be missed.

3.2.13 **Shop Fronts** – This is closely related to the Market Square study and relates to working with the retail community regarding the aesthetics of the shop fronts in the town centre.

3.2.14 The anticipated funding for all of these emerging studies is set out in the table below.

Description	Funding from NBC	Match Funding Bid	Total
	£,000	£,000	£,000
Car Parking Strategy for Northampton	30	0	30
Northampton Town Centre Niche Retail Study	10	30	40
Future Pattern Of Northampton Leisure Provision	30	25	55
Business Start up/Incubator Facility for the Cultural Quarter	10	30	40
Market Square	10	100	110
Shop Fronts	10	30	40
Total	100	215	315

3.2.15 LABGI funding is sought for the NBC element of these studies totalling £100k in support of the corporate priorities for regeneration.

3.2.16 It is recommended that these projects start as soon as possible. Therefore, as it is uncertain whether the current bids to EMDA (East Midlands Development Agency) and NEL (Northamptonshire Enterprise Ltd) will be successful, LABGI funding is also sought to cover the element of costs for which these match funding bids are unsuccessful.

3.2.17 Corporate Initiatives Earmarked Reserve (LABGI funding)

		£,000
	LABGI Balance as at 01.04.2007	860
<i>Less:</i>	Funding for Town Centre Enhancements	(12)
<i>Less:</i>	Funding for Park Ranger service (amended)	(100)
<i>Less:</i>	Funding for Sheep Street Public Toilets	(50)
<i>Less:</i>	Funding for Delapre Abbey*	(40)
<i>Less:</i>	Funding for Sunday Parking changes to charging	(47)
<i>Less:</i>	Remaining 100 day funding	(88)
	Total estimated LABGI balance at 31.08.2007	523

* A further £2,750 will be required in 2008/09 for Delapre Abbey

Approval of the recommendations in this report would leave £135k remaining LABGI funds.

3.3 Choices (options)

3.3.1 Cabinet is requested to approve the use of the Corporate Initiatives Earmarked Reserve (LABGI funding) for the Greyfriars Bus Station Demolition Appraisal and the Master Planning of the St John's Cultural Quarter, totalling £73,000.

3.3.2 Consideration is given to the other projects proposed in this report and whether funding from the Corporate Initiatives Earmarked Reserve (LABGI funding) should be granted to fund the NBC element of them or a selection of them totalling £100,000.

3.3.3 Cabinet is requested to consider agreeing to fund any unsuccessful match funding bids relating to these studies from the Corporate Initiatives Earmarked Reserve (LABGI funding) up to a total value of £215,000.

3.3.4 Cabinet could decide not to fund some or all of the projects, but this would prejudice the regeneration initiatives described in this report.

4. Implications (including Financial Implications)

4.1 Policy

4.1.1 The projects arrived in this report are considered essential in support of the Council's Corporate objectives and priorities.

- Investment in quality jobs for Northampton.
- Building on existing strengths and weaknesses.
- Developing and strengthening the boroughs markets.
- Diversifying specialisation in the Borough's industries.
- Attracting and retaining high skills and skilled organisations.
- Promoting a vibrant education sector including higher education.
- A distinctive 'knowledge city' offer.
- Strong connectivity of transport and communication.
- Strong leadership united around a shared vision.
- Investing in communities and tackling social exclusion.

4.2 Resources and Risk

4.2.1 This report requests funding from the Corporate Initiatives Earmarked Reserve (LABGI funding).

4.2.2 The service undertakes to return any unused element of the funding to the reserve.

4.2.3 If the funding is not made available, there is a risk that regeneration will not be able to proceed and put at risk, securing further external funding and confidence in Northampton's renaissance.

4.2.4 If the LABGI funding is made available for these studies it will not be available for alternative uses that may arise later in the year and may be a higher priority for the Council.

4.3 Legal

4.3.1 There are no legal implications arising from this report.

4.4 Equality

4.4.1 An Equalities Impact assessment will be made prior to each piece of work.

4.5 Consultees (Internal and External)

4.5.1 Chief Executive and Directors have been consulted at Management Board.

4.5.2 EMDA and NEL have been consulted via the bids put to them for financial support for these projects. WNDC have been consulted.

4.5.3 The projects themselves will involve consultation with various stakeholders.

4.6 How Proposals Deliver Priority Outcomes

4.6.1 The proposals will inform and, in some cases, provide business cases for the effective regeneration of the town and support of key current and proposed regeneration projects.

4.7 Other Implications

4.7.1 Not applicable

5. Background Papers

- Economical Strategy NBC Cabinet paper 1st October 2007
- Regeneration paper to Cabinet 19th December 2006
- Report to NBC Management Board 6th September 2007

**Chris Cavanagh, Corporate Manager, ext. 8461
and**

**Rebecca Thomas, Assistant Head of Finance – Financial Management and
Planning, ext 8046**

Regeneration and Growth Studies, Funded by LABGI

A1 Cost of Studies to be Funded

- Funding is requested for a total of £442,000
- Bids for partial external funding have been submitted to various bodies as shown below
- Any monies received as a result of these applications will reduce the actual amount required.
- If all external funding applications are successful the total amount required will be £125,000

Subject	Potential External Funding £000's	Potential NBC Contribution	Total Funding Required £000's
St Johns – Business Start Up	30	10	40
Retail Niche markets	30	10	40
Town centre shop front study	30	10	40
Leisure Study	25	30	55
Car Parking Study	0	30	30
Market Square	90	10	100
* Greyfriars Bus station – Demolition Advice	64	25	25
* St Johns Masterplan	0	48	48
Totals	269	173	378

A2 Approved But Not Funded

* Cabinet has approved those studies marked * but funding has not yet been sourced. It is proposed to fund these from the LABGI monies.

Appendices



NORTHAMPTON
BOROUGH COUNCIL

Item No.

1

CABINET REPORT

Report Title	Homes for the Future: More Affordable More Sustainable – The Housing Green Paper
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AGENDA STATUS: PUBLIC

Cabinet Meeting Date:	1 st October 2007
Key Decision:	No
Listed on Forward Plan:	Yes
Within Policy:	N/A
Policy Document:	N/A
Directorate:	People, Planning and Regeneration
Accountable Cabinet Member:	Cllr Richard Church
Ward(s)	All

1. Purpose

1.1 The Housing Green Paper was published on 23rd July 2007. It covers new housing targets and how these will be achieved and new initiatives to deliver more affordable homes. It also considers the quality of new homes and their environmental impact. Responses are sought by the Communities and Local Government (CLG) Department on the Green Paper by 15th October 2007.

2. Recommendations

2.1 That Cabinet note and agree the proposed consultation response set out in Appendix A.

2.2 Agree a paper be submitted to Cabinet in November for consideration, with a view that approval is given to proceed with developing a firm work plan for Sustainable Communities for Northampton proposals. This would be subject to Cabinet approving the Medium Term Planning proposal that has been submitted.

2.3 Cabinet to delegate the authority to make final amendments to the consultation response if necessary, to Corporate Manager (R & G), in consultation with Portfolio Holder (Regeneration), prior to submission..

3. Issues and Choices

3.1 Report Background

3.1.1 The Housing Green Paper was published on 23rd July 2007, it addresses the need for proposed higher levels of new housing (including affordable housing) and how these will be delivered. It also considers the quality of new homes and their environmental impact.

3.1.2 The main proposals are:-

- Current revisions to Regional Spatial Strategy (RSS) will be signed off by the end of 2007 and new revisions which will include 8 new targets to be delivered commencing in 2011.
- A new Housing and Planning Delivery Grant will reward authorities that deliver to meet their agreed development timetables for new housing.
- Councils will be required to identify land needed for the next 15 years.
- The target for homes to be built on public sector land will be increased from 130,000 to 200,000 by 2016.
- It will be possible for Local Authorities to establish local housing companies to redevelop council sites to create new sustainable communities.
- Councils will be encouraged to reduce the number of long term empty private sector homes
- Planning Gain Supplement will be introduced or a more effective alternative will be devised to help provide the infrastructure for new communities.
- In the Governments growth areas increased investment will be made to support infrastructure costs
- Improved sustainability standards with all new homes to be built to zero carbon standards by 2016
- Good housing design and appropriate mix (size, type and tenure) to meet the needs of the whole community to be delivered through Planning Policy Statement (PPS3)
- The Government will increase investment to £8 billion to help achieve a major increase in the number of affordable homes between 2008 and 2011
- Private sector developers will be encouraged to play a greater role in developing affordable homes

3.1.3 The Northampton Housing GMB Sub-group have raised the question of how the Government's Sustainable Communities Plan is being delivered in Northampton. Papers were submitted to the GMB Sub-group in June and July to propose a way forward which would address the Sustainable Communities Plan and the Green Paper. This would include not only housing but also other factors such as employment, economic well being, transport, crime and safety, health, culture and leisure. The initiative would be led by Regeneration and Growth with input from Housing, Repairs, Legal, Community Development and Asset Management.

3.1.4 The outcomes expected to be delivered would be:-

- An improved quality of life for existing and new residents
- Reduced deprivation
- Promotion and provision of low carbon efficient buildings
- Potential income generation for the Council depending upon negotiations with developers
- Improved security and a safer environment
- The opportunity for residents to be involved and to build a sense of community
- More affordable homes
- Neighbourhood facilities which meet present and future local needs

3.2 Issues

- The proposed response to the Green Paper is attached at appendix 1.
- There are positive messages for Councils in the Green Paper that the Government recognises the strategic role of local authorities and that Councils are best placed to catalyse, lead and deliver sustainable communities.
- The proposal to address the Sustainable Communities Plan and the Green Paper is to assess our existing neighbourhood centres and to bring forward options for improvement. By focussing on selected neighbourhoods a regeneration plan can be proposed to tackle the issues jointly and effectively. Many of these centres are in the Council's ownership which will assist delivery.

3.3 Choices (options)

The available options are as follows:-

- 1 To respond to the Green Paper by 15th October and then to proceed with proposals to improve the Neighbourhood Centres. This will show that the Council is aware and proactively pursuing the opportunities for grant and improvements it would require.
- 2 Not to respond to the Green Paper which would give the impression that the Council is not addressing the issues.
- 3 Not to proceed with the improvements to the Neighbourhood Centres. This would mean that the opportunities detailed above would be lost and the Council would fail to address the issues in the Green Paper and the Sustainable Communities Plan.

4. Implications (including Financial Implications)

4.1 Policy

To respond proactively would be fully in line with the Council's Housing Strategy and Corporate Plan and demonstrate leadership.

4.2 Resources and Risk

- The response to the Green Paper would be implemented within current budgets by utilising the existing Housing Strategy Team.
- MTP bids have been submitted for Cabinet to consider whether or not it wishes to pursue these initiatives

4.3 Legal

The legal section has no particular comments to make on the report.

4.4 Equality

Submitting comments on the Housing Green Paper to CLG Department does not have any direct equality and diversity implications.

4.5 Consultees (Internal and External)

Housing Services, Governance

4.6 How proposals deliver Priority Outcomes

By responding, helps to enhance the Council's reputation. By pursuing initiative, will help to deliver the following Council Corporate Priorities :-

- To improve the quality of the environment in which we live
- To deliver an excellent housing service and provide affordable housing for those in need
- To promote equality, social inclusion and improve health

To deliver sustainable growth that meets the aspirations of current and future generations.

5. Background Papers

5.1

Government's Housing Green Paper July 2007
Medium Term Planning 2008-12 Option Appraisal
Reports to June and July 07 Government Monitoring Sub Panel for Housing

Chris Cavanagh, Corporate Manager - Regeneration and Growth, T:8461

Northampton Borough Council proposed Response to the Housing Green Paper

Homes for the Future: more affordable, more sustainable General/ Vision/ Delivery

The Housing Green Paper “Homes for the future; more affordable, more sustainable” was published on 23rd July 2007. It sets out to address the shortage of affordable housing and the requirement for an increase in the supply of new homes to rent or buy. This paper sets out Northampton Borough Council’s general comments on the Green Paper and responses to the specific questions set out in Annex A:

- Northampton Borough Council are generally in support of the Housing Green Paper and of the Government’s Vision that:-

“We want everyone to have access to a decent home at a price they can afford, in a place where they want to live and work. Good quality affordable housing enables stable and secure family lives”

- We believe that the right balance of public and private sector investment needs to be made to provide strategic infrastructure services in support of the housing growth. The government should lead by pump priming this. In view of the successful investments made in Northampton over the last 8 years with successful partnership working with English Partnerships and the Environment Agency, the government needs to consider providing wider support against flooding, particularly in view of the extensive flooding experienced nationally in July 07.
- As Northampton is a growth area we are supportive of the proposed national target of 240,000 units per year by 2016 and the assumption that many of these will be in the growth areas including the 650,000 already planned. We welcome the proposal for a £300 million Community Infrastructure Fund to support the growth areas and the intention to co-ordinate the contribution of Government Departments to support infrastructure. We note that, historically, a large proportion of the Community Infrastructure Fund has been spent on new and improved roads. We would support a greater investment in sustainable public transport networks, particularly in urban areas, to reduce reliance on the private car. Together, with Public Sector investment we acknowledge that private developers need to contribute towards the cost of providing new schools, health centres and transport links as well as affordable housing.
- The joining up of housing, job creation and improved social regeneration benefits needs to be strengthened through co-ordinated policies.
- The Green Paper should be strengthened by giving further support and guidance on social regenerative aspects in particular the support for vulnerable groups.

Affordable Homes

- We support the proposal for 70,000 affordable units and the announcement of at least £8 billion of investment in affordable homes. Northampton has an acute need for social rented homes and in particular family housing and we therefore

welcome the proposals. We note that of the 70,000 affordable homes proposed 25,000 will be for shared ownership, which is broadly in line with our targets for affordable housing which are 70% rented and 30% shared ownership. However we believe that these should not solely be targeted at Key Workers but at anyone on a modest income who cannot afford to buy a property near to where they work. We agree with proposals to introduce a product that will enable purchasers to buy a 50% share of a property for sale on the open market. Current Open Market Homebuy products require purchasers to buy a 75% share and this is not affordable to many applicants.

- We note the proposals to encourage RSLs to increasingly use their reserves for further borrowing to deliver new homes, however it should be acknowledged that RSLs may have other priorities such as achieving Decent Homes Standard and investing in regeneration of local communities.
- We welcome the proposals for Local Authorities to play a greater role in facilitating the supply of affordable housing and addressing the housing needs of all residents through:-
 - Enabling new affordable supply to be delivered on the ground
 - Influencing the decisions that are made
 - Having a direct role in the building of new homes where it provides value for money
 - Coordination of planning and housing policy both nationally and locally.
- We agree that the primary role of local authorities is to act as strategic enablers and use their housing and planning powers to the full to ensure that new housing is of a high standard and located in sustainable communities. We welcome further improved joint working with English Partnerships and the Housing Corporation based on recent initiatives and the successful delivery being made here with Northampton Borough Council.
- We note the requirement for 60% of new homes to be built on brownfield land and feel future emphasis on encouragement of brownfield development must be made to help reduce the potential impact of the green countryside. Northampton Borough Council is currently exceeding the 60% target. However, in Northampton, current housing growth targets will require increased use of Greenfield sites. We have a particular challenge to deliver the government's growth targets within sustainable communities without either unacceptable town cramming or urban sprawl while delivering the mix of housing required by local people. We consider that, in order to deliver the numbers of new units required, local determination of the optimum balance between brown and Greenfield development will yield the best results.
- We welcome the proposals to release public sector land for housing to deliver 200,000 homes by 2016. This should be with agreement of Local Authorities. We would hope that units built on these sites will not be restricted to shared ownership but will also contain an element of social rent. We suggest that this could be effected by incorporating some Housing Corporation funding in addition to the land input.

- We are particularly interested in the setting up of Local Housing Companies and for Local Authorities to become pro-active in the delivery of new and affordable homes on their own land. We support the regeneration of our neighbourhood centres but would encourage at least 25% of the homes produced to be for social rent. We agree that these and all new developments should be attractive places with good quality neighbourhoods and green public space. They should provide local infrastructure – transport, schools, healthcare, community facilities and links to employment opportunities. We note the intention to produce practical technical guidance for Local Authorities and believe that this would be helpful. The emphasis should clearly be on the broad outputs and not just housing provision.

Sustainability

- We support the proposals for all new homes to be zero carbon from 2016, however we feel that more should be done to address the problem of carbon emissions from existing homes. We also support the provisions for reducing the effects of climate change.

Response to the specific questions in Annex A:-

Chapter 6

5. In order to improve quality and design, existing standards need to be raised and further guidelines introduced. These should be achievable though and not become a barrier to construction. Effective Government support should be considered to help encourage improvements, for example, tax initiatives.
6. We agree - in addition to raising minimum standards, further work is required to develop a more imaginative and dynamic approach.

Chapter 8

7. If properties are financed from local resources councils should be allowed to retain full rental income and capital receipts on disposal. This approach would encourage Local Authorities to use their assets for this purpose. We believe every encouragement should be made to local authority to release or improve the use of their assets to provide better places and homes.
8. As above this approach would also encourage Local Authorities to better use their assets for this purpose.
9. We would support measures which would encourage stronger partnerships, in particular the introduction of Local Housing Companies which include local authorities.
10. There needs to be more comprehensive guidance and support to creating enhanced neighbourhoods and places, joining up policy for new homes with economic initiatives, job creation and wider social regenerative improvements. The sustainable communities approach should be strengthened further and new housing policies fully connected with planning policies.

Item No.]



NORTHAMPTON
BOROUGH COUNCIL

Ward/s

N/A

Name of Group:	CABINET
Directorate:	Citizens, Finance & Governance
Corporate Manager:	Dale Phillipson
Cabinet Meeting Date	1st October 2007
Agenda Status:	Public

Report Title	Customer Satisfaction Survey Analysis 2006/07
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Key Decision	NO
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1. Recommendations

- 1.1 That Cabinet note the contents of the report
- 1.2 That Cabinet endorses action to address the issues raised and incorporate results of the surveys to inform service planning process for 2008 and onwards.

2. Summary

This report details the results and key issues from the triennial Best Value Satisfaction Surveys undertaken in 2006.

3. Report Background

3.1 Report Background

Statutory satisfaction surveys are undertaken every three years. The surveys comprise four specific areas:

- General Satisfaction (addresses Corporate Health, Environment and Culture)
- Benefits
- Housing
- Planning

The latest surveys were conducted by MORI/IPSOS and CWA in the autumn of 2006. The Audit Commission has aggregated national results and presented these in quartile tables. This data, where available, is appended to this report.

3.2 Issues

3.2a Frequency of Satisfaction Surveys

In order to strengthen the Council's understanding of customer satisfaction and to improve its ability to respond to the results of such surveys, the frequency of these surveys is being increased to an annual basis. This exceeds the statutory requirement. Negotiations are underway with potential survey suppliers with the aim of commencing the next satisfaction in October or November of this year.

3.2b Results of the Survey

The attached report sets out details of the specific survey. Results overall are disappointing and reflect the circumstances of the Council in 2006, prior to the current range of improvement activity. A range of actions have been taken to address the results of the surveys. These include:

- Adoption of an interim Community Engagement Strategy.
- Implementation of a Citizens Panel jointly with Northamptonshire County Council.
- Implementation and ongoing monitoring of Housing Service Standards and development of tenant handbook.
- Further customer testing using mystery shopping approaches within housing service.
- Customer profile exercise currently underway within the Housing service.
- Introduction of a complaints process case review and learning log together with improved complaints monitoring and action tracking.
- Improved customer feedback systems at Cliftonville Reception with results used to make improvements to facilities.

4. Options and Evaluation of Options

None

5. Resource Implications (including Financial Implications)

Policy

The survey results will be used to inform future Policy development.

6. Risk and Opportunity Issues

Failure to use the Survey results to inform future service delivery will adversely impact on customer satisfaction.

7. Consultees (Internal and External)

Internal	Management Board
External	

8. Compliance Issues

A: How Proposals Deliver Priority Outcomes

Improvement Plan

Directly impacts on actions identified within the improvement plan and the need for improvement within customer satisfaction.

Corporate Plan

The proposed management action to ensure results are used to inform future service delivery will support delivery of Corporate Plan objectives and Improvement Plan outcomes.

B: Other Implications

Other Strategies

None

Finance Comments

None

Legal Comments

None

Crime and Disorder Issues

None

Equality Impact Assessments

None

9. Background Papers

Title	Description	Source
Ipsos MORI General Satisfaction Survey Report 2006/07	Results of triennial Satisfaction Survey	MORI
CWA Tenant, Benefit and Planning Service Best Value Satisfaction Results	Results of Service Satisfaction Surveys	CWA
Communities and Local Government – General Survey National Report 'Best Value User Satisfaction Surveys 2006/07'	National results of General Survey User Satisfaction	Communities & Local Government

[Dale Phillipson, Corporate Manager – Performance, IT & Improvement, Ext 8273]

Agenda Item 20

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Agenda Item 21

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Agenda Item 22

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