

NORTHAMPTON BOROUGH COUNCIL



COUNCIL

Monday, 12 May 2008

YOU ARE SUMMONED TO ATTEND A MEETING OF NORTHAMPTON BOROUGH COUNCIL, WHICH WILL BE HELD AT THE GUILDHALL NORTHAMPTON ON MONDAY, THE TWELFTH DAY OF MAY 2008 AT SIX THIRTY O'CLOCK IN THE EVENING WHEN THE FOLLOWING BUSINESS IS PROPOSED TO BE TRANSACTED:-

1. MINUTES.

To approve the minutes of the proceedings of the Meeting of the Council held on 17th March 2008

2. APOLOGIES.

3. MAYOR'S ANNOUNCEMENTS.

4. QUESTION TIME

5. CABINET MEMBER PRESENTATIONS

(copies herewith)

6. NORTHAMPTON ECONOMIC REGENERATION STRATEGY

(copy herewith)

7. REPORT OF THE CONSTITUTIONAL REVIEW WORKING PARTY

(A) The Mayor to invite Suspension of Council Procedural Rules to allow Public Addresses on the Report of the Constitutional Review Working Party.

“That in accordance with Council Procedural Rule 22, Procedural Rules be suspended to allow public addresses on the report of the Constitutional Review Working Party.”

(B) Report of the Constitutional Review Working Party (copy herewith)

8. MEETINGS CYCLE 2008/09

(copy to follow)

9. STAFF RESTRUCTURE - DELEGATIONS

Report of Chief Executive (copy to follow)

10. NOTICE OF MOTION

The following Motion to be moved by Councillor Flavell and seconded by Councillor Lane:

“This Council notes that concessionary bus passes are now currently only valid in the Borough between the hours of 9.30am and 11pm which is the national statutory minimum. While the 9.30am start time has already been established due to heavy bus use in the morning peak, the 11pm finish time appears to have been imposed from 1st April 2008 with the implementation of the new National Concessionary Scheme. This cut off time cannot be justified on grounds of capacity and constitutes a reduction in service provision.

This council also notes that some bus pass holders have been in contact with councillors and local MPs to complain that the evening cut off time is too early and to request that it be extended.

In light of public demand, Council requests Cabinet to consider extending the period of free travel beyond the statutory minimum to allow pass holders to travel after 11pm, until a time relevant to the termination of the last evening services. Council further requests that Cabinet consider that this be paid for in the current financial year with LABGI money and added to the Council’s core budget for future years.”

11. MATTERS OF URGENCY WHICH BY REASON OF SPECIAL CIRCUMSTANCES THE MAYOR IS OF THE OPINION SHOULD BE CONSIDERED.

The Guildhall
Northampton
2nd May 2008

D. Kennedy Chief Executive

**Council
Monday 12th May 2008**

Portfolio Holder Presentations

1. Report of the Leader of the Council, Portfolio Holder for Partnerships and Improvement (Page 1)
2. Report of the Portfolio Holder for Community Engagement & Safety (Page 3)
3. Report of the Portfolio Holder for Housing (Page 6)
4. Report of the Portfolio Holder for Regeneration (Page 8)
5. Report of the Portfolio Holder for Environment (Page 9)
6. Report of the Portfolio Holder for Performance (Page 11)
7. Report of the Portfolio Holder for Finance (Page 14)

Council
Monday 12th May 2008

**Report of the Leader of the Council,
Portfolio Holder for Partnerships and Improvement**

Improvement

At the Government Monitoring Board (GMB) meeting on 10 April 2008 our Lead Official commented that the much greater clarity and focus of our plans and reports gave him confidence that Northampton Borough Council was now improving strongly.

At the meeting the GMB agreed to wind up the Leisure and Culture Sub-Board and to end engagement with the Leisure and Culture Departments of the Council.

At the same meeting the GMB agreed to wind up Finance Sub-Board following the very significant improvements in our financial management over the past 12 months. This represents disengagement with the Finance service, but reports on the Council's overall financial management will still be required at GMB meetings as part of the corporate overview given by the Leader and the Chief Executive, with the Director of Finance.

Staff in both departments have been thanked for their hard work in improving their services.

Of the five sub-boards set up by the GMB only two are now operating – Planning and Housing. We anticipate that, if current performance is maintained, the Planning sub-board will recommend that it be wound up later in the year. A decision on the Housing sub-board will depend on the results of the Housing Progress Assessment in May and on significant further improvement within the Housing Service.

The Revenues & Benefits Teams and their colleagues enjoyed a lunch party in the Great Hall on 11 April 2008 to celebrate the end of their engagement by the GMB earlier in the year.

Inspections

The results of our Direction of Travel inspection were presented to Cabinet on 7 April 2008 as part of the Annual Audit and Inspection Letter from the Audit Commission.

Overall the report was presented by the Audit Commission as positive. Improvements in political and strategic leadership and in partnership working were praised. Inspectors raised a number of ongoing concerns which are being addressed. Value for Money (VfM) was judged adequate but our approach to VfM remains weak. Concerns were expressed about

- Capacity within our Human Resources function.
- Potential capacity problems resulting from any management restructure.

- Perceived failure to learn from interim managers and directors and to retain that learning within the organisation.

Our rate of improvement was judged to be average, based on data from 2006/7. However, we start from the back of the field so need to significantly improve on this if we are to achieve the stated ambition of being amongst the best performing councils within five years. Comparative data for 2007/8 will be available towards the end of 2008.

The report of the Streetscene, Waste Management and Sustainability inspection held in March 2008 is to be published in June 2008.

The Inspector for the Housing Progress Assessment will be on site from 6 to 16 May 2008.

Management Restructure

The Chief Executive issued a consultation document for the structure of the Council's management below Director level on 17 March 2008. The period for consultation ended on 18 April 2008. This document fleshed out the proposals already trailed in the report on proposals for the Director level agreed by Cabinet on 28 January 2008 and reported to Council in my report on 17 March 2008. It proposes for consultation the establishment of a structure based on Heads of Service rather than Corporate Managers, and proposes to redistribute and increase management capacity to focus on the Council's priorities and on key improvement areas, such as Planning and Housing.

A report will be brought to Cabinet on 6 May 2008 and a verbal update will be provided at Council on 12 May.

It is critical that the Council has the management capacity to deliver on its improvement journey and to make the changes needed to achieve our ambition to be amongst the best Councils by 2013.

WNDC

Cllr Church and I attended our first WNDC Board meeting on 22 April 2008. The most important item discussed were the proposals for a tariff to replace the current Section 106 agreements negotiated with developers on a site-by-site basis. The tariff proposals will now be consulted on with the public and with developers.

Tony Woods
29 April 2008

Council
Monday 12th May 2008

**Report of the Portfolio Holder for
Community Engagement & Safety**

Crime

The final figures for 2007-8 show a generally positive picture on crime levels in the Borough – which means that there is less chance of our citizens becoming a victim of crime than a year ago. Our overall measure shows 1675 fewer crimes over the year, a 9% reduction. There were 18% fewer thefts of and from vehicles than in 2006-7, and robberies were down by 24%. However, for several types of crime Northampton still shows higher figures than many comparable areas, so the Safer Stronger Northampton Partnership needs to remain ambitious in tackling the causes of these problems. These figures are currently unaudited.

Anti-Social Behaviour

We know that anti-social behaviour is one of local people's biggest concerns. So it is good to see the continuing drop in the number of incidents being reported, a reflection of how neighbourhood teams are getting to grips with local issues. We need to know whether this reduction has been matched by an improvement in how people think about their areas, and whether they feel secure as well as actually being safer.

Safer Stronger Northampton Partnership

Staff from this Council and the Police and other agencies are to move in together to refurbished offices in Fish Street, as part of the strategy to ensure that the Safer Stronger Northampton Partnership is really working effectively. The Partnership's new strategy is approaching completion, based on identified local need balanced with wider concerns. It identifies clear outcomes and how they will be measured, with an action plan setting out who will be responsible and by when.

Venezia!

Our Venezia! Festival is now underway and contains an enormous range of activities to attract all ages and satisfy all the senses – opera, food, workshops, art, drama, photography, talks, film, wine, music, family fun and a masked ball.

Balloon Festival

Planning for this year's festival continues, using a comprehensive risk assessment approach. This identifies potential expenditure and income for a number of scenarios, and is helping to inform operational decisions. Meanwhile the councillor working party has been hearing evidence and

discussing the longer term future of the festival, with a view to reporting to Cabinet in July with recommendations.

Culture and Leisure

The sub-group of the Government Monitoring Board (GMB) set up to look at culture and leisure has now formally been wound up. The Government lead official for Northampton Borough Council's improvement wanted the group to drive forward better partnership working within the county, both to raise the profile of culture within our agencies and to raise this area's cultural profile in the region. He was clear that culture and leisure was not seen as a failing service in Northampton. Chaired by the Improvement and Development Agency's lead on cultural matters, the sub-group has overseen a co-ordinated improvement programme in Northamptonshire using the 'TAES' (Towards an Excellent Service) model. The Chair has commended this Council's team for their enthusiastic commitment to the programme both in Northampton and within the region. All the criteria for the group's work were met, and so the GMB has now agreed that its work is done – a really positive signal for this Council.

Customer Service Performance

Operational teams have been coping with additional demand from other services over the last 2 months – mainly billing from Council Tax, introduction of the Concessionary Travel Scheme and the Housing Register review in preparation to go live with Choice Based Lettings. In addition to this the team have implemented a 'queue management' system in the One Stop Shop. This is an example of where staff have used their initiative to find solutions to an issue and used available resources effectively. It has been an extremely busy period and staff have worked very hard to deliver timescales. The telephone service during the Council Tax main billing period was the best performance yet. Staff coped with 3.5 times the normal customer demand and average waiting time in the queue was approximately 1.30 minutes.

Complaints Management

Significant levels of Stage 1 complaints continue to be received with an increasing number of Stage 2 complaints also requested. Analysis of causal factors includes poor quality of responses in service areas, and failures to fully address the customer concerns raised in complaint. Training and support to key service areas has been undertaken by Customer Services working closely with Property Maintenance, Streetscene and Housing as priority areas.

An internal review of processes and outputs is being completed to ensure resources are effectively deployed to provide more effective support to key areas. A monthly report is presented to Management Board; a quarterly report will be presented to Cabinet with effect from June 2008. A report is currently being produced reporting for the period June 2007 – March 31st 2008. There is evidence of increased performance monitoring and management and challenge in service areas.

The Chief Executive's office is now responsible for co-ordinating responses to enquiries from Members of Parliament in order to enhance the relationship between the authority and MPs and the service provided to them on constituency matters.

Housing Progress Assessment

Key members of the team are involved in working closely with Housing Services and supporting work leading to the Housing Progress Assessment.

Call Care - Telecare Standards Accreditation (TSA) Audit

An audit inspection is planned for the 29th May to retain part 1 of TSA. Work has commenced to apply for part 2 TSA later this year.

Brendan Glynane
29 April 2008

Council
Monday 12th May 2008

Report of the Portfolio Holder for Housing

Partnership Working

A recent bid to the Department of Communities and Local Government (CLG) for a hostel improvement grant has been successful. £1.4m has been allocated to Northampton as part of their 'Places for Change' programme. The aim of this programme is to create places that support people to make positive changes in their lives and move on to independent or more appropriate supported accommodation. This is a really important project for the town and we would like to thank CLG for supporting Northampton Borough Council's bid to modernise facilities for homeless and vulnerable people in the town. Feedback received from CLG is that our bid impressed and that we did very well given the number of alternative good bids they received.

Local Housing Allowance (LHA)

Changes to the way Housing Benefit is calculated were implemented nationally on 7 April 2008.

Housing Benefit helps tenants on low income and benefits to pay their rent. For those who rent their property in the private sector, the way their entitlement is calculated is changing. Only claimants new to benefits will be affected by the new rules.

Council staff have introduced these new rules efficiently and have worked with stakeholders to ensure that the new scheme is understood and take-up maximised.

Property Maintenance

As announced previously by the Leader of the Council, Property Maintenance transferred to my Portfolio from the Environment Portfolio on 25th March 2008.

The Association of Public Service Excellence (APSE) Phase Two programme is well underway. A three-year draft Business Plan has been produced and consultation is ongoing with the Trade Unions in relation to remuneration issues.

A review has started into procurement issues within the section, several Procurement Consortia have been interviewed in relation to the services they can offer and the ones that can demonstrate value for money will be chosen as the preferred partners. This is being co-ordinated with the procurement partnership led by the Council's Finance Directorate.

In general the vast majority of the local performance indicators have seen a consistent improvement in particular the Voids team has seen their levels of performance exceed target times.

A new post of Business Support Team Leader is shortly to be filled which will harmonise the disparate administration function within the section.

Key issues

Housing Register review

- In preparation for the introduction of Choice Based Lettings in July, a comprehensive review of housing register applicants has commenced. This will ensure that data held on the Register is 100% accurate going into the new scheme and people on the Housing waiting list have the best possible opportunity to apply for available social housing.

Housing Progress Assessment

- The Housing Progress Assessment by the Audit Commission commences on 6th May. The Inspector will be around for 2 weeks and will be looking specifically at how well the service offers value for money, delivers services to diverse groups within the community and will also look at the level of customer focus within housing. We welcome this Assessment, which will give a clear indication of our direction of travel as we aspire to be a 3 star, excellent service by 2012.

Service Plan

- The Housing Service Plan for 08/09 is at any advanced stage of preparation. Some of the Housing service's key priorities for this next 12 months include that we will have: -
 - Secured the confidence of our service customers, our partners and the Audit Commission Housing Inspectors in our improvement journey.
 - Established a culture that supports high performance and is customer focused.
 - Delivered tangible improvements to value for money.

Service Awareness forum

A group of about 60 tenants attended this event on 22nd April aimed at improving awareness of the services provided by Housing. Staff from key areas gave short presentations to small groups followed by discussion. The event was hailed as a great success with positive and encouraging feedback from tenants and it is hoped to run these sessions on a regular basis in future.

The Big Picture

A number of events have been held to discuss future housing strategy, with the assistance of the Improvement and Development Agency (IDeA), and under the banner "The Big Picture". These are informing the improvement agenda and assisting officers in developing further plans for the future housing strategy of the Borough Council.

Sally Beardsworth
29 April 2008

Council
Monday 12th May 2008

Report of the Portfolio Holder for Regeneration

Grosvenor/Greyfriars

Negotiations with Legal and General for the redevelopment of the Grosvenor Centre and the Bus Station continue to make good progress. Both parties have now instructed their solicitors to draw up a legal agreement based upon agreed terms.

Economic Regeneration Strategy

Following public consultation, the Northampton Economic Regeneration Strategy has been agreed by Cabinet. We received useful input from a wide range of interests and our partners. In particular, the Local Strategic Partnership were supportive and will now share the strategy and the policies it contains as the basis for our shared work.

Regeneration of the town centre is at the heart of the document, with the need to provide a diverse range of retail and leisure facilities, specifically ensuring that we provide opportunities for new and specialist business. In addition, we need to promote high skilled employment opportunities, appropriate quality housing and to work with the University and others to provide a strong knowledge based economy.

Market Square

A report on the future use of the Market Square, and on building frontages in the Market Square and Abington Street, are planned to be considered by Cabinet in June.

These will provide the basis for our efforts to improve the use of the Market Square as hub of our town centre. In addition, we have commissioned reports on niche retail strategy and a feasibility study for a Business Start-Up Centre in the St. John's area. These will be considered, by Cabinet, when finalised.

RSL Management Partnership Agreement

On 29th April, the Leader, Housing Portfolio Holder and I attended the launch of a management partnership agreement signed by the Borough Council, Daventry and South Northamptonshire District Councils and selected Registered Social Landlords. The agreement sets out how we will together with RSL's to create high quality, affordable mixed tenure neighbourhoods that meet the needs of our expanding population.

Richard Church
29 April 2008

Council
Monday 12th May 2008

Draft Report of the Portfolio Holder for Environment

Street Scene

A new service level agreement has been entered into with ELVIS (The End of Life Vehicle Impound Scheme) for the removal of abandoned vehicles. This came into effect from the 1st April and provides more flexibility for the removal of vehicles using an extended number of removal contractors. This will result in improved performance and has been implemented at no additional cost to the Council.

The masterplan for Becketts Park has now commenced with HALCROW taking the lead on the work. Funding for the project has been provided through the regeneration team and the plan is expected to be completed by June this year.

Regeneration works to Becketts Park entrance and Midsummer Meadow river walk have now been completed which is the continuation of the Breathing Spaces Project. All regeneration works have now been completed at Victoria Park, including a maze, new MUGA (multi use games area), exercise equipment, children's play area and interpretation boards. This innovative and excellent scheme is due for official opening during May.

The Council is supporting "Bands in the Park" this year with at least 15 bands playing at Abington Park during the summer.

Waste Management

The trial kerbside collection of glass for recycling is popular with residents with high participation rates resulting in five tonnes of glass being collected and diverted from landfill on a weekly basis.

Work is continuing through the Northamptonshire Waste Partnership and Milton Keynes Council regarding future residual waste treatment. The Memorandum of Understanding and Outline Business Case has now been approved by all partners and at Cabinet on 28th April 2008

Changes to the Refuse Collection rounds are planned for the summer. This will provide for more efficient use of the vehicle fleet and delay the need for introduction of additional rounds to meet the needs of Northampton's growing population. Around 10,000 homes (247 streets and roads) will be affected with a change in collection day. All ward Councillors have been consulted on proposed changes. Work is in hand to ensure that changes are publicised to affected households.

Carbon Management Programme

Work has commenced to procure the service of Energy Management to implement the agreed first year investment programme, which will deliver the target Carbon Reductions and efficiency savings.

Stray Dogs Service

As part of the Clean Neighbourhoods and Environment Act 2005, the Stray Dogs Service transferred to the Council on 6th April 2008. New arrangements have been put in place from 6th April and have been working well, providing a smooth transfer from the Police to Northampton Borough Council.

Property Maintenance

As announced by the Leader of the Council, Property Maintenance transferred from my portfolio to the Housing Portfolio on 25 March 2008 and is reported under the Housing Portfolio Holder's report.

Councillor Trini Crake
29 April 2008

Council
Monday 12th May 2008

Report of the Portfolio Holder for Performance

Induction Test for Hackney Drivers

To enhance the Service standards of Hackney Cab Drivers the Licensing section has introduced an Induction Course for new drivers. The one-day course will cover handling Crime and Disorder issues, Disabled Access issues, testing basic communication skills and knowledge of Northampton.

This course alongside the recent “flagging operations” checking on the correct application of hire rules by Private Hire Drivers are both designed to improve the standard of service received by the public supervised by the Borough’s as a Licensing authority.

Land Charges

Following the introduction of HIPs packs late last year the Council has responded to Government recent consultation on further developments on improving the Land Charges services offered by local councils.

The Borough provides a high standard of land search service and during 2007/08 provided 95.9% turnaround within 24 hours for standard local searches.

Election Services

The section has commenced forward planning for the 2009 County and European elections. Partnership working with other Districts Councils in the County on joint printing is being considered to improve VFM and a joint advertising campaign across the County to encourage Registration on the election register is planned.

The Council’s Electoral Services Manager’s experience has been recognised at a Regional level and he has been asked to Chair the East Midlands branch of the Association of Electoral Administrators.

Overall Performance

The performance report for March confirms the continuing improvement in monthly indicators with 55% of targets achieved and 77% of the indicators showing an improvement year-on-year. The quarterly indicators show 44% of the targets achieved and 36% showing year-on-year improvements.

These figures are currently unaudited. When the final out-turn is reported, including the annual indicators, consideration will be given to the frequency of reporting each indicator and adjustments made enable improvement in delivery of key customer services.

Absence Management

The March out turn of 12.10 days is slightly ahead of last year and failed to achieve the improvement target set for this year. Absence management is a key indicator of the capacity of the authority to deliver consistent services and therefore needs match the best Councils in the country. The action plan for 2008/09 will be revisited to ensure that appropriate support is provided to employees and the capacity of the Council to provide services to the public.

Best Value Performance Plan

The previous statutory requirement for an annual detailed BVPP has been removed by Government. There is only a requirement to prepare a condensed version following revised guidance from Government. This takes the form of reporting the out-turn for 2008/09 against our Best Value Performance Indicators (BVPIs) to be submitted by 30th June. Targets for performance in 2008/9 are being set as part of the Corporate Plan and the Service Plans for all services. These plans will be made available to all Members when they are completed.

Preparation of the new set of National Indicators.

BVPIs are being replaced by a set of 198 indicators. The Council is working closely with other councils in the County to prepare for this new reporting framework. Agreement on which National Indicators will be included in the Local Area Agreement should be reached by 1st June 2008. Several of these Indicators will also be included in the final Corporate Plan. Communications on the details of the new set of indicators will take place in the coming period. As many of the new National Indicators are brand new and were not previously collected, 2008/9 data will provide a baseline for future target-setting.

New Performance Management System.

The implementation programme of Performance Plus is on target for the June pilot in Regeneration. Following this an evaluation of the project will be undertaken to inform the development of the further phased rollout across services. Arrangements have been made with the Chair of Overview and Scrutiny 3 for a presentation to be made to this Committee of the new system as part of communication to all Councillors.

Performance Management Framework.

This is being revised to build on the progress made over the last twelve months. The changes to achieve a more focussed approach include monthly reviews of each Director's area by the Chief Executive and monthly Performance Clinics in each Directorate and Quarterly Reviews for each Portfolio undertaken by the Leader with the Portfolio Holder advised by the Chief Executive.

Single Status & Equal Pay

The Council continues to work jointly with the Trade Unions to implement new pay and grading arrangements for the Council. Arrangements are being

made for a signing day during May when it is hoped the majority of the jointly identified potential equal pay claims will be settled.

The Chief Executive is continuing to review the options to implement Single Status across the Council. Progress on a new way forward is anticipated shortly.

Skills for Life

The Council has signed up to the GO local Government Award to promote Skills for Life across the organisation. A Steering Group has been established which will oversee the project and promote similar action by our partners in the LSP.

The Council will be working with Tresham College to promote Numeracy and Literacy skills with the staff and the general public during Adult Learning Week (19th to 23rd May).

Brian Hoare
29 April 2008

Council
Monday 12th May 2008

Report of the Portfolio Holder for Finance

General

This is a very busy time of the year for the finance department. The key focus is on the closure of accounts, which is now well under way.

Improvement

The Government Monitoring Board agreed that the Finance service should be taken out of monitoring. This is very good news for the Authority and is part of our ongoing improvement journey. I would like to express my thanks to the Finance staff for all of the work and effort they have put in.

Value for Money

As part of our value for money / efficiency process the Council went live in January on a single point of contact for agency worker services. The implementation went fairly smoothly and the first quarterly review with the supplier shows that we are delivering a data accuracy of 95% in terms of our internal control mechanisms. This compares very well against 40% accuracy for most local authorities generally. The project aims to deliver both financial and efficiency savings and this first review indicates that we are on our way.

Risk Management

Risk management workshops are currently being rolled out across the authority. So far over 80 staff have attended these workshops. This is part of our overall improvement in governance arrangements and to ensure that the evaluation of risk is embedded in all activities and services across the Council.

Asset Management

English Partnerships have agreed to dispose of a small area of land at nominal value to the Council to facilitate the completion of the ground lease at Mencap Delapre Park to Mencap for their New Headquarters.

Following a letter to the County Council outlining the problems in relation to the completion the lease of the site at Lings Way to Indian Hindu Welfare Organisation (IHWO), NCC have agreed to carry over the grant funding to the IHWO into this financial year. English Partnerships have also agreed to enter a deed of release removing restrictive covenants, which were delaying the project. It is therefore anticipated that legal formalities necessary to complete the lease can be completed in the near future.

Malcolm Mildren
29 April 2008



NORTHAMPTON
BOROUGH COUNCIL

COUNCIL

12 May 2008

Agenda Status: Public

Directorate: People Planning and Regeneration

Report Title	Northampton Economic Regeneration Strategy
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1. Summary

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 for NBC and its partners. The document also puts into words the actions that are required to achieve this objective over a projected time period 2008 to 2026. Using national and regional, planning and economic regeneration policy the Council needs to lead this process supported by its partners

2. Recommendations

2.1 Cabinet recommends that full Council adopt the Northampton Economic Regeneration Strategy (appendix 1).

3. Report Background

That cabinet considered the Northampton Economic Regeneration Strategy (Appendix 1) at their meeting on 7 April 2008 and following support of this, recommended its adoption by full Council.

The paper from that meeting with the background information is attached (Appendix 2) for consideration along with The Northampton Economic Regeneration Strategy.

4. Implications (including financial implications)

4.1 Resources and Risk

See attached Cabinet paper

4.2 Legal

See attached Cabinet paper

4.3 Other Implications

See attached Cabinet paper

5. Background Papers

Appendix 1 Northampton Economic Regeneration Strategy

Appendix 2 Cabinet paper on Northampton Economic Regeneration Strategy dated 7 4 08

Report Author and Title: Mick Lorkins

Telephone and Email: 8033



CABINET REPORT

Report Title	Northampton Economic Regeneration Strategy
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AGENDA STATUS: PUBLIC

Cabinet Meeting Date:	7 April 2008
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 for NBC and its partners. The document also puts into words the actions that are required to achieve this objective over a projected time period 2008 to 2026. Using national and regional, planning and economic regeneration policy the Council needs to lead this process supported by its partners.
- 1.2 The strategy is in line with the Corporate Plan priority 4 objective stating that '*we will promote economic development and growth in Northampton*'
- 1.3 This report seeks Cabinet approval of The Northampton Economic Regeneration Strategy and recommends its adoption by Council.

2. Recommendations

- 2.1 That cabinet is asked to consider the Northampton Economic Regeneration Strategy (Appendix 1).
- 2.2 That Cabinet recommends the adoption of the Northampton Economic Regeneration Strategy to Council.

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. Northampton is within the Milton Keynes South Midlands Growth area; this 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 the current 88,000 to 120,500 by 2026. 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. The regeneration and growth of the town will have a significant impact on the shape of the economy over the next 18 years and into the future.
- 3.1.2 The document will be used both internally and externally with our partners to target 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 the 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
 - The University of Northampton.
- 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 and our partner's activities in Northampton.
- 4) Ensure clear priorities and objectives for deciding resources, including; financial, people and assets to deliver outcomes set in the strategy.

3.1.5 The Economic Regeneration Strategy addresses the community vision of creating 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:

- Strong leadership united around a shared vision.
- Investment in the knowledge city.
- Building on existing strengths.
- 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.
- Investing in communities and tackling social exclusion.

3.2.2 The MKSM growth agenda sets housing targets, taking current numbers at 88,000 with projections to increase to 120,500 by 2026. Associated to this the population is projected to increase from 200,000 to, up to 300,000. Regeneration of the town is needed to expand facilities and bring back character in a planned strategy.

3.3 Choices (Options)

3.3.1 Do Nothing - The option to do nothing would not affect the number of planned houses as significant numbers of homes will continue to be delivered through commercial activity. Without a clear strategy the supporting town facilities will not be delivered in a co-ordinate and clearly planned way to ensure Northampton is an attractive place to live, work and invest. Opportunities presented from funders such as NEL, developer contributions or central government funding would not be spent in a co-ordinate way.

3.3.2 Adopt Strategy – The Northampton Economic Regeneration Strategy will give a co-ordinated plan for delivery based on local needs, regional and sub regional strategies and the LSP Sustainable Community Strategy for Northampton.

3.3.3 Write an alternative document – If it was felt that the strategy it felt that is does not deliver the objective a new strategy could be written. The current strategy went out for a three-month consultation and has general agreement on the

targets. A new document would give a delay in concluding the direction that Northampton may wish to proceed and inputs would be needed in deciding the new direction.

4. Implications (including financial implications)

4.1 Policy

4.1.1 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 Northampton Economic Regeneration Strategy along with the Joint Core Strategy, Sustainable Community Strategy for Northampton and Central Area Action Plan all currently evolving.

4.2 Resources and Risk

4.2.1 It is not a statutory requirement but is essential in delivering planned and sustained regeneration and growth of Northampton.

The production of the written document has limited financial implications, as this is implemented by internal staff within approved budgets. The application of the strategy will however 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.

4.2.2 The initial implementation of the strategy will require up front investment by NBC and partners in planning and feasibility studies. This planning activity will need to be budgeted for to start the process and prove the case for major capital funding from developers and other government partners such as WNDC, NEL and EMDA.

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 The document has been out for a three-month consultation that included consultation with community and diversity groups.

4.5 Consultees (Internal and External)

4.5.1 Partners met before the document went to consultation to discuss an earlier draft to help shape the Consultation Draft document. This included WNDC, NEL, NCC, EMDA and EP. From this document reviewed at the 1 October Cabinet, an extensive 3-month consultation has taken place from 8 October 2007 to 14 January 2008. 31 partner Organisations were consulted along with 1070 Businesses and 56 parish council / resident associations. The document was also available on the NBC web site to be filled in on line or down loaded, and the document was referenced on the observatory and Chamber of

Commerce web site. The document was distributed in the Grosvenor Centre for two days, as well as being presented at a business breakfast by the Chief Executive and Leader of the Council. From this, replies were received from 24 partner organisations, 8 businesses, 2 parish council / resident associations and 10 individuals.

- 4.5.2 The consultation asked people general questions on the document and what they would like to add on each chapter. It also asked people to rank each target on a scale from strongly agree to strongly disagree. From these results, the average (median) reply was plotted to find if a majority of people agreed with each target or not. The results show that for all targets the majority either strongly agree or agreed with 33 strongly agreed targets and 26 generally agreed out of the total 59 targets.
- 4.5.3 These results were fed back to the Consultees in a public meeting on 29 January 2008 and the analysis of the result have also been put on the NBC web site.
- 4.5.4 The Draft Northampton Economic Regeneration Strategy document has been changed in response to the comments and suggestions submitted during the 3 month consultation period. The main high level changes are:
- References to NBC in the document have been changed to refer to Partners. This is in response to the Chair of the LSP wanting the document to be adopted by the LSP and requiring it to therefore be focused towards partners.
 - All partners are listed on the front of the document. This will have to be confirmed with these partners before the final document is published.
 - The strategy now runs from 2008 to 2026 rather than 2007 to 2021. To align with the planning framework.
 - Statistics and tables through out the document have been revised with the most up to date figures.
 - 8 new Targets have been added. These are:
 - R9. Improved Building Frontages - Northampton's character is a key asset in promoting place making.
 - E15. Livestock Market - Support the Farmers' Consortium's campaign to re-open the Livestock Market.
 - B7. Innovation Space - Develop innovation space for business and engineering with the focus on Northampton's strengths and connections.
 - B8. Business Support – Business Link - Develop an onsite support hub for the evolving fledging business centres with advice.
 - H5. Refurbish existing estates - Housing expansion should not only focus on building new houses but should explore the potential of refurbishing poor existing housing estates
 - L4. Events Programme - Develop a programme of major events for the town, of local, regional or national significance.
 - L5. Town Trail - Develop a self-guided historic town trail of Northampton.
 - T9. Bus travel and modal shift - Ensure that a town Centre transport hub is part of a wider aim.

- Develop a South Northampton Railway Station – This target was rejected by NCC and WDC and was a barrier to making the whole strategy a partnering document that parties could sign up to. The consultation identified it as the least popular target in the document although a majority still agreed.

4.6 How the Proposals deliver Priority Outcomes

- 4.6.1 Northampton Borough Council's Corporate Plan sets out 5 main Priorities to be pursued over the next 3 years. One of these is that 'We will promote economic development and growth in Northampton'. This NBC corporate objective is the driving force in writing the Northampton 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 the strategy 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 for NBC and our partners.

4.7 Other Implications

- 4.7.1 The Central Government Growth Agenda projects the number of houses in the town is set to increase from 88,000 to 120,500 by 2026. 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 Cabinet paper - 1 October 2007
 Corporate Plan 2008 - 2011
 Milton Keynes and South Midlands Sub Regional Strategy
 Regional Economic Strategy
 Sub Regional Economic Strategy

Mick Lorkins
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NORTHAMPTON

'The Market City'

**ECONOMIC REGENERATION
STRATEGY**

2008-2026

Working in partnership across the region with many organisations including:

Local Strategic Partnership
West Northamptonshire Development Corporation
Northamptonshire County Council
Northampton Borough Council
Northamptonshire Enterprise Limited
English Partnerships
East Midlands Development Agency and
The University of Northampton

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Northampton Economic Regeneration Strategy 2007 - 2026

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 this opportunity.

Northampton is the largest town in the country with a population of 200,100 and sits at the heart of the biggest growth area outside London. The town has 88,000 houses with a further 32,500 to be built by 2026. The population is projected to expand up to 300,000 by 2026. 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 Northampton a sustainable city capitalising on its central location in the UK to attract business and residents 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 Northampton 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. It is a Northampton Local Strategic Partnership document supported by the LSP board that brings public, private and voluntary sectors, together with sub-regional partners. The document went out to consultation for three months from October 2007 to January 2008 and as a result a set of planned target actions have been drawn up within this document bringing the strategy 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, allowing businesses to thrive.

Developing and promoting a highly skilled knowledge-driven workforce is also key in the development of Northampton and 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.

Executive Summary

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, the Joint Core Strategy (JCS), 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 is a Northampton Local Strategic Partnership document supported by the LSP board taking its primary lead from local needs but also taking 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 Strategic Northamptonshire Economic Action Plan (SNEAP) is also a key document. The Northampton Economic Regeneration Strategy does not aim to repeat these targets and objectives in this document but rather 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
- Provide a focused framework to help secure public sector investment
- 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 transformed into a prosperous and dynamic regional city with a growing knowledge based economy, 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, bus 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. New developments need to acknowledge the success of this green infrastructure, 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 and 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 appropriate for Northampton when considering future plans. There are also opportunities to support and expand the towns existing businesses.

The growth agenda gives great pressure to ensure the housing expansion and associated projected population growth from 200,000 to 260,000 will also deliver the facilities required of a medium sized city.

Northampton has a growing education infrastructure and established specialisms in creative arts, business, healthcare, environment, waste management, leather technology and land management amongst others. The University of Northampton, Northampton College and Moulton College are key drivers for up-skilling the town's work force, 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. The aim is to bring this feeling of wealth into Northampton town.

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 as 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 as many of the Borough's high earners commute to London for wider opportunities. This could be an opportunity to boost 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 the 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. Partners such as Northampton Borough Council and Northamptonshire County Council hold 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 Northampton 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, culture, natural environment 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 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 into a set of ten subject headings expanded upon in the following 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, headquarters of companies, knowledge based industry and a Technology Realm

- 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 stimulating ambition. The community strategy highlighted that development should deliver cleaner, safer and 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 is a Northampton Local Strategic Partnership document supported by the LSP board that 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. The town has a partnership of regional delivery agents to implement all aspects of the strategy. These partners include:

Local Strategic Partnership
West Northamptonshire Development Corporation
Northamptonshire County Council
Northampton Borough Council
Northamptonshire Enterprise Limited
English Partnerships
East Midlands Development Agency and
The University of Northampton

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 working 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, thriving 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 Northampton's traditional street patterns, differentiating it from its neighbours through niche shopping, arts, culture and fashion (especially shoes) all of which 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 to 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 provides 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:

- Strong leadership united around a shared vision
- Investment in the physical 'knowledge city'
- Building on existing strengths
- 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
- 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 88,000 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 priority is the driving force in writing the Economic Regeneration Strategy and to be a key partner in its subsequent implementation.

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 Strategic Northamptonshire Economic Action Plan (SNEAP) is also a key document. The Northampton Economic Regeneration Strategy does not aim to repeat these targets and objectives in this document but rather 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 in, working in, and developing the town centre. A major factor is greatly increased retail demand from the growth of the town and the opportunity to significantly enhance the shopping offer in the town centre. 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, drawing people into the town centre through quality landmark developments. 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 (2001 to 21) 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. (Ref. CACI Northampton Retail Strategy Report 2008)

Northampton has the opportunity to develop in a controlled way and the local development framework will provide a clear Masterplan of the town and surrounding region but it must have the support of all of its local authority agents and citizens. A 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 owned by the Borough Council and the County Council with the ability to explore 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 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 the 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 online 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

more 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 do 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 for Northampton is to construct a retail offer that can meet the demands for an expanding 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 incorporate changes of life style. One such change being the potential for shopping on the Internet and impact to the future retail offer.

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 enhance 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 be uplifted before a new centre is developed 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. An option to consider for the Northampton offer is, 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 variety of stall types so aiding flexibility of the space. The market could have a dedicated event's organiser staging everything from; car launches and trade fairs 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 and promoting the history and character of the town.

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 offer. The aim is to make the town centre the number one choice for the town and surrounding catchment area. This will be achieved primarily through commercial alliances with either existing or new partners.

R3. Consult on Retail Design

The quality and longevity of the shopping experience needs to instil a sense of pride in the town gaining popular public support. The town centre needs to promote 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 which 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 wider audience including Cafes, restaurants and family friendly venues.

R7. Landscaping/Public Realm

Landscaping major circulation areas of the town is already recognised as important. A major redevelopment of the route from 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 building works and interruption of the current Grosvenor Centre.

The town needs to work hard at protecting its existing businesses and making their surrounding area more attractive.

R8. Business Improvement Districts (BIDS)

There is potential for a retail area to be improved/maintained through the creation of Business Improvement Districts. A 'BID' being a partnership between the local Authority and the resident business in the designated area. By charging a levy on the rates within the BID area, added value can be achieved by putting improvements and additional services into the area. Through this initiative others such as the Northampton Retail Crime Initiative (NRCI) can also be supported.

R9. Improved Building Frontages

Northampton's character is a key asset in promoting place making. A programme of improvements to existing shop frontages to complement the often fine architecture at 1st floor level could be undertaken. This programme should start in the Market Square and expand to other streets in the town and potentially extending down the Kettering Road and Wellingborough Road.

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 • Education 	<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
Intelligent Processing Solutions	Banking / Finance	1,500-2,000
Travis Perkins	Manufacturing	999-1,500
University of Northampton	Education	999-1,500
Avon Cosmetics	Manufacturing	500-999
Barclays Bank	Banking / Finance	500-999
Carlsberg UK Ltd	Manufacturing	500-999
KAB Seating	Manufacturing	500-999
National Grid	Service Industry	500-999
Uniq Prepared Foods	Manufacturing	500-999

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 (Jobs)	2021 (Jobs)	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	2,100	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	1,600	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 targeted knowledge industry/professional jobs.

There will be losses 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 the projected decrease.

Employment Floorspace

The 2007 figures from Northampton Observatory identify a total floor space stock in Northampton of 2,923,000 sq m split as follows :-

- Office (15%).
- Factory floor space (29%)
- Warehousing (56%),

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 were :-

- 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 434,000 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 (vacancy) 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 development land is limited 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.

High precision engineering remains a strong sector with companies such as Mercedes developing a substantial £50million research facility in Brixworth, just outside the Northampton Boundary.

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

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% (ie more building and less landscaping) 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, 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 and along the river.

Northampton Borough Council and Northamptonshire County Council own 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 series of 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 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 increase the manufacturing base in Northampton, market trends and reports suggest that labour intensive high volume sectors 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 high value leather 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 needs to be managed and planned to ensure the right opportunities are available, ensuring that higher density higher skilled job opportunities are not lost from weak planning decisions. 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. In estates where overall estate management is not co-ordinated there is a need to set up Business Improvement Districts to address poor crime statistics and general estate management issues.

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, the campaign would also identify and target 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 and they would be lead partners. Others would need to contribute.

Overseas Opportunities

In partnership with the university there may be an opportunity to explore overseas markets/business that wish to locate in the UK and see whether 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 / NCC Land Holding

Review of NBC/NCC 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 there is a need to clear and create marketable land /building footprints for office/ employment opportunities.

E4. Promote High Quality Jobs

Market led growth will lead to warehouse and distribution taking major land opportunities in out of town locations in preference to higher density employment. A proactive strategy is needed to correct this promoting the use of out of town areas for high quality jobs with higher density land use in preference to land hungry distribution. (It is acknowledge that not all employment growth opportunities can be accommodated in the town centre)

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/ recovery/ sustainable emerging technology

High Value Manufacturing/ Transport Equipment

Construction

Health/ Healthcare

Food and Drink

Overseas industry looking for a UK base

E7. Development Opportunities PPP / JVC

Evolving from the identification of sites for development and the clearing of sites to give a clear footprint, will come opportunities for partners to develop 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 to be reinvested in the process.

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 for key industries including motor sport and shoes. These and other industries 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 or around the town.

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. With the potential for the provision of a secure lorry park for Northampton and improved facilities, security cameras supported through Business Improvements Districts.

E14. Science and Technology Park – 'Technology Realm'

Support needs to be given to ensure that Northampton provides a Science, Business and Technology Park creating a Technology Realm. The project will provide the 'hub' of a major hub and 'spoke' Business Park throughout Northamptonshire. The project will promote Knowledge based jobs and improve skills..

E15. Livestock Market

Support the Farmers' Consortium's campaign to re-open the Livestock Market, the Strategy would both support job creation and employment diversity.

BUSINESS START UP

Delivery of Business Support

Business Link, NEL and The University of Northampton support programmes for general business start up. In addition to this support two commercial organisations offer general managed workspace for small / medium business.

Business Link is 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 industries with an innovation / incubation centre on the University's Avenue Campus. This is currently under going a major expansion.

Northamptonshire Enterprise Limited (NEL) is the economic facilitator for the County and an important partner in business support. They are aimed at relocating and growing current 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 200,100 this gives 6,857 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 783 new businesses in 2006 and 725 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.

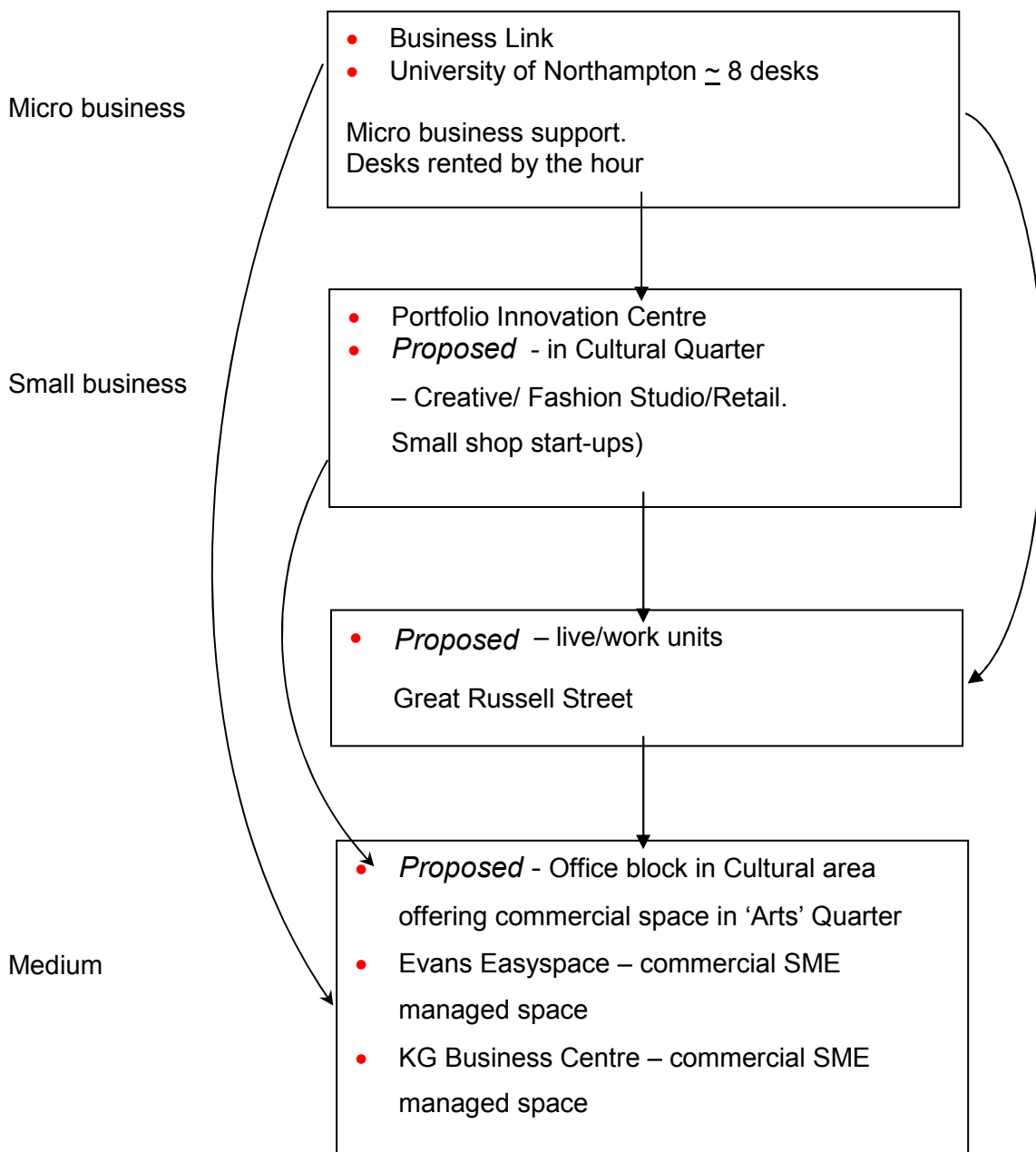
Enterprise skills need to be mainstreamed into education and skills development. The group that tends to generate the greatest number and most profitable start-ups are 35 to 55 year old skilled employees. A Small Business Service 'household survey' measuring the number the number of people considering starting a business within the East Midlands shows that this has been static at 10% since 2001.

The Regional Economic Strategy for the East Midlands 2006-2020

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 give an insight into the expertise and skills that can be offered in the town (ref the chapter on education). The University's key expertise includes craft/art/design, leather technology, lift technology (especially lift certification), health and 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. 1,879 students graduated in 2007 of which approximately 333 are arts/creative graduates. 436 are business graduates and 111 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 and 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 students 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 students 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 students, 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 Northampton 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 the Portfolio Innovation Centre.

The creative industries in Northamptonshire in 2005 comprise of 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 £10 million turnover.

The creative industries sector includes a wide range of different kinds of activities, and there is a wide range of differences 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 Northants, 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:

- The RES 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.
- The RES 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.
- Attracting high skill high value jobs will provide more jobs for graduates.

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 hit 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 or in St Giles Street and Gold Street).

- **Arts studio complex**

Aid the diversity that is currently lacking in the town and create employment opportunities for artists by setting up, a complex of managed studio space selling art works. Each unit would be a space that an artist could work and then sell their creations 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 or might attract more mature return graduates.

B2. Arts Complex/Start-Up Business

Develop an area of the town centre for an arts/creative complex supporting start-up and growth 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

Develop 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

Develop an area of the town centre for antique business, restorers, and 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. Live Work Units

Develop an area of the town for live work units start up business to aid start-up and create a more diverse work space.

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 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.

B7. Innovation Space

Develop Innovation Space for business and engineering with focus on Northampton's strengths and connections. This could include precision engineering and recycling and could be located on the University Park Campus or Northampton College sites.

B8. Business Support – Business Link

Develop an onsite support hub for the evolving fledging business centres with advice and training.

REGENERATION AND GROWTH

Current/Future

The Economic Regeneration 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, developed in line with the emerging Central 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. It is imperative to demonstrate, to inward investors, that Northampton is working in Partnership to tackle its regeneration challenges and bringing forward key priority schemes.

In continuation of the successful partnership working that has already taken place and is ongoing, key delivery partners need to formalise an agreed methodology for joint delivery of major projects.

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 communities
- 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 through the Central Area Design, Development and Movement Framework prepared by BDP in 2006. This has formed the backdrop for regeneration activity in the central area by WNDC and Partners. The organisation and grouping of projects and programmes has created a project list that will be supported in the CAAP and includes:-

- A central area vision for the town centre.
- Grosvenor/Greyfriars retail expansion – the focal point for retail development and expansion.
- St Johns/County Hall/Angel Street Area – development of a cultural quarter and Civic Hub.
- 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 – link the Town centre and the University with live work units.
 - Development of the Mounts Car Park.
 - St Peter's Area – Three projects in close proximity –
 - Freeschool Street – mixed use/office development expanding quality of town centre
 - St Peter's Way – mixed use 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 office) 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 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 the general hospital.
- Major Infrastructure
A major leisure facility is needed. Roads and services are required for the expanding town and other enabling projects including long-term car parking. Further infrastructure needs are being identified in a number of emerging studies and will give a focus on infrastructure priorities.

The current regeneration budget and resources mean that all partners need to work pooling resources to achieve the envisaged regeneration including NBCCLG, NBC, NCC, EP, NEL, The University of Northampton and WND. These resources include Grant Funding, land, human resources and statutory powers that combined give considerable potential.

The Northampton Economic Regeneration 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.

To make the development happen in a structured way the town's infrastructure needs to be clearly planned and put in place enabling 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 potential.

A wider approach is also needed of the whole Borough mapping major infrastructure needs to be 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.

The projects that are to be developed need to be planned against resources to understand how much can be achieved and at what rate the programme can be delivered. There is a danger of taking on too many projects without achieving any if resources are not focused.

Government departments have generally adopted the OGC Gateway Principle of Evaluation of Projects. This methodology requires appraisal of, 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 when needed, as these will be the questions asked when applying for funding.

Targets – Regeneration and Growth

G1. Planning and Resource Schedule

To establish an over arching master plan for delivery of the regeneration of Northampton in line with the Local Development Framework. This will need to be revised as development evolves (on an annual basis) and include resource scheduling to back up the delivery programme. The plan will also need to identify the lead partner of each particular element.

G2. OGC Gateway

Adopt the OGC Gateway method of developing projects from first principles to establish good practice. Projects should be developed through establishing the need, identifying the issues to be address by the project and identifying the options for delivery.

G3. Design Quality

Ensure all projects are built of a good quality, functional design, environmentally friendly (with environmental ratings) and be attractive. Designs also need to include the principles of designing out crime, specifically building to accredited 'Secured by Design' standards, including for example future counter terrorism standards for large retail developments. To achieve these standards, the delivery partners should adopt a policy of consulting before designs are concluded, with groups such as CABE or Regeneration East Midlands, the LSP, the police, and other emergency services, with the aim of trying to ensure design with longevity, serviceability, good spatial planning and place shaping.

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. Later 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 potentially a design competition as this would help engage the public in the development of the town and advertise the new scheme development to the world.

G5. Equalities

The partners take their equality duties seriously and have 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 are considered.

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 all sectors of the community to adapt to the impact of climate change, reduce greenhouse gas emissions and make public our commitment to action.

Projects need to consider:

- Carbon cost,
- Zero carbon targets by 2016,
- Sustainable sourcing of materials,
- Water resource management, and
- Minimising the impact and enhancing the local environment.

These and other environmental considerations need to be strongly defined and designed into any development.

General targets have been set in the Regeneration and Growth section of this document however 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 2006

Northampton is below standard for attaining educational qualifications in some areas with 16.3% of people in the town having no qualifications compared with 13.7% in England (ref Nomis Official Labour Market Statistics 2006). The table below shows that qualifications in Northampton are mixed in comparison with England as a whole, with slightly higher numbers of people with GCSE 'O' levels but fewer people with 'A' Levels or a degree than the national average.

Educational Qualifications in Northampton (Working age population)

	Northampton	South Northants	Northamptonshire	England
All people aged 16 – 74	124.5k	53.8k	401.9k	30,682k
% With highest qualification is a First degree (or equivalent) (ONS 2006)	17.5%	24.5%	17.8%	19.5%
% with higher education below degree level (ONS 2006)	11.2%	13.8%	10.4%	7.9%
% With highest qualification GCSE ' A ' levels (or equivalent) (ONS 2006)	20.6%	24.9%	22.5%	22.8%
% of the population whose highest qualification is GCSE's Grade A to C (or equivalent) (ONS 2006)	25.7%	23.6%	25.7%	23.3%
% with no qualifications (ONS 2006)	16.3%	9.2%	13.6%	13.7%
% with other qualifications (ONS 2006)	8.7%	4.1%	10.1%	12.9%
% of young people (16 -24 year olds) in full time education or employment (2003/4)	82.80%	92.40%	N/A	84.82%

Schools

Current School results show Northampton has a 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 2006 national average of 57% for the achievement of 5 or more GCSE grade A to C passes with 5 Northampton schools having results at or below 40%.

The results also appear to reflect a 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:

% of pupils passing 5 or more GCSEs grade A to C

Area	2000	2001	2002	2003	2004	2005	2006
Northamptonshire	47.8	48.7	50.6	51.3	51.0	51.9	54.5
East Midlands	0	47.5	49.2	50.6	50.9	52.5	55.1
England	49.2	50.0	51.5	52.9	53.7	56.3	57.0

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. Northampton will need to sell the town as a desirable place to live, work, play, and educate to Industry and business employers looking to relocate their operation. .

The school infrastructure has 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 extremely positive for Northampton 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

Northampton 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 Northampton work force.

The University of 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 of graduates 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 (full and part time)

	Degrees Awarded	
	2006	2007
School of the Arts	308	333
School of Applied Sciences	97	111
School of Education	230	268
School of Health	191	280
Northampton Business School	360	436
School of Social Sciences	352	428
Partner Colleges – Moulton	33	23
TOTAL	1571	1879

*Information provided by : Information & Planning Unit, University of Northampton.
Taken from Achievement Summary AQSC Report – Tracking Good Degrees*

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 personal service occupations. There are also higher levels of elementary (unskilled) people.

Occupation % of population (Annual Population Survey July 06-June 07)	Northampton	Northampton shire	South Northants	England
1 Managers and senior officials	18.7	16.7	19.5	15.6
2 Professional occupations	8.9	10.2	16	13.1
3 Associate professional and tech occupations	13.3	13.8	15.5	14.3
4 Administrative and secretarial occupations	9	10.3	6.7	12
5 Skilled trades occupations	9	10.5	12.3	10.8
6 Personal service occupations	8.2	6.6	6.2	7.9
7 Sales and customer service occupations	6.5	6.2	6.4	7.6
8 Process plant and machine operatives	9.3	9.4	7.9	7.1
9 Elementary occupations	17	16	9.5	11.3

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 4.2% difference between the Northampton and England column for Professional occupations (above). This 4.2% represents approximately 5,300 short fall of professionals against the national average. In comparison, approximately 1,900 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 two years.

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 such as 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 Northants 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.

The University's research and resulting intellectual property also gives great opportunities to be explored for the benefit of Northampton's Community though such initiatives as business start ups.

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 currently been set in this section but are to be developed through the Northampton Local Strategic Partnership. Targets will include the contribution schools colleges and the University could input and include how the town's growth could create opportunities for re-skilling adults, employability skills for those currently out of work, school diplomas, Knowledge transfer to local business, and community learning. Associated targets are also 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 as easily summarised as say the industrial/business sector. Outputs are not easily defined in monetary terms but are diverse and give outputs such as community help, advice or provision of 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 Indices of Deprivation released in 2007 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. The most recent figures (December 2007) show that within Northampton the most deprived 20% in the country on the Index of Multiple Deprivation (IMD) fall in the following Wards:-

Billing	Castle	Spencer
Delapre	Eastfield	Thorplands
Ecton Brook	Lumbertubs	
Old Duston	St David St James	

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 31426 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, maximising resources and opportunities. The LSP are a key partner in implementing this Economic Regeneration Strategy.

In 2002, the Northampton LSP published its Sustainable Community Strategy for Northampton, setting out its ambitions. In 2008 the plan was updated to cover the period 2008 to 2011 with a longer term vision up to 2021.

Northampton's Community Vision

The vision is adopted by LSP partners including 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 streetscape 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 Public Service - 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. These countywide targets are being revised into a new 2008 document. For an economic strategy to work, the benefits need to be received at all levels. This economic regeneration strategy does not intend to reiterate the initial targets but supports working in partnership to develop and achieve these and developing the new targets.

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 Sustainable Community Strategy for Northampton 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. To ensure that the Community objectives become a reality there is a need to promote proactive intervention in Community Safety, Community cohesion and designing out crime.

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 these communities. Some specific targets are set that could be developed which 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 1998 Crime and Disorder Act, as amended).

Developments need to 'design out crime' and potential problems as a principle, not only applying this to the construction but the way they are used, the accessibility of facilities and ability to build a sense of pride and 'ownership'.

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% mainly rented. Current percentages are, however, not a true guide to the mix of needs for future 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 states 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 2001 to 2021). 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 200,100. The current house-building target will increase the number of houses from 88,000 to 111,500 by 2021 i.e. an increase of 39% 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 has introduced environmental rating (Code for Sustainable Homes) to encourage sustainability. The lowest rating is zero and highest is 6. WNDG are aiming to ensure all new homes achieve a target rating of 3, which is broadly similar to a BRE's EcoHome Very Good. This should be encouraged in Northampton.

Not all of the projected number of houses for Northampton can fit within the current Northampton administrative boundary and would need to be within the wider West Northamptonshire conurbation ensuring the right housing type and tenure to match jobs need.

There is also a need for additional student accommodation in Northampton and with limited space on the university campuses there is potential to address this through an off site private sector initiative.

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, because ownership of common areas is unclear and resulting in poor maintenance or because large concentrations of social housing have 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, heating 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 as set in the MKSM Growth Agenda 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 West Northamptonshire Strategic 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 high number of people in temporary accommodation is an unequivocal indicator of a shortfall of affordable housing provision in the area.

Affordable Housing

The B. Line report Northampton Housing Market 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 supply 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 January 2008 is £187,927 whilst the average wage is £23,072. This would make the average house 8.15 times the average wage.

If a current mortgage rate of 5.25% is taken and applied to a £187,927 mortgage repayments would be 43% of the average wage. In London the average house price in is £303,739 (January 2008). By comparing the Northampton to the London price it can be seen that by moving to Northampton a saving of £115,812 could be made. This might well suggest that similar to the previous New Town expansion that economics might dictate that many of Northampton's new properties might sell to buyers from the SouthEast who will then commute to London if local jobs are not provided. Too much commuting is a threat to the creation of a sustainable community and highlights the need to create local jobs.

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 for the houses needs to be desirable and reflect the town's aspirations of economic prosperity. In commerce highly 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" supports the provision of well maintained, affordable and environmentally sustainable homes of all tenure in Northampton by promoting the following strategic priorities:-

- 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. Sustainable 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)

(Note ; The proportion of affordable housing should not be zoned but integrated into the overall strategic plan to ensure community integration and avoiding future sink estates.)

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. Plans also need to take account of spatial planning to integrate housing with transport connections, community infrastructure and employment opportunities. To achieve this Partners should adopt a policy of consulting before designs are concluded, with groups such as CABI, Regeneration East Midlands, Building Research Establishment and The Princes Foundation 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. The Regional Economic Strategy promotes construction jobs in the East Midlands and the MKSM growth projections provide a good opportunity to achieve this goal.

H5. Refurbish existing estates

Housing expansion should not only focus on building new houses but should explore the potential of refurbishing existing poorly designed housing estates. In these estates increasing densities could be explored as a mechanism for renewal where the existing landscape and density is working against, rather than in harmony, with the estate.

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 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. 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 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 industry, 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. The 'Open Space Sports and Recreation' (OSSR) report (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 (The town's old Court 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. There is an aspiration for a significant cultural venue at its centre that operates beyond the boundaries/parameters of what is considered a typical museum function. Complementary to this, other sections of this Economic Regeneration 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 tourist information 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 infrastructure is being 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 along with their current and future use. The work will need to take into consideration activities that engage all ages including adrenalin activities, skateboard parks, quality athletics facilities or short mat bowls etc., that may not be catered for in a 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's Museum & Gallery – an expanded and more attractive offer

The cultural facilities and history are key elements 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 and an Art Gallery bringing historic Northampton to life promoting Northampton. The exact specification for of this needs to be developed as part of a wider Cultural Investment Plan.

L3. Build a New 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 update them. These will lead to major capital projects in landmark buildings creating a major selling point for investment into the town.

L4. Events Programme

Develop a programme of major events for the town, of local, regional or national significance.

L5. Town Trail

Develop a self guided historic town trail of Northampton. This could be through a networked mobile phone system so promoting the richness of the towns' heritage and developed in partnership with the tourist information centre.

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.

Levels of congestion in and around Northampton will dramatically influence the economic well-being and the capacity for growth; there is a need to mitigate the impact from development by reducing the amounts of congestion on the roads.

Led by NCC there is a need to improve management of the existing highway network to optimise the utilisation of existing capacity, by defining a core network of roads essential to the town and the county's prosperity.

There is also a need for good transport planning and connectivity. Transport connectivity relates to the ability of people and goods to connect spatially and logically with seamless interconnection to other transport modes. Good national international, , inter-regional and intra-regional connections are vital for economic growth. It is important to note that transport connectivity concerns much more than just transport infrastructure projects but also includes soft measures such as travel demand management to reduce congestion. Therefore, good connectivity means predictable and reliable movement of people and goods that can be achieved by a combination of improved transport infrastructure and travel demand management.

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 Northampton County Council Transport Strategy for Growth (Sept 2007) is a key document in establishing the right infrastructure and encourages the use of Public Transport. 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 NCC, and although it may not work in all circumstances for Northampton, it is an option to develop 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, colleges and the University of 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.

Car Parking

Car parking is a critical issue in the town. From the RAC report on Commuting (Sept 2007) it was identified that 71% 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 destinations.

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

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.

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 Buses and model shift

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 are 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.

To encourage modal shift, bus facilities also need to be reviewed and promoted. This should include provision of frequency of services; real time travel data at bus stops; good interchange facilities and priority lanes for efficient services. To aid modal shift there is also a need to communicate and promote the alternative services available along with incentives to achieve a change of habits.

Smart Cards can play an important part in encouraging the change from car use by making alternative means of transport cheaper, easier and more attractive including removing the need for cash payments, speeding up boarding times and avoiding having to pay separately for each leg of a journey. This enables people to travel more often and farther and to undertake more complex journeys. This also means that people can gain better access to services and facilities which creates a more inclusive and more equal society, and particularly overcomes current barriers of social exclusion, low income, disability, isolation and inequality.

Targets – Railways and Buses

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. Bus travel and modal shift

Ensure that a town Centre transport hub is part of a wider aim to promote modal shift connected to frequent bus services, with quality information and good interchanges. Led by NCC and planned as part of a town wide initiative the project and its benefits also need to be promoted to the public to achieve success.

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 or planned transport systems do not support the developments. Good partnership working is needed to deliver these facilities with 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 including The River Nene Regional Park (RNRP)

These spaces could include a community city farm, allotments, orchards, and places to relax and enjoy, so creating new green infrastructure with ecosystems functions, flood defences, control of urban run off, biodiversity and food and green products for local markets. An example of city living is in Cuba where urban space is turned into local city market gardens creating functional green space in a dense urban setting.

Leadership

Good Leadership is a major building block in being able to deliver 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. Partners in Northampton should explore other examples in the UK of how successful partnership has delivered results.

Target – achieve wider support for effective governance and delivery

The strategy needs to be adopted individually and collectively to be fully affective.

1. Strategy Adoption - Internally

Adopting and implementing this strategy as an internally agreed strategy with each partner and across political parties.

2. Strategy Adoption – External Stakeholders

Jointly adopting this strategy by key partners across Northampton as the way forward for Northampton.

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Appendices

Appendix 1 Summary Table of Targets

Summary Table of Targets as taken from each chapter of the Northampton Economic Regeneration Strategy

	TARGET	Related targets in RES, SRES, LAA	Main partners working on project	Other Partners	Approximate Timescale
	RETAIL				
R1	Niche Retail - 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	NBC, TCC, TCP, WNDC.	Commercial Developer/ NCC NEL EMDA	2008-2026
R2	Expand the Town Centre Retail - Increase the town centre retail offer by two-thirds i.e. 80,000m2. <i>This will be achieved primarily through commercial alliances with either existing partners or new partners.</i>	RES 2g, 4a, 7a, 7b SRES 1.1, 3.1, 3.2 4.3 & 5.2	NBC, TCC, TCP, WNDC.	Commercial Developer/ NCC NEL EMDA	2008-2014
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	NBC, TCC, TCP, WNDC.	All	OG
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	LSC, NBC, WNDC	NCC, NEL, EMDA, TCP	OG
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, 9c, 10c SRES 3.4, 3.7	NBC, NCC, TCP, TCC, WNDC	NEL, EP, EMDA	2008-2012
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 cafés, restaurants and family friendly venues.	RES 2F, 2G, 7C, 9B SRES 1.1, 3.1, 3.4, 3.7, 5.2	NBC, TCC, TCP, WNDC.	NCC, NEL, EP, EMDA	2008 -2015
R7	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.	RES 2F, 9B SRES 1.1, 3.1, 3.4, 3.7, 5.2	WNDC, NCC, NBC	NEL, EP, EMDA, TCC, TCP	2008-2010
R8	Business Improvement Districts - Set up a town Centre Business Improvement District. 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.	RES 9a, 9b SRES 3.7, 4.3, 5.2	TCP	NEL, WNDC, NBC	2008-2012
R9	Improved Building Frontages - Northampton's character is a key asset in promoting place making. A programme of improvements to existing shop frontages to complement the often fine architecture at 1st floor level. This programme should start in the Market Square and expand to other streets in the town.	RES 2f, 9b, 2g, 3d SRES 3.4, 3.7	NBC, WNDC, TCP	EMDA, NEL, NCC	2008-2011

	TARGET	Related targets in RES, SRES, LAA	Main partners working on project	Other Partners	Approximate Timescale
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	NBC, NCC, NEL, WNDC	EMDA, TCP	OG
E2	NBC / NCC Land Holdings - Review of NBC/NCC 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	NBC, NCC	NEL, WNDC	2008-2011
E3	Create Office Site Opportunities - Clear and create marketable land /building footprints for office/ employment opportunities.	RES 7a SRES 1.1, 1.7, 3.1, 3.2 LAA - EDEG2	NBC, NCC, WNDC	EP, EMDA, NEL	2009-2011
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	NBC, NEL, WNDC.	EMDA, LSC, NEL, NCC	OG
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	NBC, NCC, WNDC.	EMDA, NEL.	2008-2010
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 high value engineering, construction, health/healthcare, food & drink 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	ALL	ALL	OG
E7	Development Opportunities -Evolving from the identification of sites for development and the clearing of sites to give a clear footprint, will come opportunities for partners to develop 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	NBC, NCC	ALL	OG
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	LSC, NBC, NEL	WNDC, NCC	OG
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	NBC, NEL	EMDA, NCC, WNDC	2008-2010
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 LAA - EDEG2	EMDA, NBC, NCC, NEL, U of N.	WNDC	2008-2026
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 or around the town.	RES 3d, 7a SRES 1.1, 3.1, 3.2, 4.3, 5.4	NEL, NBC, U of N	NCC, EMDA, WNDC	2009-2016

	TARGET	Related targets in RES, SRES, LAA	Main partners working on project	Other Partners	Approximate Timescale
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	ALL	ALL	OG
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 supported through Business Improvement Districts.	RES 2c, 3e, 5b, 7a SRES 1.4, 1.5, 1.6	NEL, NBC	EMDA, NCC, WNDC	2008-2011
E14	Science and Technology Park - 'Technology Realm' - Support needs to be given to ensure that Northampton provides a Science Business and Technology Park creating a Technology Realm. The project will provide the 'hub' of a major hub and 'spoke' business park throughout Northamptonshire. The project will promote knowledge based jobs and improve skills.	RES 2c, 3e, 5b, 7a SRES 1.4, 1.5, 1.7 LAA - EDEG2	NEL, NCC, U of N, WNDC	EMDA, NBC	2009-2016
E15	Livestock Market - Support the Farmers' Consortium's campaign to re-open the Livestock Market, the Strategy would both support job creation and employment diversity.	RES 2b, 2c, 3e, 9c. SRES 1.1, 1.8.	WNDC, NCC, NBC	EMDA, NEL	2009-2016
BUSINESS START-UP					
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 or in St Giles Street and Gold Street).	RES 2a,2b, 10c SRES 1.2, 1.5, 1.6, 1.8, 2.1, 2.7, 2.8, 5.4 LAA - EDEG2	NBC, U of N, WNDC	EMDA, LSC, NEL, WNDC	2008-2011
B2	Arts Complex/Start-Up Business - Develop an area of the town centre for an arts/creative complex supporting start-up and growth 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)	RES 1a, 1c, 2a, 2b, 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	NBC, U of N, WNDC	NCC, NEL, WNDC, EP, EMDA, LSC	2008-2011
B3	Fashion Design/ Start-Up Business - Develop 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)	RES 2a, 2b, 10c SRES 1.2, 1.5, 1.6, 1.8, 2.1, 2.8, 4.3, 5.3, 5.4 LAA - EDEG2	NBC, U of N, WNDC	NCC, NEL, WNDC, EP, EMDA, LSC	2008-2011
B4	Antique Business Shops - Develop an area of the town centre for antique business, restorers, and shops to aid start-up and create a more diverse shopping offer.	RES 2a, 2b, 10c SRES 1.2, 1.5, 1.6, 1.8, 2.1, 2.8, 4.3, 5.3, 5.4 LAA - EDEG2	NBC, NEL.	EMDA, LSC, U of N	2008-2015
B5	Live Work Units - Develop an area of the town for live work units start up business to aid start-up and create a more diverse work space.	RES 2a, 2b, 2g, 10c SRES 1.2, 1.5, 1.6, 1.8, 2.1, 2.7, 2.8, 5.4 LAA - EDEG2	NBC, U of N, WNDC.	EMDA, LSC, NEL	2008-2015

	TARGET	Related targets in RES, SRES, LAA	Main partners working on project	Other Partners	Approximate Timescale
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.	RES 2a, 2c, 2d, 2g, 10c SRES 1.2, 1.5, 1.6, 1.8, 2.1, 2.7, 2.8, 5.4 LAA - EDEG 2	NBC, U of N, WNDC.	EMDA, EP, LSC, NCC, NEL.	2008-2015
B7	B7. Innovation Space – Develop Innovation Space for business and engineering with focus on Northampton's strengths and connections. This could include precision engineering and recycling and could be located on the University Park Campus or Northampton College sites.	RES 2a, 2c, 2d, 2g, 10c SRES 1.2, 1.5, 1.6, 1.8, 2.1, 2.7, 2.8. LAA - EDEG 2	NBC, LSC, U of N, WNDC	LSC, NEL, EMDA	2008-2011
B8	Business Support – Business Link - Develop an onsite support hub for the evolving fledging business centres with advice and training.	RES 2d, SRES 1.5, 1.8, 2.1, 2.6. LAA - EDEG2	U of N, BC	LSC, NBC, NEL	2008-2010
REGENERATION AND GROWTH					
G1	Planning and Resource Schedule - To establish an overarching master plan for delivery of the regeneration of Northampton in line with the Local Development Framework. This will need to be revised as development evolves (on an annual basis) and include a resource scheduling to back up the delivery programme. The plan will also need to identify the lead partner of each particular element.		WNDC, NBC, NCC, EP.	NEL, EMDA	2008-2009
G2	OGC Gateway - Adopt the OGC Gateway method of developing projects from first principles to establish good practice. Projects should be developed through establishing the need, identifying the issues to be address by the project and identifying the options for delivery.		WNDC, NBC, NCC, EP.	NEL, EMDA	OG
G3	Design Quality - Ensure all projects are built of a good quality, functional design, environmentally friendly (with environmental ratings) and be attractive. Designs also need to include the principles of designing out crime, specifically building to accredited 'Secured by Design' standards, including. To achieve these standards, the delivery partners should adopt a policy of consulting before designs are concluded, with groups such as CABE or Regeneration East Midlands, the LSP, the police, and other emergence services, with the aim of trying to ensure design with longevity, serviceability, good spatial planning and place shaping .	RES 5a, 6a SRES 3.4, 5.2, 5.3	ALL	ALL	OG
G4	Public Consultation on Designs -The first major project that will create a landmark is likely to be the retail project. Later 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	ALL	ALL	OG

	TARGET	Related targets in RES, SRES, LAA	Main partners working on project	Other Partners	Approximate Timescale
G5	Equalities - Each project needs to be screened at the early development stage and progressively through the project stages to ensure that equalities are a consideration.	SRES 3.6, 3.7 LAA - SSC1	ALL	ALL	OG
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	ALL	ALL	OG

	TARGET	Related targets in RES, SRES, LAA	Main partners working on project	Other Partners	Approximate Timescale
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,	NBC	EMDA, NEL, WNDC.	2008-2010
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	NBC	WNDC, NEL, EMDA, NCC	2008-2011
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	ALL	ALL	OG
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 crime' and potential problems as a principle, not only applying this to the construction but the way they are used, the accessibility of facilities and ability to build a sense of pride in and 'ownership'.	RES 8 SRES 3.6 LAA - SSC1 & SSC2	ALL	ALL	OG
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	ALL	ALL	OG
HOUSING					
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. (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 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)	RES 7a, 7b SRES 1.1, 3.1, 3.2, 3.3, 3.4, 4.3 5.2 LAA - EDEG3	ALL	ALL	OG
H2	Sustainable Affordable Housing - 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. Affordable housing needs to be integrated into a development rather than zones to ensure community integration.	RES 7b SRES 1.1, 3.1, 3.2, 3.3, 3.4, 4.3, 5.2 LAA - EDEG3	ALL	ALL	OG

	TARGET	Related targets in RES, SRES, LAA	Main partners working on project	Other Partners	Approximate Timescale
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. Plans also need to take account of spatial planning to integrate housing with transport connections, community infrastructure and employment opportunities. To achieve this Partners should adopt a policy of consulting before designs are concluded, with groups such as CABE, or Regeneration East Midlands, Building Research Establishment and The Princes Foundation 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	ALL	ALL	OG
H4	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, 7c, 9c SRES 1.1, 1.7, 3.1, 3.2 LAA - EDEG2	NBC, WNDC	ALL	OG
H5	Refurbish Existing Estates - Housing expansion should not only focus on building new houses but should explore the potential of refurbishing poor existing housing estates. In these estates increasing densities could be explored as a mechanism for renewal where the existing landscape and density is working against, rather than in harmony, with the estate.	RES 6a, 7b, 7c SRES 1.1, 3.1, 3.2, 3.3	NBC, WNDC	ALL	
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.	RES 2f, 2g, 4a, 7a,7c, 9b SRES 1.1, 3.1, 3.2, 4.3, 5.2 5.3 5.4	NBC, WNDC, NEL	U of N, EP, EMDA	2008-2016
L2	Northampton's Museum & Gallery - 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 and an Art Gallery bringing historic Northampton to life and promoting with the current and future importance of the shoe industry to Northampton. The exact specification for of this needs to be developed as part of a wider Cultural Investment Plan.	RES 2f, 2g, 4a, 7a, 7c, 9b SRES 1.1, 3.1, 3.2, 4.3, 5.2 5.3 5.5	NBC, WNDC, NEL	U of N, EP, EMDA	2008-2016
L3	Build a New 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.	RES 2f, 2g, 4a, 7a, 7c, 9b SRES 1.1, 3.1, 3.2, 4.3, 5.2 5.3 5.4	NBC, WNDC, NEL	EP, EMDA	2008-2016

	TARGET	Related targets in RES, SRES, LAA	Main partners working on project	Other Partners	Approximate Timescale
L4	Events Programme - Develop a programme of major events for the town, of local, regional or national significance.	RES 2f, 2g SRES 3.2, 3.3, 5.3 5.4	NBC	WNDC, NEL	2008-2010
L5	Town Trail - Develop a self guided historic town trail of Northampton. This could be through a networked mobile phone system so promoting the richness of the towns heritage and developed in partnership with the tourist Information Centre.	RES 2f, 2g SRES 3.2, 3.3, 5.3, 5.4.	NBC, NEL	WNDC, NCC, EH, TCP	2008-2010
INFRASTRUCTURE					
T1	Develop Routes 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.	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	NCC	EMDA, NBC, NEL, WNDC.	2008-2026
T2	Support the development of sustainable travel plans - Encourage schools, colleges and the University of 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.	RES 4a, 6a SRES 3.1, 3.2, 3.3	NCC	EMDA, NBC, NEL, WNDC.	OG
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.	RES 4a, 5a, SRES 1.1, 3.1, 3.2, 3.3, 5.1, 5.2	NCC	EMDA, NBC, NEL, WNDC.	2009-2016
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	NBC, NCC, WNDC	NEL, EMDA	2007-2008
T5	Develop Car Parks - New strategic car parks may be needed at the entrance points around the town centre parameter freeing up surface car parks for development.	RES 4a, 7a SRES 1.1, 3.1, 3.2, 3.3, 5.1, 5.2	NBC, NCC, WNDC	EP, EMDA	2009-2011
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	NCC, WNDC	NBC, EP, EMDA	OG
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,	ALL	ALL	OG
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.	RES 3d, 4a, 7a, 7c SRES 1.1, 3.1, 3.2, 3.3, 5.1, 5.2	WNDC	NBC, NEL, EP, EMDA	2008-2020
T9	Bus Travel and Modal Shift - Ensure that a town Centre transport hub is part of a wider aim to promote modal shift connected to frequent bus services, with quality information and good interchanges. Led by NCC and planned as part of a town wide initiative the project and its benefits also need to be promoted to the public to achieve success.	RES 4a, 7c SRES 1.1, 3.1, 3.2, 3.3, 3.8, 4.2, 5.1, 5.2,	NCC	NBC, NEL, WNDC, EP, EMDA	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, 7c SRES 1.1, 3.1, 3.2, 3.3, 5.1, 5.2 LAA - EDEG4	ALL	ALL	2007-2014

	TARGET	Related targets in RES, SRES, LAA	Main partners working on project	Other Partners	Approximate Timescale
T11	<i>Develop a Green Infrastructure Strategy</i> - <i>Develop a green space strategy for Northampton and implement the strategy as part of the growth agenda in consultation with partners.</i>	RES 6a, 7c SRES 1.1, 3.1, 3.2, 3.3, 3.7, 5.1, 5.2 LAA - SSC5	NBC, NCC, WNDC, RNRP	EP, EMDA	2008-2010

	TARGET	Related targets in RES, SRES, LAA	Main partners working on project	Other Partners	Approximate Timescale
GOVERNANCE					
1	Strategy Adoption – Internally -Adopting and implementing this strategy as an internally agreed strategy with each partner and across political parties.		ALL	ALL	OG
2	Strategy Adoption – External Stakeholders - Jointly adopting of this strategy by key partners across Northampton as the way forward for Northampton.		ALL	ALL	OG

Key

EMDA = East Midlands Development Agency

EP = English Partnerships

NEL = Northampton Enterprise Limited

RNRP = River Nene Regional Park

TCC = Town Centre Commission

TCP = Town Centre Partnership

U of N = University of Northampton

WNDC = West Northamptonshire Development Agency

OG = On going



COUNCIL

12 May 2008

Agenda Status: Public

Directorate: Constitutional Review

Report Title	Constitutional Review
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1. Summary

Following initial consideration by the Council on 17 March 2008 of the report of the Constitution Review Working Party this report sets out the detailed drafting changes to the Constitution for adoption.

2. Recommendations

1. That Council adopts the changes to the Constitution set out in appendix 3 of this report.
2. That the Tree Panel be reconfigured with five Councillors who are not Members of the Planning Committee.
3. That Council delegates powers to the Solicitor to the Council to make any minor grammatical changes to the Constitution prior to publishing the document.

3. Report Background

3.1 The cross-party Constitutional Review Working Party has met on a number of occasions and as a result of its deliberations, various changes to the Constitution are suggested. The Constitutional Working Party Group's broad thinking is contained in Appendix 1 and 2 of this report. These Appendixes have already been reported to Full Council. The Constitutional Review Working Party last met on 28 April 2008, to consider the detailed drafting and to make suggestions for final changes to the Constitution. As a result of that meeting, some minor changes had been made to Appendix 2.

The detailed drafting, with changes tracked in red, are attached at Appendix 3

3.2 The headline proposals are as follows:

3.2.1 Public Speaking Rights

If the proposals are adopted, the public will be given additional speaking rights at ordinary Council meetings. Currently, members of the public can speak on motions (subject to detailed rules) and to ask questions during Council's question time. If these proposals are adopted, members of the public will have an additional right to address Council on any matter on the Council's agenda and will have a maximum of three minutes slot to do this. These rights will be in addition to the rights to speak on motions and to ask questions at question time.

3.2.2 Length of Council Meeting

To accommodate the extra half an hour slot, it is proposed that the length of the Council meeting be increased by half an hour. The Constitutional Working Party Group considered two options to accommodate this. One was to start Council meetings half an hour earlier and the other option was to adjust the guillotine so it falls half an hour later, i.e. at 10 pm, as opposed to 9.30 pm. The suggested amendments in this report suggest the latter course, which is for the guillotine to fall later and for Council meetings to end at 10 pm.

3.2.3 Portfolio Holder Presentations

When original amendments to the Constitution introduced the Portfolio Holder presentations slot, the then administration had six Portfolios. The current administration has seven Portfolios and to accommodate them the time slot for Portfolio Holder presentations has been increased by fifteen minutes, to a total period of forty-five minutes.

Procedural Rules

3.2.4 Motions

Various amendments to Motions have been suggested in this report. Some amendments have been drafted to clarify rules of debate whilst other changes are more substantive.

- Amendments have been made to increase the submission deadline for amendments to Motions to two and a half working days. This will work as follows:

If a Council meeting were to be held on Monday, amendments to Motions would need to be submitted to the Monitoring Officer by 12 noon on the Thursday before the meeting. The purpose for this amendment is to ensure that proper professional advice on the validity of the amendment can be provided by the Chief Executive and Monitoring Officer and that there is adequate time to circulate the amendments amongst groups. This amendment if approved should facilitate better quality debate on amendments.

- Adjustments to the Constitution have been suggested to allow the Mayor to use their discretion to amend Motions, to correct any factual or grammatical errors, but

without changing the main thrust of the Motion. Again, this will assist the administration and debate of amendments.

3.2.5 Length of Speeches

Currently, the Constitution allows movers and seconders of Motions a total speaking time of ten minutes, with other speeches restricted to five minutes. The proposed amendments to the Constitution will reduce this to a maximum of a five minutes speech from a mover of a Motion, and all other speakers including a seconder of a motion, will have a maximum of three minutes to make a speech.

3.2.6 Opposition Business

The suggested amendments, introduce a new concept to the Constitution. If adopted, it will allow opposition groups and those not part of a group, to introduce relevant items for consideration by Council. The items of business here could include Motions, and there will be restrictions on the ability for these to be amended. Only one item from an opposition group or individual will be allowed at each Council meeting. The right to introduce items will be based on the groups/individual's proportional representation on the Council. Officers will prepare worked examples and guidance for members on their rights to introduce items under this heading.

3.2.7 Tree Preservation Order

Currently, the Tree Preservation Panel is a sub-committee of the Planning Committee. However, recently a rare circumstance has arisen whereby the current Panel members (drawn from the Planning Committee) have been unable to hear a matter as it had previously been discussed by the Committee. It is therefore proposed that in future the Panel be configured from Councillors not serving on Planning Committee (or Cabinet).

3.2.8 Contract Procedure Rules

Various technical changes have been made to the Contract Procedure Rules, which seek to clarify and reflect structural changes in the way the Council deals with procurement issues.

3.2.9 Shadow Cabinet

Changes to the Constitution will introduce the concept of a Shadow Cabinet. However, the protocol is actually being discussed with relevant Members and will be circulated to Members before the Council meeting.

3.2.10 Race Equality Forum

Running in parallel to the Working Party another group has been reviewing the Race Equality Forum. Consultations with professionals in partner organisations and networks involved with community cohesion, race equality, hate crimes and community engagement have taken place together with members of the Faiths Forum, Faithworks and Churches Together in Northampton. The need for a Forum that deals not only with faiths, but also ethnicity, culture and diverse communities for dealing with doctrine but also with practical aspects of living together and engaging with the Council came out strongly from these discussions. There were no concerns in respect of duplication

particularly with the independently organised Faiths Forum but rather that this proposal would be complementary. Set out in Appendix 7 is a revised Article renaming the Race Equality Forum as the Diverse Communities Equality Forum and setting out new objectives for it.

4. Implications (including financial implications)

4.1 Resources and Risk

Financial Implications (*if appropriate*), Risk and Non-financial resource (e.g.staffing) implications and comments from Finance if appropriate

4.2 Legal

The Constitution defines the way the Council operates and as such the agreed document will have legal force.

4.3 Other Implications

None specifically.

5. Background Papers

FJF Constitution file.

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Constitutional Working Party Recommendations in Response to Motion from Council referred to Cabinet on 7th January 2008

<p>1. Permitting the public to speak at full Council on any item listed on the agenda.</p>	<p>(A) That the current “Deputations and Public Addresses” item on the Council agenda be used for public comments and petitions.</p> <p>(B) This item to be restricted to a maximum of thirty minutes duration.</p> <p>(C) Each public speaker to have three minutes to say whatever they wish to, across any subject or other agenda item except “Motions”.</p> <p>(D) Public speakers to register by 12 noon on the day of the meeting.</p> <p>(E) The Mayor to have discretion to reorder the order of public speakers so as to encourage those who have not addressed Council before or recently and also for the purpose of balancing the contributions. Mayor to also have discretion to either allow more public speakers for items of greater public interest or to request a further Council meeting to hold the discussion.</p> <p>(F) This provision to not prevent a member of the public also registering to speak to a motion.</p>
<p>2. Allowing Councillors more time to question portfolio holders in full Council.</p>	<p>(A) That Portfolio Holder presentations and questions be extended up to forty five minutes</p> <p>(B) That notwithstanding the existing provisions in the Constitution, the Mayor to ensure that Portfolio Holders do not take longer than the three minutes allotted for their presentations.</p>
<p>3. Extending the guillotine to provide adequate time for business.</p>	<p>Agreed that the extension of the current Guillotine time by 30 minutes. The decision of whether the 30minute extension be resolved by starting the meeting earlier at 6pm or closing the meeting later at 10pm should be left with the Council to agree.</p>
<p>4. Reducing the deadline for submission of written questions from five clear working days</p>	<p>(A) That the Council agenda be published seven clear working days before a meeting.</p> <p>(B) That the deadline for submission of written questions be 10:00am on the Monday following publication of the agenda.</p>
<p>5. Reducing the deadline for submission of <u>motions</u> from twelve clear working days.</p>	<p>(A) That the deadline be eight working days.</p>

Constitutional Working Party Recommendations in relation to other possible constitutional amendments as part of the Motion from Council referred to Cabinet on 7th January 2008

<p>6. Other possible constitutional amendments that the Monitoring Officer, Overview and Scrutiny or the Constitutional Working Party consider worthy of consideration.</p>	<p>1. <u>Motions – Council Procedure Rules</u> The working Party had a discussion of the Council Procedure Rules for Motions and the following was agreed:</p> <p>(A) That the submission deadline for amendments to motions be increased by 2 and half working days. If Council meetings are scheduled for Monday, amendments should be submitted to the Monitoring Officer by 12noon on the Thursday before the meeting. Monitoring Officer to circulate electronically the valid amendments to Political Group Leader’s and Political Assistants by 12noon the following day (Friday).</p> <p>(B) The speaking time for all Councillors be reduced to 5 minutes for Movers and 3 minutes for Seconders and all other Councillor speakers.</p> <p>(C) Clause 6.7 of the Constitution –</p> <ul style="list-style-type: none"> ▪ To give Mayor the discretion to amend a motion on factual or grammatical basis, which did not have an impact on the meaning of the motion. ▪ The full clause would no longer be applicable with recommendation 1 above. ▪ <u>6.7 Clause should be moved to Clause 3.4. (not pursued)</u> <p>(D) Right to Reply –</p> <ul style="list-style-type: none"> <input type="checkbox"/> No debate should take place at the time an Amendment is put forward. The Amendment should be voted upon. If the amendment is accepted it would become the substantive Motion and the debate should take place on the substantive Motion. If the Amendment is lost the debate should take place on the Original Motion. The speeches allowed under Amendments would be restricted to the Mover (5minutes) and Secunder (3 minutes) and a right to reply to the Mover of the original motion. <input type="checkbox"/> The Secunder should have a right to speak on a substantive Motion. <u>(amended)</u> <p>(E)(D) Clause 6.11 of the Constitution ‘Closure of Motion’ –</p> <ul style="list-style-type: none"> ▪ A Member who has already spoken on the Motion should not have a right to request closure of the Motion. ▪ Discretion should be given to the Mayor to reject a closure of Motion, if deemed that an adequate debate had not taken place.
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~~(F) Number of Ordinary Motions – Restriction of three Ordinary Motions per meeting is considered. Discretion should be given to the Mayor to allow additional Motions should a need arise. (not pursued)~~

~~(G)(E) Motions would normally be considered in the order they had been received but at the discretion of the Mayor (in conjunction with the Group Whips) this order could be varied.~~

2. Public Speaking at Planning

(A) That the Public Speaking Protocol be varied to allow the Chair discretion to allow the reallocation of speakers' places where a registered speaker fails to attend the Planning Committee meeting.

(B) That the Public Speaking Protocol is varied to extend the particular Ward Councillor's notification of registration to speak, to the start of the meeting.

~~(C) That the Solicitor to the Council give consideration to changing the order of speaking so that those in favour of an application speak before those against. (not pursued)~~

3. Substitution on Licensing and Planning Committees

(A) That a scheme substitution for Licensing and Planning Committees be devised on the basis of one named substitute per group per Committee.

(B) Each substitute member to go through the appropriate training and to attend at least three meetings of that Committee each municipal year as an observer.

(C) Substitutes attendance as observers at Planning Committee and Licensing Committee to be shown in the attendance (in the Minutes):

~~(D)(A) That these substitution rules would need to be rigorously enforced due to the risk of appeal of decisions if substitutes were not seen to be fully competent. (not pursued)~~

34. Opposition Group Business –

(A) To include an Item 'Opposition Group Business' as a standing item on the Agenda for the Opposition Group Business, which could include Opposition motions.

(B) Time limit of 10 minutes is allocated to the item. The meetings would consider business from only one opposition group per meeting based on the political proportionality. Proportionality would apply over the life of the Council and be reviewed after each election including bi-elections. Currently the proportionality equates to one meeting for Labour Group for every three meetings to the Conservatives.

(C) The administration would not be able to submit amendments on any Motion submitted under this item
(exclusion of all other groups)

(D) The item should only apply to ordinary meetings

(E) Members of the Public should be excluded from speaking on this item.

5. Use of Traffic Light System in Council Chamber

The Constitution includes the use of the traffic light system in the Council Chamber from the first Meeting of Council in May 2007 and that the traffic light system would be strictly adhered to.

6. Re-Order Council Agenda

'Matters of Urgency' item be reordered on the Agenda to take place before the item 'Notices of Motion'.

7. Councillors Speaking at Cabinet

Agreed the alterations to the Access to Information Procedural Rules and the Guidelines for Open Government in respect of the Guidelines for Open Government paragraph 4.2.4.3 that Councillors wishing to speak at Cabinet meetings would only need to inform the Chair prior to the start of the meeting.

8. Planning Protocol

Agreed the following alterations to the Appendix to the Planning Protocol. It was agreed that paragraph 1.1 be clarified in so far as the reference to a representative of a Parish Council "in whose area the application falls" and that it be made clear that Ward Councillors would not be required to pre-register their wishing to address the Committee.

9. Tree Preservation Orders (TPOs) – Delegated Powers

Delegations to Officers in relation to Tree Preservation Orders need to be amended so as to allow the emergency in position of TPOs by officers and subsequent report to be made to the Planning Committee where this delegation had been used.

10. Listed Building Consents

To look into the need/possibility for a Delegation to Officers for the granting of emergency listed building consents and subsequent report to the Planning Committee where this delegation has been used.

11. Contract Procedure Rule

Minor amendments were required to the Contract Procedure Rules, which would be submitted to the Working

Party:

1. Constitutional Proceedings

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It is to be noted that the ...

10. Final Report of the

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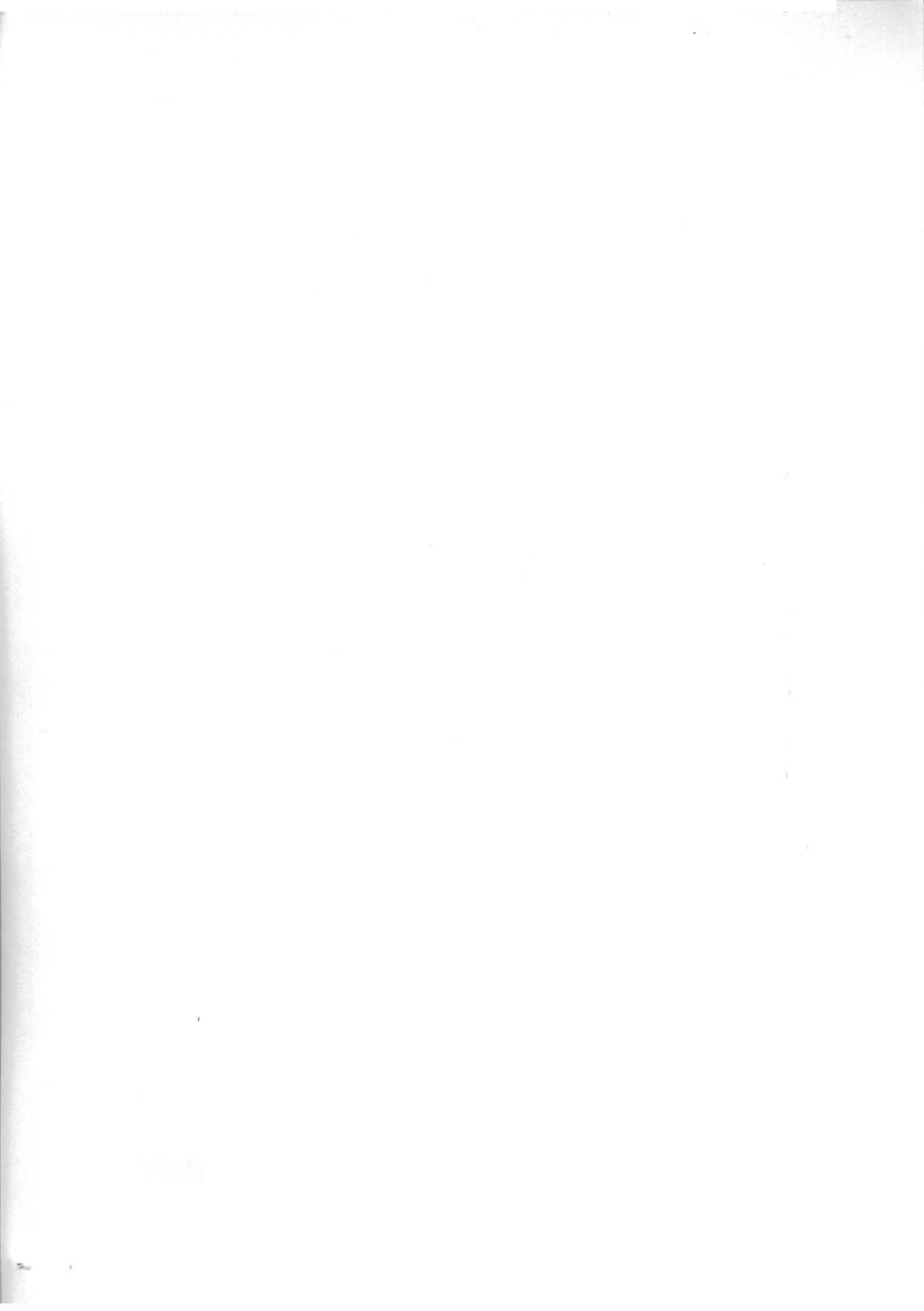
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APPENDIX 3





Part 2

Articles of the Constitution

Articles of the Constitution

PART 2

Race Equality Forum

Objectives

- ~~1. To promote and sustain effective communication between the Council and the ethnic minority communities in the Borough.~~
- ~~2. To equalise access by the ethnic minority communities to the services and benefits provided by the Council by:
 - ~~2.1 providing information about those services and how to access them;~~
 - ~~2.2 identifying barriers to access to services which adversely affect ethnic minority groups or individuals; and~~
 - ~~2.3 promoting dialogue between the Council, its members and senior officers of the Council and representatives of the ethnic minority communities.~~~~
- ~~3. To provide a Forum in which:
 - ~~3.1 the ethnic minority communities can express their needs for, and their views on, services provided by the Council;~~
 - ~~3.2 the Council can consult representatives of the ethnic minority communities on policy and service delivery issues affecting the ethnic minority communities; and~~
 - ~~3.3 the various groups and agencies can exchange information about their own activities and plans.~~~~

(Part 2 Articles of the Constitution)

DIVERSE COMMUNITIES EQUALITY FORUM

OBJECTIVES

- ~~1. The Forum seeks to equalise access by people of all ethnic and cultural backgrounds to the services and benefits provided by the Council by:
 - ~~1.1 providing information about those services and how to access them;~~
 - ~~1.2 identifying barriers to access to services which adversely affect groups or individuals of any ethnic, faith or cultural background; and~~
 - ~~1.3 promoting two-way dialogue between the Council, its members and senior officers of the Council and representatives of:
 - ~~1.3.1. ethnic and culturally diverse communities;~~~~~~

- 1.3.2 newly arrived and emerging communities;
- 1.3.3 faith communities.
- 1.4 promoting community cohesion through working in ways which promote and support effective relationships and engagement between the Council and the community.
- 2. To provide a Forum in which:
 - 2.1 The above-mentioned community groups can express their needs for, and their views on, services provided by Northampton Borough Council and its partners through a range of meetings, events and other means.
 - 2.2 the Council can consult representatives of the above-mentioned communities on policy and service delivery issues including in relation to impacts on the above-mentioned communities
 - 2.3 members of the Forum can feed into national and regional consultations
 - 2.4 groups and agencies can exchange information about their own activities and plans
 - 3. For members of the Forum who have internet access, there is the opportunity to keep informed and share information about community events, consultations etc via the group emails.
- 4. The Forum may from time to time
 - 4.1 operate sub-groups or project work groups e.g. to focus on interfaiths work;
 - 4.2 work with other groups including other Forums e.g. to encourage participation in local democracy through supporting work led by Youth Forum in October each year; e.g. to raise awareness of suffering in the past and today in situations of war and discrimination through active involvement with the Holocaust Memorial Working Group.

Part 4

Rules of Procedure

COUNCIL PROCEDURE RULES

CONTENTS

1. Business
2. Minutes
3. Motions
4. Members and Public Question Time
5. Cabinet Member Presentations
6. Rules of Debate
7. Motions Affecting Persons Employed by the Council
8. Behaviour
9. Rescission of Preceding Resolution
10. Voting
11. Voting on Appointments
12. Certain Matters to be Confidential
13. Sealing of Documents
14. Inspection of Documents
15. Inspection of Lands, Premises etc
16. Committees and Sub-committees
17. Substitute Members (Overview and Scrutiny)
18. Powers of Cabinet and Committees
19. Meetings of Cabinet and Committees
20. Attendance at the Cabinet or Committee of the Members of the Council
21. Rules Applicable to Meetings of Cabinet and Committees
22. Suspension of Rules
23. Interpretation of Rules
24. Interests

The order of business at every meeting of the Council, except as otherwise provided by paragraph 1.2 of this Rule shall be:

1.1 Order of Business

- 1.1.1 to choose a person to preside if the Mayor and Deputy Mayor be absent;
- 1.1.2 to deal with any business required by statute to be done before any other business;
- 1.1.3 to approve as a correct record and sign the minutes of the last meeting of the Council;

- 1.1.4 to receive apologies for non-attendance;
- 1.1.5 Mayor's announcements;
- 1.1.6 to give directions relating to requests from the public to ask questions of or to address the Council or to present a petition in accordance with the Guidelines for Open Government;
- 1.1.7 to dispose of business (if any) remaining from the last meeting;
- 1.1.8 to hear any Cabinet Member Presentations under Rule 5;
- 1.1.9 to deal with any Opposition Group Business;

4.4.91.1.10 other business, if any, specified in the summons; and

- 1.1.11 to deal with any matter requiring urgent attention which the Mayor with leave of the Council specifically wishes to bring to the attention of the Council.

1.2 Variation of Order of Business

Business falling within Rules 1.1.1, 1.1.2 or 1.1.3 shall not be displaced, but, subject thereto, the foregoing order of business may be varied:

- 1.2.1 at the Mayor's discretion; and
- 1.2.2 by a resolution passed on a motion (which need not be in writing) duly moved and seconded which shall be moved and put without discussion

1.3 Mayor's Announcements

Business falling under Rule 1.1.6 shall not, except with the consent of the Mayor, be the subject of comment debate or question.

1. BUSINESS PROCEDURE NOTES

1.4 Guillotine

1.4.1 Interruption of the Meeting

If the business of a Council meeting has not been concluded by 9:10.00 pm, the Mayor will draw the attention of the meeting to the time and to this Rule.

1.4.2 Motions and Recommendations not dealt with

In the case of any motions or recommendations on the agenda that have not been dealt with by 9:30.00 pm

- 1) The Mayor shall put to the vote without further debate any motion or amendment currently under discussion; and
- 2) any items remaining to be considered will be put to the meeting without further discussion and a vote taken on whether the item should be accepted; rejected; referred; deferred or withdrawn.

2. MINUTES

2.1 The Mayor shall put the question that the minutes of the previous meeting of the Council be approved as a correct record. No discussion shall take place upon the minutes except upon their accuracy, and any question of their accuracy shall be raised by motion. If no such question is raised, or if it is raised, then as soon as it has been disposed of the Mayor shall sign the minutes.

2.2 Council minutes which would otherwise require to be signed at an Extraordinary meeting may be signed at the next ordinary meeting.

3. MOTIONS

3.1 Notices of Motion

Notice of every motion (other than a motion which under Rules 3.6 or 6.10 may be moved without notice) shall be given in writing, signed by the member or members of the Council giving the notice, and delivered, faxed or e-mailed not later than 5pm eighttwelve working calendar days before the day of the meeting to the office of the Chief Executive. Notices of motion shall be available for inspection at the Chief Executive's Department.

3.2 Motions to be set out in Summons

There shall be set out in the summons for every meeting of the Council all motions of which notice has been duly given in the order in which they have been received (subject to 3.3.3 below), unless the member giving such notice intimated in writing, when giving it, that they propose to move it at some later meeting, or has since withdrawn it in writing.

3.3 Order of Motions on Council Agenda

3.3.1 Normally motions will be ordered on the Council summons by the date of receipt by the Chief Executive's office but the Mayor may vary the order following discussion with the Group Whips.

3.34 Motion Not Moved

If a motion thus set out in the summons be not moved either by a member who gave notice thereof or by some other member authorised in writing on their behalf it shall unless postponed by consent of the Council be treated as withdrawn, and shall not be moved without fresh notice.

3.4(3.5) Amendments to Motions

Amendments to motions set out in the Council summons will need to be circulated to Group Whips and individual members not in groups at least thirty minutes the latest by 12 noon two working days before the day of the Council meeting before the meeting by the proposer of the amendment. The Mayor will have the discretion to disallow an amendment not complying with this Rule.)

3.56 Scope of Motions

3.5.43.6.2.1 Every motion shall be relevant to some matter in relation to which the Council has powers or duties.

3.5.23.6.2.2 The Monitoring Officer will have the power to disallow a motion if it does not comply with the law or is not within the powers of full Council to consider.

3.6.3 The Mayor will have the discretion to amend a motion in order to correct minor factual or grammatical errors but which will not have an impact on the meaning of the motion.

3.6 Motions and Amendments which may be Moved without Notice

The following motions and amendments may be moved without notice:-

3.6.43.4.1 appointment of a Chair of the meeting at which the motion is made;

3.6.23.4.2 motions relating to the accuracy of the minutes;

3.6.33.4.3 that an item of business specified in the summons have precedence;

3.6.43.4.4 reference or reference back to the Cabinet or to a committee;

3.6.43.4.4 reference or reference back to the Cabinet or to a committee;

3.6.53.4.5 appointment of a committee or member thereof occasioned by an item mentioned in the summons to the meeting;

3.6.63.4.6 adoption of minutes and recommendations of the Cabinet, committees and sub-committees and any consequent resolutions;

3.6.73.4.7 that leave be given to withdraw a motion;

3.6.83.4.8 amendments to motions (where notice is not required under this title or where the Mayor's discretion has been exercised under rule 3.5 above);

3.6.93.4.9 that the question be now put;

3.6.103.4.10 that the Council do now adjourn;

3.6.113.4.11 suspending Council Procedure Rules where permissible under Rule 22;

3.6.12 motions under Section 100A of the Local Government Act 1972 as amended to exclude the public;

3.6.123.6.13 that a member named under Rule 8 be not further heard;

3.6.14 giving consent of the Council where the consent of the Council is required by these Council Procedure Rules; and

3.6.15 excepting any item or minute under Rule 6.13 from formal agreement.

4. PUBLIC COMMENTS AND PETITIONS

4.1 Restriction on public comments and petitions

Public comments and petitions shall not be taken at the annual Council meeting or other civic or ceremonial meetings).

4.2 Form and eligibility to make comments or to present a petition

4.2.1 A resident or accredited representative of a business ratepayer of the Borough may make a comment or present a petition on any matter in relation to which the Council has powers.

The Solicitor to the Council may in consultation with the Chief Executive and Group Leaders reject a question if it:

4.25.2 Scope of Questions

Member and Public question time shall not be taken at the annual Council meeting nor to Council meetings called to deal with specific items of business (including the meeting where the Council Tax is set) at civic or ceremonial meetings nor at Council meetings called to deal with specific items of business.

4.15.1 Restriction on Question Time

5. MEMBER AND PUBLIC QUESTION TIME

Normally petitions will be taken first and then comments in order of the registration of the speaker, however, the Mayor shall have the discretion to vary the order in favour of people who have either not previously or recently addressed the Council.

4.5 Order of Comments and Petitions

Once a petition has been presented and accepted by the Mayor it will stand referred to the appropriate Cabinet Portfolio Holder or Committee Chair to act upon and respond to the petitioner and Council.

4.4 Reference of a Petition to Cabinet or a Committee

Where an item has substantial public interest and where public representations within rules 4.3.1 and 4.3.2 above are in the opinion of the Mayor insufficient to deal with the matter, the Mayor, with the consent of the Council will be allowed to refer the item to a separate Council meeting.

4.3.3

Each member of the public will have three minutes in total to make comments on any item on the agenda but excluding motions or to present a petition. This provision shall not prejudice the same member of the public from applying to submit a question under these procedural rules or registering to speak to a motion under 'Notices of Motions'.

4.3.2

The time during which public comments and petitions shall be taken will not, ordinarily, exceed thirty minutes except, if in the opinion of the Mayor, the public interest in a matter or matters, merits further time and further speakers being heard.

4.3.1

4.3 Length of Public Comments and Petition Time

No prior notice of the nature of a comment to be made, or a petition to be presented is required save the need to register to speak as set out in the Guidelines for Open Government.

4.2.2

- is not about a matter for which the local authority has a responsibility or which affects the borough;
- is defamatory, frivolous or offensive;
- is repetitious;
- is substantially the same as a question which has been put at a meeting of the Council in the past six months;
- requires the disclosure of confidential or exempt information;
- concerns a planning or licensing application;
- raises a grievance for which there are other established processes for resolution; or,
- relates to an investigation (whether completed or not) by, or ruling of, the Standards Board for England, the Standards Committee or the Adjudication Panel, in so far as those comments relate to the behaviour or conduct of an individual member or members;
- does not relate to the work of the person to whom the question is addressed.

4.35.3 Form and Eligibility to ask Questions

- 45.3.1** A member may ask questions on any matter in relation to which the Council has powers.
- 45.3.2** A resident or business ratepayer of the borough may ask a maximum of two written questions at each meeting (limited to 50 words) on any matter in relation to which the Council has powers.
- 45.3.3** Each question from the public must provide the name and address of the questioner and name the Cabinet member/committee chair to whom the question should be put.

54.4 Deadlines

- 54.4.1** An application for a question to be considered will be submitted in writing and delivered, faxed or e-mailed to Meeting Services no later than **10.00 am seven calendar five clear working** days before the **day of the** Council meeting.
- 54.4.2** The date and time of receipt of such requests will be recorded in a book kept for that purpose and a copy of the question will immediately be sent to the Mayor and the member to whom it is to be put. Rejected questions will include reasons for rejection.

54.5 Length of Public Question Time

~~The time during which public questions shall be taken shall not exceed thirty minutes. It shall not be in order to move for an extension of this time limit. When the time limit has expired, any remaining written replies shall be taken as read.~~

45.65 Asking the Question at the Meeting

45.65.1 Copies of all the questions to be dealt with at the meeting, together with written answers, shall be circulated (in a suitable format) at the meeting and copies shall be available for members of the public and the press.

45.65.2 The Mayor will invite the questioner to put the question to the member named in the notice. If a questioner who has submitted a written question is unable to be present, they may ask the Mayor to put the question on their behalf. The Mayor may ask the question on the questioner's behalf, indicate that a written reply will be given or decide, in the absence of the questioner, that the question will not be dealt with.

45.76 Supplemental Question

A questioner who has put a question in person may at the discretion of the Mayor also put one supplementary question without notice to the member who has replied to his or her original question. A supplementary question must arise directly out of the original question or the reply. The Mayor may reject a supplementary question on any of the grounds in Rule 45.2 above.

45.87 Form of Answer

An answer will usually be in written form but may be given orally.

- a direct oral answer; or
- where the desired information is contained in a publication of the Council a reference to that publication; or
- the Leader, Portfolio Holder or appropriate Chair may decline to respond to a public or member question.

45.98 Written Answers

Any question which cannot be dealt with during public question time, either because of lack of time or because of the non-attendance of the member to whom it was to be put, will be dealt with by a written answer within seven working days of the Council meeting.

45.910 Reference of Question to the Cabinet or a Committee

Unless the Mayor decides otherwise, no discussion will take place on any question, but any member may move that a matter raised by a question be referred to the Cabinet or the appropriate committee or sub-committee. Once seconded, such a motion will be voted on without discussion.

54.140 **Order of Questions answered**

54.140.1 questions shall be dealt with in the order in which they are received, subject to 45.2 above/below;

54.140.2 questions from Councillors will be considered first, in the order they are received and questions from members of the public will be considered next in the order they are received;

54.140.3 the Mayor will have the discretion to allow questions from members of the public to be considered first and will have the discretion to rearrange the order of presentation of questions to ensure that there is a proper balance between member and public questions.

45.121 **Question Time Guillotine/Length of Question Time**

~~(1) The question time guillotine shall take effect thirty minutes after the commencement of the question time.~~

~~(2) Once the question time guillotine is reached, the Mayor will announce that fact to the meeting upon which the member speaking must immediately sit down, or in the case of a member of the public speaking, the person will immediately cease speaking.~~

~~(3) Any outstanding questions will be responded to in writing and sent to the questioner within seven working days of the Council meeting.~~

5.11.1 The time during which public questions shall be taken shall not exceed thirty minutes. It shall not be in order to move for an extension of this time limit. When the time limit has expired, any remaining written replies shall be taken as read.

5.11.2 Once the time limit is reached the Mayor will announce that fact. Any member or member of the public speaking must immediately cease speaking and in the case of a member, sit down.

6. OPPOSITION GROUP BUSINESS

6.1 This Rule applies where there is a majority amongst members of the Council.

6.2 A Minority Group or Individual Member if not part of a group may require, by notice in writing, signed or on behalf of the Leader of the Minority Group or Individual Member, given to the Monitoring Officer not later than the latest time for receipt of notices of Motion for that meeting that any one item of business to be placed on the agenda for any ordinary meeting of the Council to be treated as Opposition Group Business (for the avoidance of doubt a maximum of one item shall be allowed under this head).

6.3 Opposition Group Business shall not be taken at the annual Council meeting nor at civic or ceremonial meetings nor at a meeting called to deal with specific items of business

6.4 The allocation of Opposition Group Business at each ordinary Council meeting will be allocated by the Monitoring officer to ensure that so far as possible each Minority Group's or individual members share of such notices accepted onto the Council agenda fairly reflects the relative size of those groups or individual Members proportional representation in the period since the last annual meeting of the Council.

6.5 Meeting Services shall indicate on the agenda which (if any) item of business is to be treated as opposition priority business.

6.6 Opposition Group Business shall be restricted to ten minutes duration. Once the time limit is reached the Mayor will announce that fact. Any member speaking must cease and sit down.

6.7 In respect of any Opposition motions submitted under this item, there shall be no:

- public speaking; or
- amendments
- there shall be only three speakers, each having three minutes, on any such motion which shall be taken in the following order : the Proposer, the Administration and the Seconder.
- For the avoidance of doubt, alterations to motions under this head will be allowed in accordance with the rules 7.7 below

56. CABINET MEMBER PRESENTATIONS

56.1 A period of up to forty-five minutes half-an-hour will be allowed at Council meetings during which members of the Cabinet will be able to put forward presentations relating to their respective portfolios and upon which Councillors will be able to ask them questions.

56.2 Such presentations may be presented either in writing or verbally or a combination of the two but in any event the verbal presentation should not exceed three minutes in duration. If a written presentation is made it should be circulated to all Councillors before the start of the meeting, and it should be kept concise.

56.3 Upon completion of the presentation members may ask questions relating to it. Subject to Rule 5.4 below there is no limit on the number of questions members may ask and there is no requirement for prior notice for questions.

56.4 In order to keep to the half-hour/forty-five minutes limit and/or maintain fairness between members the Mayor may limit the number of questions (or further questions) to be asked, either in total or by any one member, or to any one Cabinet Member.

56.5 This Rule 5 shall not apply to the Annual Council meeting, nor to Council meetings called to deal with special items of business (including the meeting when the Council Tax is set).

67. RULES OF DEBATE

67.1 Motions and Amendments

A motion or amendment shall not be discussed unless it has been proposed and seconded, and (unless notice has already been given in accordance with Rule 3) it shall, if required by the Mayor, be put in writing and handed to the Mayor before it is further discussed or put to the Meeting.

67.2 Seconder's Speech

A Councillor when seconding a motion or amendment may, if they then declare an intention to do so, reserve their speech until a later period of the debate provided that such reservation shall not be necessary in connection with the formal adoption of a minute or a recommendation of the Cabinet or a committee.

67.3 Only one Councillor to Stand at a Time

A Councillor when speaking shall stand and address the Mayor. If two or more Councillors rise, the Mayor shall call on one to speak; the other or others shall then sit. While a member is speaking the other members shall remain seated, unless rising to a point of order or in personal explanation.

67.4 Content and Length of Speeches

7.4.1—aA Councillor shall direct their speech to the question under discussion or to a personal explanation or to a point of order. No moving or seconding speech shall exceed ~~fiveten~~ minutes and no other speech shall exceed ~~threefive~~ minutes, except by the consent of the Council;

7.4.2 at meetings called for particular purposes including that for the Budget the time limit for moving and seconding speeches will be determined by the Mayor in conjunction with the Group Whips at the Pre-Council meeting.

67.5 When a Councillor May Speak Again

A Councillor who has spoken on any motion shall not speak again whilst it is the subject of debate, except:

~~6.5.17.5.1~~ 7.5.1 to speak once on an amendment moved by another Councillor;

7.5.2 ~~6.5.2~~ if the motion has been amended since they last spoke, to move or speak on a further amendment;

~~6.5.27.5.3~~ 7.5.3 if their first speech was on an amendment moved by another Councillor, to speak on the main issue, whether or not the amendment on which they spoke previously was carried;

7.5.4 ~~6.5.4~~ in exercise of a right of reply given by Rules 6.9 or 6.11;

7.6.7 Alteration to Motion

The only speeches that will be allowed will be from the proposer and seconders of the amendment and the mover of the original motion and three speakers selected by the Mayor (for the avoidance of doubt, if an amendment is voted upon and becomes the amended motion, the right of reply to any further amendments shall be with the mover of that amended motion).

7.6.2

If an amendment be lost, other amendments may be moved on the original motion. If an amendment be carried, the motion as amended shall take the place of the original motion and shall become the motion upon which any further amendment may be moved.

The Mayor may permit two or more amendments to be discussed together (but not voted on) if circumstances suggest that this course would facilitate the proper conduct of the Council's business.

Only one amendment may be moved and discussed at a time and no further amendment shall be moved unless the amendment under discussion has been disposed of.

but such omission, insertion or addition of words shall not have the effect of negating the motion before the Council or otherwise substantially altering it so as to alter its intent and meaning.

words

7.6.4 6.6.4

to insert or add

and insert or add others;

6.6.27.6.1.3

to leave out words

7.6.1.2 6.6.2

to leave out words;

consideration;

debate to the Cabinet or a committee for further consideration or re-

6.6.47.6.1.1

to refer a subject of

7.6.1 An amendment shall be relevant to the motion and shall be either:-

67.6 Amendments to Motions

explanation.

67.5.7 5.6

by way of a personal

6.5.57.5.6 on a point of order; and

A member may with the consent of the Council, which consent, if given, shall be signified without discussion:

~~6.7.17.7.1~~ alter a motion of which they have given notice; or

~~7.7.2~~ ~~6.7.2~~ with the consent of the seconder also alter a motion which they have moved if (in either case) the alteration is one which could be made as an amendment thereto.

76.8 Withdrawal of Motion (once moved or seconded)

A motion or amendment may be withdrawn by the mover with the consent of the seconder and of the Council, which consent, if given, shall be signified without discussion, and no other Councillor may speak upon it after the mover has asked permission for its withdrawal, unless such permission shall have been refused.

67.9 Right of Reply

The mover of a motion has a right to reply at the close of the debate on the motion immediately before it is put to the vote except where a motion is moved under Rule 6.11 hereof. If an amendment is moved the mover of the original motion shall (so long as it is unamended) separately on each amendment proposed have a right of reply at the close of the debate on the amendment and shall not otherwise speak on the amendment. The mover of an amendment shall have no right of reply to the debate on the amendment but if the amendment is carried, shall have the right of reply to any further debate on the original motion as amended in place of the mover of the original motion.

76.10 Motions which may be Moved during Debate

When a motion is under debate no other motion shall be moved except the following:

~~6.10.17.10.1~~ to amend the motion
(except where notice is required to be given);

~~7.10.2~~ ~~6.10.2~~ to adjourn the meeting;

~~6.10.27.10.3~~ that the question be now put;

~~7.10.4~~ ~~6.10.4~~ that the member be not further heard;

~~6.10.57.10.5~~ by the Mayor under Rule 8.2 that the member do leave the meeting;

If any question arises at a meeting of the Council as to the appointment, promotion, dismissal, salary, pension or conditions of service, or as to the conduct of any person

87. MOTIONS AFFECTING PERSONS EMPLOYED BY THE COUNCIL

Whenever the Mayor rises during a debate a member then standing shall be seated and the Council shall be silent.

67.13 Respect for the Mayor

A member may rise on a procedural point or in personal explanation and shall be entitled to be heard forthwith. A procedural point shall relate only to an alleged breach of one of these Rules or a statutory provision, and the member shall specify the Rule or statutory provision and the way in which the member considers it has been broken. A personal explanation shall be confined to some material part of a former speech by the member in the present debate which may appear to have been misunderstood.

67.12 Procedural Points

67.11.32 on a motion to adjourn the meeting: the Mayor shall put the adjournment motion to the vote after giving the mover of the original motion the right to speak for not more than five minutes on the adjournment.

7.11.2 if a motion under 7.11.1 is put and seconded but in the Mayor's opinion has not been sufficiently discussed it shall fall without further discussion;

67.11.1 on a motion that the question be now put: the Mayor shall first put to the vote the motion that the question be now put and if it is passed, then put to the vote the motion that the question be now put is seconded and the Mayor is of the opinion that the item has been sufficiently discussed, he or she will first put the motion that the question be now put to the vote and if passed then the Mayor will put to the vote the motion;

A ~~Member~~ ~~Councillor~~ who has not spoken on a motion then under discussion may move without comment at the conclusion of a speech of another member, "That the question be now put", or "That the Council do now adjourn", on the seconding of which the Mayor shall proceed as follows:

76.11 Closure Motions

Rules where permissible under Rule 22. 6.40.67.10.7 to suspend these

6.40.67.10.6 Section 100A of the Local Government Act 1972 to exclude the public; and a motion under

employed by the Council such question shall not be the subject of discussion until the Council has decided whether or not the power of exclusion of the public under Section 100(A) of the Local Government Act 1972 shall be exercised.

98. BEHAVIOUR

98.1 Disorderly Conduct

If at a meeting any member of the Council, in the opinion of the Mayor notified to the Council, commits misconduct by persistently disregarding the ruling of the Mayor or by behaving irregularly, improperly or offensively, or by wilfully obstructing the business of the Council, the Mayor or any other member may move "That the member named be required to cease the misconduct immediately", and the motion, if seconded, shall be put and determined without discussion.

98.2 Continuing Misconduct by a Named MemberCouncillor

If the MemberCouncillor named continues the misconduct after a motion under the foregoing paragraph has been carried, the Mayor shall either:-

- move, "That the CouncillorMember named do leave the meeting" (in which case the motion shall be put and determined without seconding or discussion);
- or adjourn the meeting of the Council for such period as the Mayor shall consider expedient.

98.3 General Disturbance

In the event of general disturbance which in the opinion of the Mayor renders the due and orderly despatch of business impossible, the Mayor (in addition to any other power vested in the position) may, without the question being put, adjourn the meeting of the Council for such period as the Mayor may consider expedient.

98.4 Disturbance by Member of the Public

If a member of the public interrupts the proceedings at any meeting the Mayor shall warn the person. If they continue the interruption the Mayor shall order their removal from the Council Chamber. In case of general disturbance in any part of the Chamber open to the public the Mayor shall order that part to be cleared.

98.5 Recording of Council Proceedings

- 98.5.1 The taking of photographs of any proceedings, or the use of any means to enable persons not present to see or hear any proceedings (whether at the time or later), or the making of any oral report on any proceedings as they take place, is prohibited without the express consent of the Council having first been obtained.

98.5.2

Any person acting in contravention of this Rule may be required to leave the proceedings immediately by the person presiding thereat.

109. RESCISSION OF PRECEDING RESOLUTION

No motion to rescind any resolution passed within the preceding six months, and no motion or amendment to the same effect as one which has been rejected within the preceding six months, shall be proposed unless the notice thereof given in pursuance of Rule 3 bears the names of at least twelve Councilors of the Council. When any such motion or amendment has been disposed of by the Council, it shall not be open to any member to propose a similar motion within a further period of six months. Provided that this Rule shall not apply to motions moved in pursuance of a recommendation of the Cabinet or a committee.

101. VOTING

101.1

The mode of voting at meetings of the Council shall be by show of hands: provided that on the requisition of any member of the Council (made before the vote is taken and supported by four other Councilors who signify their support by rising in their places) the voting on any question shall be by roll-call and shall be recorded so as to show how each Councilor present and voting gave their vote. The name of any Councilor present and not voting shall also be recorded.

101.2

Where any Councilor so requires immediately after a vote is taken at a meeting of the Council, the minutes shall record whether that Councilor voted for or against the motion or abstained.

112. VOTING ON APPOINTMENTS

Where there are more than two persons nominated for any position to be filled by the Council, and of the votes given there is not a majority in favour of one person, the name of the person having the least number of votes shall be struck off the list and a fresh vote taken, and so on until a majority of votes is given in favour of one person.

132. CERTAIN MATTERS TO BE CONFIDENTIAL

All reports and documents relating to Exempt or Confidential information shall be treated as confidential unless and until they become public in the ordinary course of the Council's business.

134. SEALING OF DOCUMENTS

134.1

The resolution of

the Council;

the Cabinet; or

- a committee

authorising either expressly or by implication the acceptance of any **tender**, the purchase, sale, letting or taking of any property, the issue of any stock, the presentation of any petition, memorial, or address, the making of any tax, rate or contract, or the doing of any other thing, shall be sufficient authority for sealing any document necessary to give effect to the resolution.

134.2 The seal of the Council shall be attested by the Chief Executive or by the Solicitor to the Council (or other Solicitor of at least team leader level who is so authorised by either the Chief Executive or by the Solicitor to the Council) and an entry of every sealing of a document shall be made and consecutively numbered in a book kept for the purpose and shall be initialled by the person who has attested the seal.

145. INSPECTION OF DOCUMENTS

145.1 A Councillor may for the purposes of their duty as such but not otherwise inspect any document relating to the Cabinet or any committee of the Council and if copies are available shall on request be supplied for the like purposes with the copies of such a document.

Provided that a Councillor shall not knowingly inspect and shall not call for a copy of any document relating to a matter in which they are professionally interested or in which they have directly or indirectly any pecuniary interest within the meaning of sections 94 to 98 of the Local Government Act 1972 or section 74 of the Transport Act 1985 and that this Rule shall not preclude the Chief Executive or the Solicitor to the Council from declining to allow inspection of any document which is or in the event of legal proceedings will be protected by a privilege arising from the relationship of solicitor and client.

145.2 Subject as otherwise contained in the Constitution all reports or minutes of the Cabinet or Council committees shall be open for inspection by any Councillor.

156. INSPECTION OF LANDS, PREMISES ETC.

A Councillor shall not issue any order respecting any works which are being carried out by or on behalf of the Council, or claim by virtue of their membership of the Council - unless specifically authorised to do so by the Council or a committee - any right to inspect or to enter upon any lands or premises which the Council occupies or has the power or duty to inspect or enter.

167. COMMITTEES AND SUB-COMMITTEES

Subject to the overriding provisions of the Local Government Act 2000 and any regulations made thereunder the Council may at any time disband a committee, alter the membership of a committee, including the appointment of Chair or Deputy-Chair, appoint such additional standing or special committees for such purposes as comply with the said Act and as may appear appropriate and allocate and/or delegate to such additional

committees such powers and duties as may be necessary or desirable notwithstanding any derogation from the powers and duties of any of the foregoing committees.

178. SUBSTITUTE MEMBERS (OVERVIEW & SCRUTINY, AUDIT AND GENERAL PURPOSES COMMITTEES) AND THE TREE PANEL)

178.1 Except where the Council determines otherwise, a Member of any Overview & Scrutiny Committee, the Audit Committee or the General Purposes Committee may nominate another Councillor in accordance with Rule 178.2 below to attend one or more meetings of such Committee in his/her place as a substitute with power to vote.

178.2 The person nominated shall not be a member of the Cabinet nor already be a member of the Committee concerned, and shall be a member of the same political group as the member whose place he takes. The person nominated shall not be entitled to assume any special position or status with respect to that Committee which the nominating member may possess.

18.3 In the case of the Tree Panel the person nominated shall not be a Member of Cabinet or already be a Member of the Panel nor be a Member of the Planning Committee and shall be a Member of the same political group as the Member whose place he takes. The person nominated shall not be entitled to assume any special position or status with respect to that Panel which the nominating Member may possess.

178.34 A nomination under Rule 178.2 and 18.9 shall be delivered, faxed or e-mailed to ~~Meeting Services~~ the Democratic Services Manager, signed by the nominating member, before 12 noon on the day of the meeting(s) or period of time for which the nomination is to have effect.

178.45 A nomination shall apply for the whole of the meeting or for such period of time specified in the notice.

1819. POWERS OF CABINET AND COMMITTEES

Subject to the overriding statutory requirements of the Local Government Act 2000 and all regulations made thereunder there shall be delegated to the Cabinet, the respective committees, and officers of the Council the functions of the Council specified in the Scheme of Delegations to the Cabinet and committees and otherwise provided by this Constitution subject to the matters and restrictions set out therein.

1920. MEETINGS OF CABINET AND COMMITTEES

1920.1 The Cabinet and each committee shall meet at such times and on such dates as may be prescribed on behalf of the Council.

1920.2 The Leader of the Council may call a special meeting of the Cabinet at any time.

4920.3 The Chair of a committee may call a special meeting of the committee at any time. A special meeting shall also be called on the requisition of at least a quarter of the total number of members of the relevant committee delivered in writing to the Chief Executive but in no case shall less than three members requisition a special meeting. The summons to the special meeting shall set out the business to be considered thereat.

4920.4 The Chair shall have the power to cancel any meeting if the Chair is of the opinion there is insufficient business to justify it being held.

4920.5 The quorum of each committee shall be not less than one quarter of the Council members of such committee.

4920.6 At every meeting the Chair, if present, shall preside. In the absence of the Chair the Deputy-Chair, if present, shall preside but otherwise the members shall choose someone of their number to preside, or in the event of it not being possible to reach agreement, a member chosen by lot shall preside.

4920.7 All questions shall be determined by a majority of votes of the members present. The votes shall be taken by a show of hands. Where any member so requires immediately after a vote is taken at any meeting, the minutes shall record whether that Member voted for or against the motion or abstained.

20211. ATTENDANCE AT THE CABINET OR COMMITTEE OF OTHER MEMBERS OF THE COUNCIL

22101.1 A member of the Council who has moved a motion which has been referred to the Cabinet or any committee shall have notice of the meeting of the committee at which it is proposed to consider the motion. The member shall have the right to attend the meeting and if so shall have an opportunity of explaining the motion.

2021.2 Members will be permitted to address Cabinet upon any item on that meeting's published agenda (except where the Cabinet is required to follow statutory procedure in relation to that item or exercise thereof would prejudice the Council's duty to act quasi judicially). Such addresses on any one item shall not without the specific consent of Cabinet exceed three minutes and Cabinet will have the discretion to limit the number of members speaking on any one item. Members will have a right to speak on any item in order to declare personal and prejudicial interest in that item.

2021.3 Members of the Council who have instigated a call-in to the Overview and Scrutiny Committee may, for the avoidance of doubt, attend and speak to any such item, and shall not be constrained by the rights as to public participation contained in the Guidelines for Open Government annexed to the Access to Information Rules contained herein, which right shall nevertheless be subject to the normal rules as to the conduct and procedure at meetings herein contained.

2422. RULES APPLICABLE TO MEETINGS OF THE CABINET AND COMMITTEES

MEETINGS OF THE COUNCIL AND COMMITTEES

Any Councillor who has a personal interest defined by any relevant code of conduct whether national or local in any matter shall forthwith disclose that interest but may remain, speak and vote unless the interest is prejudicial as prescribed by any such code, in which case he/she shall withdraw from the room.

245. INTERESTS

- the Overview and Scrutiny Committees;
- the Audit Committee;
- the Standards Committee;
- an Area Partnership.

and also, for the avoidance of doubt, the following:
Any reference in these Rules to a committee includes a sub-committee

2324.2

The ruling of the Mayor as to the construction or application of the Council's Constitution or as to any proceedings of the Council shall not be challenged at any meeting of the Council. Such interpretation will have regard to the purposes of the Constitution contained in Article 1 thereof.

2324.1

2324. INTERPRETATION OF RULES

A motion to suspend these Council Procedure Rules shall not be moved without notice under Rule 3.6 unless there shall be present at least half of the whole number of the members of the Council.

2223.2

Subject to paragraph 224.2 of this Rule, any of these Rules (other than Rules 2.2, 101.2, and 4219.6 and the Employment Procedure Rules hereinafter contained which have been made under the provisions of the Local Authorities (Standing Orders) Regulations 1993) may be suspended so far as regards any business at the meeting where the suspension is moved.

2223.1

2223. SUSPENSION OF RULES

The Rules numbered 2, 7, 8, 9, 11, 12, 13, 22, 23, 24 and 245 respectively shall with any necessary modifications apply to Cabinet and committee meetings.

ACCESS TO INFORMATION PROCEDURE RULES

1. SCOPE

These Rules apply to all meetings of the Council, the Overview and Scrutiny Committee, Area Partnerships, the Standards, the Audit and the Regulatory committees of the Council and public meetings of the Cabinet (together called meetings).

2. ADDITIONAL RIGHTS TO INFORMATION

These Rules do not affect any more specific rights to information contained elsewhere in this Constitution or the law.

3. RIGHTS TO ATTEND MEETINGS

Members of the public may attend all meetings subject only to the exceptions in these Rules, or as otherwise provided by the law.

4. NOTICES OF MEETING

The Council will give at least five clear days' notice of any meeting by posting details of the meeting at the Guildhall Northampton (the designated office).

5. ACCESS TO AGENDA AND REPORTS BEFORE THE MEETING

The Council will make copies of the agenda and reports open to the public available for inspection at the designated office at least five clear days before the meeting. If an item is added to the agenda later, the revised agenda (where reports are prepared after the summons has been sent out, the Proper Officer shall make each such report available to the public as soon as the report is completed and sent to Councillors) will be open to inspection from the time the item was added to the agenda.

6. SUPPLY OF COPIES

6.1 The Council will supply copies of:

- 6.1.1 any agenda and reports which are open to public inspection;
- 6.1.2 any further statements or particulars necessary to indicate the nature of the items in the agenda; and
- 6.1.3 if the Proper Officer thinks fit, copies of any other documents supplied to Councillors in connection with an item

to any person on payment of a charge for postage and any other costs.

7. ACCESS TO MINUTES ETC AFTER THE MEETING

7.1 The Council will make available copies of the following for six years after a meeting:

7.1.1 the minutes of the meeting (or records of decisions taken, together with reasons, for all meetings of the Cabinet), excluding any part of the minutes of proceedings when the meeting was not open to the public or which disclose Exempt or Confidential information;

7.1.2 a summary of any proceedings not open to the public where the minutes open to inspection would not provide a reasonably fair and coherent record;

7.1.3 the agenda for the meeting; and

7.1.4 reports relating to items when the meeting was open to the public.

8. BACKGROUND PAPERS

8.1 List of background papers

The Proper Officer (which for these specific purposes shall be the Director or Chief Officer responsible for the initiation of the report) will set out in every report a list of those documents (called background papers) relating to the subject matter of the report which in his/her opinion:

8.1.1 disclose any facts or matters on which the report or an important part of the report is based; and

8.1.2 which have been relied on to a material extent in preparing the report

but does not include published works or those which disclose Exempt or Confidential information (as defined in Rule 10) and in respect of Cabinet reports, the advice of any political advisor.

8.2 Public inspection of background papers

The Council will make available for public inspection for four years after the date of the meeting one copy of each of the documents on the list of background papers.

9. SUMMARY OF RIGHTS OF THE PUBLIC

These Rules and the Guidelines for Open Government constitute a summary of the rights of the public to attend meetings and to inspect and copy documents.

10. EXCLUSION OF ACCESS BY THE PUBLIC TO MEETINGS

10.1 Confidential information - requirement to exclude public

The public must be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that Confidential information (as defined in paragraph 10.3) would be disclosed.

10.2 Exempt information - discretion to exclude public

The public may be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that Exempt information would be disclosed.

Where the meeting will determine any person's civil rights or obligations, or adversely affect their possessions, Article 6 of the Human Rights Act 1998 establishes a presumption that the meeting will be held in public unless a private hearing is necessary for one of the reasons specified in Article 6.

10.3 Meaning of Confidential Information

Confidential information means information given to the Council by a Government Department on terms which forbid its public disclosure or information which cannot be publicly disclosed by Court Order.

10.4 Meaning of Exempt Information

Exempt Information means information falling within the following ~~15~~seven categories (subject to any condition):

Part 1

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)
4. Information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

Rules 12-24 apply to the Cabinet and any committees of the Cabinet. (References to the Cabinet in those rules should be read as including any Committees of the Cabinet unless the context otherwise requires) If the Cabinet meets to take a Key Decision then it must also comply with Rules 1-11 unless Rule 15 (general exception) or Rule 16 (special urgency) apply. A Key Decision is as defined in Article 14.3 of this Constitution.

If the Cabinet meets to discuss a Key Decision to be taken collectively, with an officer other than a political assistant present, within 28 days of the date according to the Forward Plan by which it is to be decided, then it must also comply with Rules 1-11 unless Rule 15 (general exception) or Rule 16 (special urgency) apply. This requirement does not include meetings whose sole purpose is for officers to brief members.

12. APPLICATION OF RULES TO THE CABINET

If the Proper Officer thinks fit, the Council may exclude access by the public to reports which in his or her opinion relate to items during which, in accordance with Rule 10, the meeting is likely not to be open to the public. Such reports will be marked "Not for publication" together with the category of information likely to be disclosed.

11. EXCLUSION OF ACCESS BY THE PUBLIC TO REPORTS

Information which – (a) falls within any of paragraphs 1-7 above; and (b) is not prevented from being exempt by virtue of paragraph (a) or (b) above is Exempt information if and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

- (a) Information falling within paragraph 3 above is not exempt information by virtue of that paragraph if it is required under – (a) the Companies Act 1985 (b) the Friendly Societies Act 1974 (c) The Friendly Societies Act 1992 (d) The Industrial and Provident Societies Acts 1965 – 1978 (e) the Building Societies Act 1986 (f) The Charities Act 1993.
- (b) Information is not Exempt information if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to regulation 3 of the Town and Country Planning General Regulations 1992.
- (c) Information which – (a) falls within any of paragraphs 1-7 above; and (b) is not prevented from being exempt by virtue of paragraph (a) or (b) above is Exempt information if and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Qualifications to the above Exempt Information:

Part 2

- 6. Information which reveals that the authority proposes – (a) to give under any enactment a notice under or by virtue of which requirements are imposed upon a person; or (b) to make an order or direction under any enactment.
- 7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

13. PROCEDURE BEFORE TAKING KEY DECISIONS

Subject to Rule 15 (general exception) and Rule 16 (special urgency), a Key Decision may not be taken unless:

- a notice (called here a Forward Plan) has been published in connection with the matter in question;
- at least ~~three~~fourteen calendar days have elapsed since the publication of the Forward Plan; and
- where the decision is to be taken at a meeting of the Cabinet and notice of the meeting has been given in accordance with Rule 4 (notice of meetings).

14. THE FORWARD PLAN

14.1 Period of Forward Plan

Forward Plans will be prepared by and on behalf of the Leader of the Council to cover a period of four months, beginning with the first working day of any month. They will be prepared on a monthly basis and subsequent plans will cover a period beginning with the first working day of the following month covered in the preceding Plan.

14.2 Contents of Forward Plan

The Forward Plan will contain matters which the Leader of the Council has reason to believe will be subject of a Key Decision to be taken by the Cabinet, any committee of the Cabinet, individual members of the Cabinet (if appropriate), officers, Neighbourhood Partnerships or under joint arrangements in the course of the discharge of an executive function during the period covered by the Plan. It will describe the following particulars in so far as the information is available or might reasonably be obtained:

- 14.2.1 the matter in respect of which a decision is to be made;
- 14.2.2 where the decision taker is an individual (if so delegated by the Council), his/her name and title, if any, and where the decision taker is a body, its name and details of membership;
- 14.2.3 the date on which, or the period within which, the decision will be taken;
- 14.2.4 the identity of any principal groups whom the decision taker proposes to consult before taking the decision;
- 14.2.5 the means by which any such consultation is proposed to be undertaken;
- 14.2.6 the steps any person might take who wishes to make representations to the Cabinet or decision taker about the matter in respect of which the decision is to be made, and the date by which those steps must be taken;

15.1 If a matter which is likely to be a Key Decision has not been included in the Forward Plan, then subject to Rule 16 (special urgency), the decision may still be taken if:

15. GENERAL EXCEPTION

Exempt information need not be included in a Forward Plan and Confidential information cannot be included.

14.3.9 the dates on each month in the following year on which each Forward Plan will be published and available to the public at the Council's offices.

14.3.8 the procedure for requesting details of documents (if any) as they become available; and

14.3.7 that other documents may be submitted to decision takers;

14.3.6 the address from which, subject to any prohibition or restriction on their disclosure, copies of, or extracts from, any document listed in the Forward Plan is available;

14.3.5 that each Forward Plan will contain a list of the documents submitted to the decision takers for consideration in relation to the Key Decisions on the Forward Plan;

14.3.4 that each Forward Plan will be available for inspection at reasonable hours free of charge at the Council's offices;

14.3.3 that the Forward Plan will contain details of the Key Decisions to be made for the four month period following its publication;

14.3.2 that a Forward Plan containing particulars of the matters on which decisions are to be taken will be prepared on a monthly basis;

14.3.1 that Key Decisions are to be taken on behalf of the Council;

14.3 The Forward Plan must be published at least 14 calendar days before the start of the period covered. The Proper Officer will publish once a year a notice in at least one newspaper circulating in the area, stating:

14.2.8 where in relation to any matter the public may be excluded from the meeting, particulars of that item save that no Confidential or Exempt information shall be disclosed.

14.2.7 a list of the documents submitted to the decision taker for consideration in relation to the matter; and

- 15.1.1 the decision must be taken by such a date that it is impracticable to defer the decision until it has been included in the next Forward Plan and until the start of the first month to which the next Forward Plan relates;
- 15.1.2 the Proper Officer has informed the Chair of the relevant Overview and Scrutiny Committee, or if there is no such person, each member of that committee in writing, by notice, of the matter to which the decision is to be made;
- 15.1.3 the Proper Officer has made copies of that notice available to the public at the offices of the Council; and
- 15.1.4 at least five clear days have elapsed since the Proper Officer complied with Rules 15.1.1 and 15.1.2.

Where such a decision is taken collectively, it must be taken in public.

16. SPECIAL URGENCY

If by virtue of the date by which a decision must be taken Rule 15 (general exception) cannot be followed, then the decision can only be taken if the decision taker (if an individual possessing delegated authority) or the chair of the body making the decision, obtains the agreement of the chair of the relevant Overview and Scrutiny Committee that the taking of the decision cannot be reasonably deferred. If there is no chair of the relevant Overview and Scrutiny Committee, or if the chair of the relevant Overview and Scrutiny Committee is unable to act, then the agreement of the Mayor, or in his/her absence the Deputy Mayor will suffice.

17. REPORT TO COUNCIL

17.1 When the Overview and Scrutiny Committee can require a report

If an Overview and Scrutiny committee thinks that a Key Decision has been taken which was not:

- 17.1.1 included in the Forward Plan; or
- 17.1.2 the subject of the general exception procedure; or
- 17.1.3 the subject of an agreement with the relevant Overview and Scrutiny Committee chair, or the Mayor/Deputy Mayor of the Council under Rule 16; or
- 17.1.4 in accordance with the Council's adopted Budget or Policy Framework

the Committee may require the Cabinet to submit a report to the Council within such reasonable time as the Committee specifies. The power to require a report rests with the committee, but is also delegated to the Proper Officer, who shall require such a report on behalf of the Committee when so requested by the Chairman or any 2 members. Alternatively, the requirement may be raised by resolution passed at a meeting of the relevant Overview and Scrutiny Committee.

21.1.1 Notice of private meetings of the Cabinet will be served on the chairs of all the members of the Cabinet. Where an Overview and Scrutiny committee does not have a chair, the notice will be served on all the members of that Committee.

21.1 Overview and Scrutiny Committee Members

21. ATTENDANCE AT PRIVATE MEETINGS OF THE CABINET

Members of the Cabinet will be entitled to receive five clear working days notice of a meeting to which they are summoned, unless the meeting is convened at shorter notice as a matter of urgency.

20. NOTICE OF PRIVATE MEETING OF THE CABINET

Normally Cabinet meetings will be held in public save and except in respect of those matters covered by Rules 10.1 and 10.2 of these Procedure Rules or other exceptional circumstances.

19. CABINET MEETINGS RELATING TO MATTERS WHICH ARE NOT KEY DECISIONS

After any meeting of the Cabinet, whether held in public or private, the Proper Officer or, where no officer was present, the person presiding at the meeting, will produce a record of every decision taken at that meeting as soon as practicable. The record will include a statement of the reasons for each decision and any alternative options considered and rejected at that meeting.

18. RECORD OF DECISIONS

In any event the Leader will cause to be submitted quarterly reports to the Council on the Cabinet decisions taken in the circumstances set out in Rule 16 (special urgency) in the preceding three months. The report will include the number of decisions so taken and a summary of the matters in respect of which those decisions were taken.

17.3 Quarterly reports on special urgency decisions

The Cabinet will prepare a report for submission to the next available meeting of the Council. However, if the next meeting of the Council is within 7 days of receipt of the written notice, or the resolution of the Committee, then the report may be submitted to the meeting after that. The report to Council will set out particulars of the decision, the individual or body making the decision, and, if the Leader is of the opinion that it was not a Key Decision, the reasons for that opinion.

17.2 Cabinet's report to Council

21.1.2 Any member of the Council may attend a meeting of the Cabinet as an observer without the right to speak or vote, except when a matter in respect of which they would be required to declare a personal and prejudicial interest is to be discussed in the absence of the public.

21.1.3 Any member of the Council who has exercised the right to call-in and up to two nominated members of the relevant Overview and Scrutiny Committee making a recommendation to the Cabinet arising therefrom may, subject to the Council Procedure Rules, address the Cabinet thereon and respond thereto

21.2 Officers

21.2.1 The Head of Paid Service, the Chief Finance Officer and the Monitoring Officer and their nominees are entitled to attend any meeting of the Cabinet. The Cabinet may not meet unless the Proper Officer has been given reasonable notice that a meeting is to take place.

21.2.2 A private Cabinet meeting may only take place in the presence of the Proper Officer or his/her nominee with responsibility for recording and publicising the decisions.

In all of the above examples, the provisions of Rule 18 (recording and publicising decisions) will apply.

22. DECISIONS BY INDIVIDUAL MEMBERS OF THE CABINET AND BY OFFICERS

22.1 Reports Intended to be taken into Account

In relation to decisions which are delegated to individual members of the Cabinet where such an individual member receives a report which he/she intends to take into account in making any Key Decision, then he/she will not make the decision until at least 5 clear days after receipt of that report.

22.2 Provision of Copies of Reports to the Overview and Scrutiny Committee

On giving of such a report to an individual decision maker, the person who prepared the report will give a copy of it to the chair of every relevant the Overview and Scrutiny Committee as soon as reasonably practicable, and make it publicly available at the same time.

22.3 Record of Individual Decision

As soon as reasonably practicable after an executive decision has been taken by an individual member of the Cabinet or a Key Decision has been taken by an officer, he/she will prepare, or instruct the Proper Officer to prepare, a record of the decision, a statement of the reasons for it and any alternative options considered and rejected. The provision of Rules 7 and 8 (inspection of documents after meetings) will also apply to the

making of decisions by individual members of the Cabinet. This does not require the disclosure of Exempt or Confidential information or advice from a political assistant.

23. OVERVIEW AND SCRUTINY COMMITTEE ACCESS TO DOCUMENTS

23.1 Rights to Copies

Subject to Rule 23.2 below, an Overview and Scrutiny Committee (including any sub-committee) will be entitled to copies of any document which is in the possession or control of the Cabinet or its committees and which contains material relating to

23.1.1 any business transacted at a public or private meeting of the Cabinet or any committees; or

23.1.2 any decision taken by an individual member of the Cabinet.

23.2 Limit on Rights

An Overview and Scrutiny Committee will not be entitled to:

23.2.1 any document that is in draft form;

23.2.2 any part of a document that contains Exempt or Confidential information, unless that information is relevant to an action or decision they are reviewing or scrutinising or intend to scrutinise; or

23.2.3 the advice of a political adviser (if any).

24. ADDITIONAL RIGHTS OF ACCESS FOR MEMBERS

24.1 Material relating to Previous Business

All members will be entitled to inspect any document which is in the possession or under the control of the Cabinet or its committees (if any) and contains material relating to any business previously transacted at a private meeting unless either Rule 24.1.1 or 24.1.2 below applies.

24.1.1 it contains Exempt information falling within categories 1, 2, 5 or 7 of the categories of Exempt information; or

24.1.2 it contains the advice of a political adviser.

Provided that this Rule shall not preclude any other rights which a member may have to such document (c.f. Council Procedure Rule 14)

24.2 Material relating to Key Decisions

All members of the Council will be entitled to inspect any document (except those available only in draft form) in the possession or under the control of the Cabinet (or its committees (if any) which relates to any Key Decision unless Rule 24.1.1 or 24.1.2 above applies.

24.3 Nature of Rights

These rights of a member are additional to any other right he/she may have.

GUIDELINES FOR OPEN GOVERNMENT

1. OPEN MEETINGS

The Council, its Cabinet, committees and sub-committees shall be open to the press and public to the extent provided by the Council's Constitution.

2. CONFIDENTIALITY OF REPORTS

Every effort shall be made to ensure that as many reports as possible are not treated as Exempt and that such reports are made available at the earliest opportunity.

3. ACCESS TO REPORTS

Subject to the detailed provisions of the Constitution:

3.1.1 The Cabinet, all Council committee/sub-committee agendas and non-confidential reports shall be available to the public upon attendance at any meeting.

3.1.2 All Council committee and sub-committee agendas, non-confidential reports and lists of background papers shall be available for inspection at the Council's principal office.

3.2 The Meeting Services Officer shall mail agendas, reports and minutes as aforesaid to any community group or individual who has notified him/her in writing of a wish to receive them, and (in the case of an individual) has offered to reimburse the postage.

3.3 All reports shall, where possible, be circulated with the agenda as soon as practical after notice of a meeting has been given. Dates for meetings are set up to one year in advance – Agendas are sent out a minimum of five working days before the date of the meeting.

4. ACCESS TO FULL COUNCIL

4.1 The Council shall at an ordinary meeting:

4.1.1 give an opportunity for members of the public to question Councilors on any matter in relation to which the Council has powers or duties provided that notice of an initial question (in contrast to any supplementaries) shall have been given in accordance with section 4 of the Council's Rules of Procedure; and

4.1.2 may by a majority of members then present resolve to receive an individual or a deputation of not more than six people to address it upon a motion before the meeting provided that:

- (i) a maximum of two individuals or representatives from a deputation will be allowed to speak on any one motion; and
- (ii) such address on any one item shall not exceed three minutes in duration; and
- (iii) ~~no member of the public will be allowed to speak more than once at the same meeting unless there are exceptional circumstances that the Mayor deems relevant~~ a member of the public will be able to ask a question, make a comment, speak to a motion or present a petition at the same meeting; and
- (iv) proposed speakers have given notification, in writing, e-mail or fax to Meeting Services by 12 noon on the working day before the Council meeting of their intention to speak; and
- (v) the Leader, Portfolio Holder or appropriate Chair shall forthwith be given an opportunity to respond to a public question or they may decline to do so.

4.1.3 The right to speak on a motion will be based on the order the motion is received by Meeting Services (subject to the preceding rules).

4.1.4 The Mayor will have the discretion to allow particular speakers, with expertise in relevant areas to speak on a motion if appropriate.

Access to the Cabinet, Council committees and sub-committees:

4.2.1 Subject to 4.2.2, 4.2.3 and 4.2.4 below the Cabinet, any committee or sub-committee may by a majority of the members then present at any meeting resolve to

4.2.1.1 receive a deputation; and/or

4.2.1.2 permit representatives of any such deputation or any other member of the public to address it upon any item on that meeting's published agenda. Such addresses on any one item shall not without the specific consent of the Committee or other body exceed three minutes in duration. Immediately after such address the Leader, Chair of the committee or sub-committee shall give each of its members an opportunity to question the person who has addressed them provided that the overall period for such questions and any answers shall be kept within a reasonable limit by the Chair.

4.2.2 The procedures set out above shall not apply where a Committee or sub-Committee is required to follow a statutory procedure in relation to an item of business or when to do so would prejudice a duty to act quasi-judicially in relation to any matter.

4.2.3 In respect of Planning Committee the procedures for public speaking in relation to applications are set out in Appendix 3 of the Probity in Planning Protocol, and shall be in place of those set out above.

4.2.4 In respect of meetings of Cabinet the procedures set out above shall be subject to the following restrictions:

4.2.4.1 ~~Persons (other than Members/Councillors)~~ wishing to address Cabinet must register their intention to do so by 12 noon on the day of the meeting.

Registration can be by:

Telephone (01604) 837101 or 837355

In writing to: Solicitor to the Council, The Guildhall, St Giles

Square, Northampton NN1 1DE for the attention of Meeting Services Officer, Cabinet

By e-mail to: mtgsservices@northampton.gov.uk

By fax to: The Solicitor to the Council for the attention of the

Meeting Services Officer, Cabinet (01604 838729)

4.2.4.2

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

4.2.4.3

~~Councillors who wish to address Members who wish to address Cabinet shall notify the Chair prior to the commencement of the meeting, and who have not registered may at the discretion of the Chair still speak at Cabinet although such addresses will be for a maximum of three minutes unless the Chair exercises his or her discretion to allow longer. The time these addresses take will not count towards the thirty minute period referred to above so as to prejudice any other persons who have registered their wish to speak.~~

Access to Officers:

4.3 All Council correspondence shall clearly state the name and telephone number of the officer actually dealing with the matter.

4.4 All officers shall be expected to volunteer their names, designations and telephone numbers to all members of the public with whom they are dealing.

- 4.5 Officers receiving an enquiry from a member of the public which is related to another employee shall either seek to transfer the enquiry immediately, or accept it and arrange for the correct officer to contact the enquirer direct. Members of the public should not be passed from one Directorate to another or left to negotiate the Council's organisation unaided.

5. ACCESS TO INFORMATION

The Council shall have procedures in place for ensuring that requests for information are dealt with in accordance with the Freedom of Information Act 2000.

6. PUBLIC INVOLVEMENT AND PUBLIC MEETINGS

- 6.1 The Council shall seek to maximise public involvement in decision making, using whatever means seems most appropriate in all the circumstances.
- 6.2 Directors in consultation with the Leader or Chairs as the case may be, shall have the responsibility for clearly identifying matters appropriate for public consultation, and shall, where necessary, seek the advice of the Chief Executive.
- 6.3 Where public meetings are used as a means of public consultation, the basic conditions set out in the Appendix shall apply.
- 6.4 The Council retains the responsibility to make the final decision, having taken into account the views expressed as a result of public consultation.

APPENDIX

PUBLIC MEETINGS

1. All public meetings must be notified to the Chief Executive who shall have been consulted thereon and then be responsible for the arrangements.
2. Every group likely to be interested in the subject matter of a public meeting must be provided with publicity material giving at least the information set out in 3 below sufficiently in advance of the meeting for a proper discussion to take place within the group.
3. The publicity materials for a public meeting should include the following:
 - The issues involved
 - The precise purpose of the meeting
 - Who has been invited
 - A contact point or telephone number to obtain further information
 - What will happen to the views expressed at the meeting.

provision shall be deemed to be a part of the constitution and shall be subject to the same provisions as the other provisions of the constitution.

any provision of the constitution that is inconsistent with the provisions of the constitution shall be deemed to be a part of the constitution and shall be subject to the same provisions as the other provisions of the constitution.

CONSTITUTION

ARTICLE I

Section 1. The legislative power shall be vested in the Council of the County of San Diego, which shall consist of the Mayor and the Councilmembers.

NB: THESE GUIDELINES ARE ADDITIONAL TO ALL EXISTING STATUTORY RIGHTS.

- 4. Material provided at the meeting itself must be in a form which is visible and understandable to all members of the audience.
- 5. Council representatives should make it clear how the Council intends to follow up the meeting and how those attending can establish the position regarding the subject matter following the meeting.

CONTRACT PROCEDURE RULES

1. INTRODUCTION

1.1 These Rules are made in pursuance of the Council's Statement of Procurement Policy and as part of the Constitution of the Council adopted in accordance with the requirements of the Local Government Act 2000, their purpose being to provide a clear regulatory Code for the procurement of: -

- goods
- works
- services

for the Council which will ensure a framework of openness, integrity, and accountability and evidence the probity and transparency of the process.

1.2 They are intended to provide optimum value for money and objectively demonstrate that the Council is fulfilling its fiduciary responsibilities.

2. DEFINITIONS

- "Authorised Officer"

A person with appropriate delegated authority to act on behalf of the Council

- "Best Value for Money"

The optimum combination of whole life costs and benefits to meet the Council's requirements. (Such term equates to the EU procurement reference to the "most economically advantageous offer")

- "Framework Agreement"

An agreement which allows the Council to call off from a Supplier supplies, services or works in accordance with the terms of the agreement. The Framework Agreement itself would usually constitute a non-binding offer with no obligations on the Council to call off from the Supplier. If the Council calls off from the Supplier a binding contract comes into being.

- "ITT"

Invitation to Tender Tender.

- "PQQ"

A Pre-Qualification Questionnaire

- 3.2.2 the relevant European procurement rules (i.e. the EC Treaty, the general principles of EU law and the EU public procurement Directives implemented by the UK Regulations);
 - 3.2.1 all relevant statutory provisions;
- Every Contract entered into by the Council shall be entered into pursuant to or in connection with the Council's functions and shall comply with:

who supplies goods, services and works irrespective of whether any or all of the more detailed provisions of these Rules are applicable thereto.

- person; or
- company; or
- other organisation

and references to a Contractor shall include any:

- schemes;
- agreements;
- orders; or
- other written authorisation to third parties

in relation to all Contracts made on behalf of the Council for the supply of goods, services and works, which for such purposes shall include: -

- ensure fair competition,
- observe due propriety, and
- obtain best value for money both in monetary terms and in respect of efficiency and suitability

The Council, all of its employees and also external consultants acting on its behalf, shall be under a general duty in all circumstances to:

3. COMPLIANCE

Any person or body of persons providing or seeking to provide supplies, services or works to the Council

- "Regulations"
 - "RFQ"
 - Request for Quotations
 - "Supplier"
- The UK regulations implementing the EU Public Procurement Directives

Any person or body of persons providing or seeking to provide supplies, services or works to the Council

- 3.2.3 the Constitution, including these Contract Procedure Rules, Financial Procedure Rules and Scheme of Delegations, and
- 3.2.4 the Council's
- Best Value objectives required by the Local Government Act 1999
 - Strategic objectives
 - Statement of Procurement Policy
 - Procurement Strategy
 - Procurement Code of Practice
 - Individual policies relevant to the procurement in question
- 3.3 The highest standards of probity are required of all employees and Members involved in the procurement, award and management of Council Contracts and all Council members, employees and third parties engaged on the Council's behalf must also ensure that any conflicts of interest are avoided and that both employees and Members comply with the Members and Officers Codes of Conduct contained in this Constitution.
- 3.4 Members and employees must not accept from contractors or potential contractors or from any firm or organisation with whom the Council has had, is having or may have any dealings of any kind:-
- 3.4.1 any gift (other than an inexpensive seasonal gift such as a calendar or diary for use in the office); or
- 3.4.2 any hospitality without the written authorisation of a Director, Monitoring Officer or Chief Finance Officer, and Members and employees should comply with the Council's Code of Conduct in this respect.
- 3.5 Employees of the Council must immediately enter in a register kept for this purpose by the Solicitor of the Council particulars of:
- 3.5.1 any gift (including how it has been returned to the giver or otherwise disposed of e.g. donated for charitable purposes); and
- 3.5.2 any hospitality
- 3.6 Hospitality includes drink, meals, entertainment, overnight accommodation, travel and holidays, but does not include a lift in a private or company car or a taxi or refreshments in the course of office duty (e.g. working lunch).

4. DELEGATED AUTHORITY

4.1 Any Procurement carried out on behalf of the Council may only be undertaken by employees with the appropriate delegated authority to carry out such tasks. Such employees shall be informed by his/her Director of the extent of any delegated authority and any applicable financial thresholds for each Procurement.

4.2 Within approved budgets Authorised Officers may authorise other employees to place orders against Framework Agreements which have been entered into by the Council.

4.3 Any Contract Award which constitutes a Key Decision as defined in the Council's Constitution or which otherwise falls above the relevant threshold levels or which involves any potential transfer of the Council's employees to a Supplier shall be referred for a decision from the Cabinet, unless forming part of a previous approval by the Council, Cabinet or other relevant Committee.

5. EXCEPTIONS

5.1 The following Contract Procedure Rules will apply to all contracts made by the Council which are estimated to exceed £50,000 in value (such value taking into account the value or consideration for the same for the whole contract period) except: -

5.1.1 Contracts of Employment.

5.1.2 Contracts relating to dealings in land (including letting of premises).

5.1.3 Contracts where the Council is to be reimbursed through an insurance policy and the requirements of the insurer are complied with.

5.1.4 Contracts where the Council is acting as an agent authority and the requirements of the principal are complied with.

5.1.5 Contracts where the goods, services or works to be procured are:

5.1.5.1 obtained through or on behalf of a consortium, association or other similar body of which the Council is a member or from time to time becomes a member;

5.1.5.2 proprietary or patented goods, services or works sold only at a fixed price from one contractor or being of a specialist nature where no reasonable satisfactory alternative is available;

5.1.5.3 necessary as a result of unforeseen emergencies which the Chief Executive considers would involve immediate risk to persons, property or serious disruption to Council services;

5.1.5.4 the subject of a specific policy decision.

5.1.6 Subject to compliance with Rule 3, the placing of orders by users for goods or services which are negotiated by the Council's Procurement Advisors in accordance with the authority from time to time vested in them by the Council.

5.1.7 Any other exemption from any of these Rules may be made by direction of the Council, Cabinet, committee, or as authorised by Rule 34. A record of any such exemption from any of the provisions of the Rules together with the specific reasons therefore shall be included within the minutes of the Council, the Cabinet or such committee by which the exemption was made, or, in the event of the proposed exercise of any delegation by any employee, a formal report in like form shall be submitted to the Chief Finance Officer and Monitoring Officer and prior written acquiescence by both in such proposed exception shall be necessary.

6. PRE-PROCUREMENT PROCEDURE

6.1 Before commencing procurement, it is essential that the Authorised Officer leading the procurement has identified the need and fully assessed any options for meeting those needs. ~~Consideration must be given to the~~ ~~Consideration shall be given to the~~ Council's Procurement Strategy and Procurement Policy ~~as appropriate.~~

6.2 Before undertaking a procurement the Authorised Officer shall:

- (a) consider all other means of satisfying the need (including recycling and re-use where appropriate);
- (b) consider whether there is an appropriate Framework Agreement which should be used; and
- (c) establish a business case for the procurement.

6.3 Before commencing any proposed procurement process the Authorised Officer shall

- (a) consult the relevant Portfolio Holder where the procurement impinges significantly and directly on the public or may be considered controversial or is likely to have significant budgetary implications or involve transfer of employees;
- (b) consult the Council's procurement ~~a~~Advisors or Solicitor to the Council where the value of any contract is likely to be in excess of £20,000;
- ~~(c)~~ consult the Council's procurement advisers where the value of any contract is likely to be less than £20,000 to enable maximum use of core supply agreements.
- ~~(e)~~(d) consult with the Solicitor to the Council in respect of any EU Procurement rules and any other legal or related issues;

and have regard to any advice, procedures and requirements arising from such consultation and in particular to the need for any EU Procurement requirements and formalities to be carried out directly by the Solicitor to the Council.

9.19.4—For procurements valued at above £50,000, a Contract Award Procedure shall be conducted in accordance with these Rules.

9.2 Tenders for High Value Procurement shall be invited in accordance with Rule 25 save where Rule 25 is inappropriate the Council, Cabinet (or Cabinet Member if delegated powers apply) or the Authorised Officer shall invite tenders by way of a Public Notice. Public Notice must be given in at least one local newspaper and/or relevant specialist publication (save where specific circumstances render either requirements inappropriate).

9.32 Prior to the commencement of the Contract Award Procedure the Authorised Officer shall develop a procurement approach, which shall set out the information requirements detailed within the Procurement Code of Practice.

9.43 One of the following three Contract Award Procedures shall be used as appropriate for the particular procurement i.e. Open, Restricted, Competitive Dialogue or Negotiated, and the Solicitor to the Council shall be consulted as to the appropriate procedure.

10. CONTRACTS SUBJECT TO THE EU REGULATIONS

10.1 Where an estimated value of a Contract exceeds the relevant current EU threshold then the Contract shall be tendertendered in accordance with the Regulations. Under the Regulations, the Contract may be tendertendered under the Open, Restricted or, in the exceptional circumstances set out in the Regulations, the Competitive Dialogue or Negotiated Procedure. A Contract Notice in the prescribed form shall be published in the OJEU.

10.2 The Regulations set out the minimum timescales for the receipt of expressions of interest and tendertenders. Where the Council has published a Prior Information Notice, then the Council may rely on reduced timescales if appropriate, the Solicitor to the Council being the determinor of this and any other interpretation or application of the EU Regulations.

11. INVITATION TO TENDERTENDER

11.1 The Council shall only enter into a contract with a Supplier if it is satisfied as to the Supplier's:

11.1.1. eligibility;

11.1.2 financial standing; and

11.1.3 technical capacity.

11.2 Technical capacity includes the Supplier's quality management systems including human resources, health and safety and environmental management systems where relevant to the performance of the Contract.

11.3 Any procurements subject to the Regulations shall comply with the appropriate Regulations.

11.4 The ITT shall include details of the Council's requirements for the particular contract including:

11.4.1 a description of the services, supplier or works being procured;

11.4.2 the procurement timetable, including the return date and time, which shall allow a reasonable period for applicants to prepare their tenders;

11.4.3 a specification and instructions on whether any variants are permissible;

11.4.4 the Council's Terms and Conditions of Contract, which must be approved by the Solicitor to the Council;

11.4.5 the evaluation criteria, including any weightings as considered appropriate;

11.4.6 the pricing mechanism and instructions for completion;

11.4.7 if relevant, whether the Council is of the view that TUPE may apply;

11.4.8 the form and content of any method statements to be provided;

11.4.9 rules for submission of tenders;

11.4.10 an assessment whether a Performance Bond and/or Parent Company Guarantee (if applicable) shall be required from the preferred tenderer;

11.4.11 in consultation with the Councils Risk Manager the appropriate type (employee liability, public liability, professional indemnity etc) and level of insurance required for the Contract;

~~11.4.12 any further information which will inform or assist tenders in preparing tenders.~~

12. SUBMISSION AND OPENING OF TENDERS

12.1 Tenders shall be submitted in accordance with the requirements set out in the ITT. Any tenders received shall be addressed to the Solicitor to the Council in a sealed envelope endorsed with the word 'Tender' followed by the subject matter to which it relates. The envelope shall not be marked in any way that allows the identity of the tenderer to be determined. Tenders shall be kept in a safe place by the Solicitor to the Council and remain unopened until the time and date specified for their opening. No tenders received after the specified date and time for receipt of tenders shall be accepted or considered by the Council unless the Solicitor to the Council is satisfied that there is sufficient evidence for the tenderer having been despatched in sufficient time for it to have arrived before the closing date and time.

12.2 Tenders shall be opened by the Authorised Officer and at least one other employee nominated by the Solicitor to the Council. An immediate record should be

made of the tenders received including names, addresses and the date and time of opening.

- 12.3 Tender documents shall state the nature and purpose of the contract for which tenders are invited, specify the last date and time when tenders will be received and state that the Council reserves the right not to accept any tender or to accept a tender other than the lowest where payment is to be made by the Council or the highest where payment is to be received by the Council.

13. **ELECTRONIC TENDERING**

- 13.1 RFQ's, PQQ's and ITTs should wherever practical be issued to tenderers by electronic means.

- 13.2 Tenders may be submitted by electronic means provided that:-

13.2.1 evidence that the transmission was successfully completed is obtained and recorded;

13.2.2 each tender submitted electronically is supplemented by an identical signed hard copy original submitted in the manner prescribed in the advertisement or the ITT documents before the tender return date; and

13.2.3 electronic tenders are kept in a separate secure folder under the control of the Solicitor to the Council, which is not opened until the deadline has passed for receipt of tenders.

14. **ERRORS IN TENDERS**

Where an error is found in a tender before acceptance, details of it shall be given to the tenderer and they shall be given an opportunity of confirming or withdrawing their offer. In the case of genuine arithmetical errors discovered before acceptance, the tenderer may be given the chance to correct the error, but no other adjustment, revision or qualification is permitted in respect of such errors.

15. **TENDER EVALUATION**

- 15.1 Where appropriate, the Authorised Officer shall form an Evaluation Team with responsibility for evaluating tenders.

- 15.2 Tenders shall be evaluated in accordance with the relevant Regulations (if any) and the evaluation criteria set out in the ITT and in all cases shall be awarded on the basis for Best Value for Money to the Council. The evaluation criteria shall be predetermined and listed in the ITT documentation, in order of importance if applicable. In addition, the criteria shall be strictly observed at all times throughout the Contract Award Procedure by any employee involved in tender evaluation.

16. **BONDS, GUARANTEES AND INSURANCE**

21. CONTRACT TERMS AND CONDITIONS

and may only be issued by the ~~Solicitor to the Council~~ Solicitor after the Authorised Officer has obtained any necessary Council and financial consents to do so.

(b) where the Council's form of ~~tender~~ tender does not include a statement that until such time as a formal contract is executed, the Council's written acceptance of a ~~tender~~ tender shall bind the parties into a contractual relationship;

(a) where a ~~tender~~ tender is required to provide services, supplies or works prior to formal written acceptance by the Council; or

Letters of Intent shall only be used in exceptional circumstances as follows:

20. LETTERS OF INTENT

Where a Contract has been ~~tendered~~ tendered pursuant to the Regulations, the Solicitor to the Council shall publish a Contract Award Notice in OJEU within the relevant time scales appropriate thereto.

19. CONTRACT AWARD NOTICE

The Authorised Officer responsible for each procurement shall provide appropriate information to unsuccessful ~~tenderers~~ tenderers on written request, consulting the Council's Procurement Advisors on the form and content of such information where necessary.

18. DEBRIEFING

17.2 At all times during the procurement (whether subject to the Regulations or not), employees shall consider and implement the principles of non-discrimination, equal treatment and transparency

17.1 Where a procurement is conducted pursuant to the EU Regulations through either the Open or Restricted procedures no post-~~tender~~ tender negotiations are permitted. The Council may however seek clarification from Suppliers where appropriate.

17. POST-TENDER NEGOTIATION

16.2 The Authorised Officer shall consider in consultation with the Council's Risk Manager the appropriate type (employee liability, public liability, professional indemnity etc) and level of insurance requirements for each Contract.

16.1 For High Value Procurements, the ~~Head of Corporate Manager for Finance and Asset Management~~ and the Solicitor to the Council shall consider as part of the pre-qualification assessment and evaluation process whether a Performance Bond and/or a Parent Company Guarantee (if applicable) shall be required from the preferred ~~Tenderer~~ Tenderer.

Contracts shall be entered into on the Council's terms and conditions, which shall be included with each ITT. Exceptions to this must be approved by the Solicitor to the Council.

22. ACCEPTANCE OF TENDERTENDERS

- 22.1 Low Value Contracts may only be accepted by employees with the requisite delegated authority for these purposes after the Authorised Officer has ensured that the relevant budget holder has sufficient funds in place to sustain the Contract.
- 22.2 In the case of High Value Contracts the Chief Executive or the Solicitor to the Council in conjunction with the Director concerned shall have power to accept the lowest tendertender if payment is to be made by the Council **provided that** such tendertender does **not** exceed or fall short of the approved estimate as the case may be.
- 22.3 In all cases where it is proposed to accept other than the lowest tendertender if payment is to be made by the Council, or the highest tendertender if payment is to be received by the Council save and except in those cases where an award is made under Rule 15 in accordance with predetermined criteria detailed in the tendertender documents, no acceptance shall take place until the Council, Cabinet (or Cabinet Member if delegated powers apply), the committees, sub-committee, or Monitoring Officer and Chief Finance Officer in exercise of their powers under Rule 5.1.7 shall have considered a report from the appropriate employee or other relevant person indicating their recommendation and objectively justifying this, regard being taken in such evaluation both to any EU procurement requirements in respect of the most economically advantageous tendertender in respect of such contract and also the general duty on the Council to procure best value as reflected (if applicable) in any individual conditions of tendertender.
- 22.4 An acceptance letter for all contracts exceeding £50,000 in value shall only be issued by the appropriate ~~Corporate~~ Director.

23. EXECUTION OF CONTRACTS

- 23.1 In the case of contracts for the supply of goods or materials or the execution of works of a value or amount in excess of £250,000 the award of which is specifically a Key Decision requiring –an individual validation as such by the Cabinet or the Council it shall be a further requirement for the purposes of Section 135 of the Local Government Act 1972 as applied by the Local Authorities (Executive Arrangements) (Modification of Enactments and Further Provisions) England Order 2001 NOT ONLY that such contracts SHALL BE IN WRITING BUT be either under the seal of the Council or shall be signed on behalf of the Council by any two of the following officers, namely the Solicitor to the Council, the Chief Executive, the Chief Finance Officer and the Legal Services Operations Manager or other Solicitor of at least Team Leader level who is so authorised by either the Chief Executive or by the Solicitor to the Council PROVIDED THAT for the avoidance of doubt formal contracts exceeding £50,000 in value shall be signed by one of the foregoing.
- 23.2 Electronic signatures may be used in accordance with the Electronic Signature Regulations 2002 provided the sufficiency of security arrangements has been approved by the Solicitor to the Council.

24. RECORDS OF TENDERERS AND CONTRACTS

24.1 The Authorised Officer with delegated authority in respect of a particular procurement shall maintain a list of all ~~tenderers~~ **tenderers** received.

24.2 The Authorised Officer must notify the Council's Procurement Advisors with the details of the award of every Contract above £20,000.

24.3 A contracts register of all Contracts awarded above £20,000 shall be maintained by the ~~Corporate Manager for Head of Finance and Asset Management~~. The contracts register may be maintained electronically.

24.4 For every ~~individual~~ **individual** contract a ~~contracts~~ **contracts** file shall be maintained.

25. APPROVED LISTS

The Council may maintain or have maintained on its behalf approved ~~suppliers~~ **suppliers** ~~database~~ or equivalent arrangements of Suppliers which meet its pre-qualification requirements. Quotations and ~~tenderers~~ **tenderers** for contracts which are not subject to the Regulations may ~~stay~~ be invited from Suppliers included on such ~~database~~ **database** ~~except in such circumstances referred to in Rule 9.2. Where the Council intends to use such a list for services, supplies or works contracts, the selection of which suppliers should be included on such list should itself be advertised.~~

26. NOMINATED AND NAMED SUB-CONTRACTORS

26.1 If a sub-contractor, supplier or sub-consultant is to be nominated or named to a main Supplier quotations or ~~tenderers~~ **tenderers** must be invited in accordance with these Rules and the terms of the invitation shall be compatible with the main Contract. The terms of the invitation shall require an undertaking by the ~~tenderer~~ **tenderer** that, if it is selected, it will be willing to enter into a Contract with the main Supplier on terms which indemnify the main Supplier against its own obligations under the main Contract in relation to the work or goods included in the sub-Contract and enter into an agreement to indemnify the Council in such terms as may be prescribed.

26.2 The relevant Director, or other authorised person, shall nominate to the main Supplier the person whose ~~tenderer~~ **tenderer** it is, in ~~his/her/their~~ **his/her/their** opinion, the most satisfactory; provided that, where the ~~tenderer~~ **tenderer** is other than the lowest received ~~(save where an award is made under Rule 15 in accordance with pre-determined criteria detailed in writing)~~, the circumstances shall be reported and recorded as provided by Rule 5.1.7.

27. FRAMEWORK AGREEMENTS

Framework Agreements may be used where the Council wishes to contract for the supply of supplies, services or works without conducting a new procurement exercise. However, the Framework Agreement may include within its terms a requirement for a mini-competitive exercise between those Suppliers who are parties to the Framework Agreements. Any Framework Agreement shall be ~~tenderer~~ **tenderer** in accordance with

these Contract Procedure Rules. Where the Council has entered into such a Framework Agreement or is able to call off from existing Framework Agreements procured through joint procurement arrangements, then it may utilise the same without entering into a separate procurement.

28. JOINT PROCUREMENT

28.1 Any joint procurement arrangements with other Local Authorities or public bodies including membership or use of Purchasing Consortia shall require the sanction of the Cabinet (or Cabinet Member if delegated powers apply).

28.2 Approval shall only be given where the joint procurement arrangement assures compliance with these Rules.

29. ~~PROCUREMENT BY CONSULTANTS~~

29.1 Any consultants used by the Council shall be appointed in accordance with these Rules. Where the Council uses consultants to act on its behalf in relation to any procurement, then the relevant Authorised Officer shall ensure that such consultants carry out any procurement in accordance with the same. No consultant shall make any decision on whether to award a Contract or to whom a Contract should be awarded. The Authorised Officer shall ensure that the consultant's performance is monitored.

29.2 The Chief Executive must give approval for the appointment of any consultant.

30. STATISTICAL RETURNS

30.1 Each year the Council is required to make a statistical return to the Department for Communities and Local Government (or successor department) for onward transmission to the European Commission concerning the contracts awarded during the year under the EU Rules.

30.2 The Solicitor to the Council shall be responsible for this statistical return and will make the necessary arrangements for information to be collected annually. Directors shall comply with these arrangements and expeditiously provide any information required.

31. CONTRACT EXTENSION

31.1 Any contract may be extended in accordance with its terms. Any other extensions shall require the approval of Cabinet (or Cabinet Member if delegated powers apply), relevant Committee or be otherwise authorised in accordance with these Rules and must also comply with the Regulations if applicable.

31.2 The Authorised Officer shall always be satisfied that extension will achieve Best Value for Money and is reasonable in all the relevant circumstances. Such extension must be approved in writing by the Solicitor to the Council.

These Contract Procedure Rules shall be reviewed on a periodic basis, and form part of the Council's Constitution, which can only be amended by the Council on recommendation from the Cabinet (or Cabinet Member if delegated powers apply).

35. REVIEW AND AMENDMENT OF CONTRACT PROCEDURE RULES

Waivers of any of these Contract Procedure Rules shall only be given in exceptional circumstances and only with the prior formal written approval of the Monitoring Officer and Chief Finance Officer, after submission of a report by the Authorised Officer formally justifying such validation and providing an adequate audit trail in respect thereof.

34. WAIVERS OF CONTRACT PROCEDURE RULES

Where the estimated value of an asset or collection of assets is £30,000 or more, or where the Council, Cabinet (or Cabinet Member if delegated powers apply), or committee determine, the disposal of land, property, plant and equipment shall be either by the invitation of **tenderers** by public notice or public auction except where a valuer with relevant qualifications certifies that an alternative method of disposal will better achieve the Council's aims and objectives and in any event all such disposals shall comply with the general duties referred to in Rule 3 hereof.

33. DISPOSAL OF ASSETS

The Solicitor to the Council must be consulted with regard to any termination or proposed termination of any Contract.

32. TERMINATION OF CONTRACT

Part 5

Codes and Protocols

codes and 51

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PROBITY IN PLANNING PROTOCOL

Introduction

The aim of this Protocol: to ensure that in the planning process there are no grounds for suggesting that a decision has been biased, partial or not well founded in any way.

The key purpose of Planning: to control development in the public interest.

Your role as a Member of the Local Planning Authority: to make planning decisions openly, impartially, with sound judgement and for justifiable reasons.

When the Probity in Planning Protocol applies: this code applies to Members at all times when involving themselves in the planning process. (This includes when taking part in the decision making meetings of the Council in exercising the functions of the Local Planning Authority or when involved on less formal occasions, such as meetings with officers or the public and consultative meetings). It applies as equally to planning enforcement matters or site specific policy issues as it does to planning applications.

If you have any doubts about the application of this Protocol to your own circumstances you should seek advice early, from the Monitoring Officer or one of his or her staff, and preferably well before any meeting takes place.

1. Relationship to the Code of Conduct for Councillors

- Do apply the rules in the Code of Conduct for Councillors first, which must be always be complied with.
- Do then apply the rules in this Probity in Planning Protocol, which seek to explain and supplement the Code of Conduct for Councillors, for the purposes of planning control. If you do not abide by this Probity in Planning Protocol, you may put:
 - the Council at risk of proceedings on the legality or maladministration of the related decision; and
 - yourself at risk of either being named in a report made to the Standards Committee or Council or, if the failure is also likely to be a breach of the Code of Conduct, a complaint being made to the Standards Board for England.

2. Development Proposals and Interests under the Code of Conduct for Councillors

- Do disclose the existence and nature of your interest at any relevant meeting, including informal meetings or discussions with officers and other Members. Preferably, disclose your interest at the beginning of the meeting and not just at the commencement of discussion on that particular matter. (*Use the disclosure form provided for disclosing interests.*)
- Do then act accordingly. **Where your interest is personal and prejudicial:-**
 - **Don't** participate, or give the appearance of trying to participate, in the making of any decision on the matter by the planning authority. You may attend the meeting of the Planning Committee, but only for the purpose of

making representations, answering questions or giving evidence relating to the planning application in which you have a prejudicial interest, provided that the public are also allowed to attend that meeting for the same purpose.

Don't try to represent Ward views, get another Ward Member to do so instead.

Don't get involved in the processing of the application.

Don't seek or accept any preferential treatment, or place yourself in a position that could lead the public to think you are receiving preferential treatment, because of your position as a councillor. This would include, where you have a personal and prejudicial interest in a proposal, using your position to discuss that proposal with officers or members when other members of the public would not have the same opportunity to do so.

Do be aware that, whilst you are not prevented from seeking to explain and justify a proposal in which you have a personal and prejudicial interest to an appropriate officer, in person or in writing, the Protocol places greater limitations on you in representing that proposal than would apply to a normal member of the public. (For example, where you have a personal and prejudicial interest in a proposal to be put before a meeting, you will have to withdraw from the room or chamber whilst the meeting considers it, whereas an ordinary member of the public would be able to observe the meeting's consideration of it from the public gallery.)

Do notify the Monitoring Officer in writing in the event of you submitting your own application and note that:

notification to the Monitoring Officer should be made no later than the time of the submission of the application;

the proposal will always be reported to the Planning Committee as a main item and not dealt with by officers under delegated powers; and

it is advisable that you employ an agent to act on your behalf on the proposal in dealing with officers and any public speaking at Committee.

3. Fettering Discretion in the Planning Process.

Don't fetter your discretion and therefore your ability to participate in planning decision making at this Council by making up your mind, or clearly appearing to have made up your mind (particularly in relation to an external interest or lobby group), on how you will vote on any planning matter prior to formal consideration of the matter at the meeting of the Local Planning Authority and of your hearing the officer's presentation and evidence and arguments on both sides.

Fettering your discretion in this way and then taking part in the decision will put the Council at risk of a finding of maladministration and of legal proceedings on the grounds of there being a danger of bias or pre-determination or a failure to take into account all of the factors enabling the proposal to be considered on its merits.

Do be aware that you are likely to have fettered your discretion where the Council is the landowner, developer or applicant and you have acted as, or could be perceived as being, a chief advocate for the proposal. (This is more than a matter of membership of both the proposing and planning determination committees, but that through your significant personal involvement in preparing or advocating the

proposal you will be, or perceived by the public as being, no longer able to act impartially or to determine the proposal purely on its planning merits.)

- **Do** also be aware that, whilst you may regard yourself as not having a prejudicial interest in matters which relate to the organisations mentioned below, you must exercise your discretion in deciding whether or not to participate in each case and where:
 - you have been significantly involved in the preparation, submission or advocacy of a planning proposal on behalf of:
 - another local or public authority of which you are a member; or
 - a body to which you have been appointed or nominated by the Council as its representative; or
 - you are a trustee or company director of the body submitting the proposal and were appointed by the Council

you should always disclose a prejudicial as well as personal interest and withdraw.

- **Do** consider yourself able to take part in the debate on a proposal when acting as part of a consultee body (where you are also a member of the parish council, for example, or both a district/borough and county councillor), provided:
 - the proposal does not substantially affect the well being or financial standing of the consultee body;
 - you make it clear to the consultee body that:
 - your views are expressed on the limited information before you only;
 - you must reserve judgement and the independence to make up your own mind on each separate proposal, based on your overriding duty to the whole community and not just to the people in that area, ward or parish, as and when it comes before the Committee and you hear all of the relevant information; and
 - you will not in any way commit yourself as to how you or others may vote when the proposal comes before the Committee; and
 - you disclose the personal interest regarding your membership or role when the Committee comes to consider the proposal.
- **Don't** speak and vote on a proposal where you have fettered your discretion. You should also withdraw.
- **Do** explain that you do not intend to speak and vote because you have or you could reasonably be perceived as having judged (or reserve the right to judge) the matter elsewhere, so that this may be recorded in the minutes. (*Use the disclosure form provided for disclosing interests.*)
- **Do** take the opportunity to exercise your separate speaking rights as a Ward/Local Member where you have represented your views or those of local electors and fettered your discretion, but do not have a personal and prejudicial interest. Where you do:
 - advise the proper officer or Chairman that you wish to speak in this capacity before commencement of the item;
 - remove yourself from the member seating area for the duration of that item; and
 - ensure that your actions are recorded.

- **Do** always refer those who approach you for planning, procedural or technical advice to officers.
- **Don't** agree to any formal meeting with applicants, developers or groups of objectors where you can avoid it. Where you feel that a formal meeting would be useful in clarifying the issues, you should never seek to arrange that meeting yourself but should request the Development Control Manager to organise it. The officer(s) will then ensure that those present at the meeting are advised from the start that the discussions will not bind the authority to any particular course of action, that the meeting is properly recorded on the application file and the record of the meeting is disclosed when the application is considered by the Committee.
- **Do** otherwise:
 - follow the rules on lobbying;
 - consider whether or not it would be prudent in the circumstances to make notes when contacted; and
 - report to the Development Control Manager any significant contact with the applicant and other parties, explaining the nature and purpose of the contacts and your involvement in them, and ensure that this is recorded on the planning file.
- 4. **Contact with Applicants, Developers and Objectors**
- **Do** explain to those lobbying or attempting to lobby you that, whilst you can listen to what is said, it prejudices your impartiality and therefore your ability to participate in the Committee's decision making to express an intention to vote one way or another or such a firm point of view that it amounts to the same thing.
- **Do** remember that your overriding duty is to the whole community not just to the people in your ward and, taking account of the need to make decisions impartially, that you should not improperly favour, or appear to improperly favour, any person, company, group or locality.
- **Don't** accept gifts or hospitality from any person involved in or affected by a planning proposal. If a degree of hospitality is entirely unavoidable, ensure it is of a minimum, its acceptance is declared as soon as possible and remember to register the gift or hospitality where its value is over £25 (in accordance with the authority's rules on gifts and hospitality).
- **Do** copy or pass on any lobbying correspondence you receive to the Development Control Manager at the earliest opportunity.
- 5. **Lobbying of Councillors**
- **Do** attend a planning presentation unless an officer is present and/or it has been organised by officers.
- **Do** ask relevant questions for the purposes of clarifying your understanding of the proposals.
- **Do** remember that the presentation is not part of the formal process of debate and determination of any subsequent application, and that this will be carried out by the appropriate Committee of the planning authority.
- **Do** be aware that a presentation is a form of lobbying and you must not express any strong view or state how you or other Members might vote.
- 5. **Lobbying of Councillors**
- **Do** explain to those lobbying or attempting to lobby you that, whilst you can listen to what is said, it prejudices your impartiality and therefore your ability to participate in the Committee's decision making to express an intention to vote one way or another or such a firm point of view that it amounts to the same thing.
- **Do** remember that your overriding duty is to the whole community not just to the people in your ward and, taking account of the need to make decisions impartially, that you should not improperly favour, or appear to improperly favour, any person, company, group or locality.
- **Don't** accept gifts or hospitality from any person involved in or affected by a planning proposal. If a degree of hospitality is entirely unavoidable, ensure it is of a minimum, its acceptance is declared as soon as possible and remember to register the gift or hospitality where its value is over £25 (in accordance with the authority's rules on gifts and hospitality).
- **Do** copy or pass on any lobbying correspondence you receive to the Development Control Manager at the earliest opportunity.

- **Do** promptly refer to the Development Control Manager any offers made to you of planning gain or constraint of development, through a proposed S106 Planning Obligation or otherwise.
- **Do** inform the Monitoring Officer where you feel you have been exposed to undue or excessive lobbying or approaches (including inappropriate offers of gifts or hospitality), who will in turn advise the appropriate officers to follow the matter up.
- **Do** note that, unless you have a personal and prejudicial interest, you will not have fettered your discretion or breached this Probity in Planning Protocol through:
 - listening or receiving viewpoints from residents or other interested parties;
 - making comments to residents, interested parties, other Members or appropriate officers, provided they do not consist of or amount to pre-judging the issue and you make clear you are keeping an open mind;
 - seeking information through appropriate channels; or
 - being a vehicle for the expression of opinion or speaking at the meeting as a Ward Member, provided you explain your actions at the start of the meeting or item and make it clear that, having expressed the opinion or ward/local view, you have not committed yourself to vote in accordance with those views and will make up your own mind having heard all the facts and listened to the debate.

6. Lobbying by Councillors

- **Don't** become a member of, lead or represent an organisation whose primary purpose is to lobby to promote or oppose planning proposals. If you do, you will have fettered your discretion and are likely to have a personal and prejudicial interest and have to withdraw.
- **Do** join general interest groups which reflect your areas of interest and which concentrate on issues beyond particular planning proposals, such as the Victorian Society, CPRE, Ramblers Association or a local civic society, but disclose a personal interest where that organisation has made representations on a particular proposal and make it clear to that organisation and the Committee that you have reserved judgement and the independence to make up your own mind on each separate proposal
- **Don't** *excessively lobby fellow councillors regarding your concerns or views* nor attempt to persuade them that they should decide how to vote in advance of the meeting at which any planning decision is to be taken
- **Don't** decide or discuss how to vote on any application at any sort of political group meeting, or lobby any other Member to do so. Political Group Meetings must never dictate how Members should vote on a planning issue.

7. Site Inspections

- **Do** try to attend Site Inspections organised by the Council where possible.
- **Don't** request a Site Inspection unless you feel it is strictly necessary because:
 - particular site factors are significant in terms of the weight attached to them relative to other factors or the difficulty of their assessment in the absence of a site inspection; or
 - there are significant policy or precedent implications and specific site factors need to be carefully addressed.

Do ensure that any information which you gained from the Site Inspection is reported back to the Committee, so that all Members have the same information in respect of the material considerations applying to the application

Do ensure that you treat the Site Inspection only as an opportunity to seek information and to observe the site.

Do ask the officers at the Site Inspection questions or seek clarification from them on matters which are relevant to the Site Inspection.

Do not hear representations from any other party. Where you are approached by the applicant or a third party, advise them that they should make representations in writing to the authority and direct them to or inform the officer present.

Do not express opinions or views to anyone.

Do not enter a site which is subject to a proposal other than as part of an official Site Inspection, even in response to an invitation, as this may give the impression of bias unless:

you feel it is essential for you to visit the site other than through attending the official Site Inspection and

you have first spoken to the Development Control Manager about your intention to do so and why (which will be recorded on the file) and

you can ensure you will comply with these good practice rules on site visits.

8. Public Speaking at Meetings

Do not allow members of the public to communicate with you during the Committee's proceedings (orally or in writing) other than through the scheme for public speaking, as this is likely to give the appearance of bias.

Do ensure that you comply with the Council's procedures in respect of public speaking.

9. Officers

Do not put pressure on officers to put forward a particular recommendation. (This does not prevent you from asking questions or submitting views to the Development Control Manager, which may be incorporated into any committee report).

Do recognise that officers are part of a management structure and only discuss a proposal, outside of any arranged meeting, with the Corporate Manager (Development, Building Control and Environmental Health), the Development Control Manager or those officers who are authorised by the Corporate Manager to deal with the proposal at a Member level.

Do recognise and respect that officers involved in the processing and determination of planning matters must act in accordance with the Council's Officers' Code of Conduct and their professional codes of conduct, primarily the Royal Town Planning Institute's Code of Professional Conduct. As a result, planning officers' views, opinions and recommendations will be presented on the basis of their overriding obligation of professional independence, which may on occasion be at odds with the views, opinions or decisions of the Committee or its Members.

10. Decision Making

- **Do** ensure that, if you request a proposal to go before the Committee rather than be determined through officer delegation, that your reasons are recorded and repeated in the report to the Committee.
- **Do** come to meetings with an open mind and demonstrate that you are open-minded.
- **Do** comply with section 38 of the Planning and Compulsory Purchase Act 2004 and make decisions in accordance with the Development Plan unless material considerations indicate otherwise.
- **Do** come to your decision only after due consideration of all of the information reasonably required upon which to base a decision. If you feel there is insufficient time to digest new information or that there is simply insufficient information before you, request that further information. If necessary, defer the application.
- **Don't** vote or take part in the meeting's discussion on a proposal unless you have been present to hear the entire debate, including the officers' introduction to the matter.
- **Do** have recorded the reasons for Committee's decision to defer any proposal.
- **Do** make sure that if you are proposing, seconding or supporting a decision contrary to officer recommendations or the development plan that you clearly identify and understand the planning reasons leading to this conclusion/decision. These reasons must be given prior to the vote and be recorded. Be aware that you may have to justify the resulting decision by giving evidence in the event of any challenge.
- **Do** ensure that if you request an application to go before the Committee rather be determined by officer delegation that your reasons *on planning grounds* are submitted to officers in writing, preferably within the 21 day consultation period.

11. Training

- **Don't** participate in decision making at meetings dealing with planning matters if you have not attended the mandatory planning training prescribed by the Council.
- **Do** endeavour to attend any other specialised training sessions provided, since these will be designed to extend your knowledge of *planning law, regulations, procedures, Codes of Practice and the Development Plans* beyond the minimum referred to above and thus assist you in carrying out your role properly and effectively.
- **Do** participate in the annual review of a sample of planning decisions to ensure that Members' judgements have been based on proper planning considerations.

APPENDIX

1. SPEAKING AT PLANNING COMMITTEE MEETINGS

1.1 THE FOLLOWING CAN SPEAK AT PLANNING COMMITTEE MEETINGS

- Up to two people who wish to object to and up to two people who wish to support an individual planning application, an enforcement recommendation or any other quasi-judicial matter on the Agenda

- Ward Councillors who are not members of the Planning Committee. (If both Ward Councillors sit on the Planning Committee, they may nominate a substitute Councillor to speak).

- Members of Parliament with the whole or part of their constituency within Northampton Borough Council's boundaries

- A representative of a Parish Council in whose area the application relates.

1.2 ARRANGEMENTS FOR SPEAKING

It is necessary to register with the Meeting Services Section at The Guildhall as soon as possible and in any event not later than 12 noon on the day of Committee. This applies to all speakers, ~~except including~~ Ward Councillors. Ward Councillors shall notify the Chair prior to the commencement of the meeting of their intention to speak.

Registration can be by:

Telephone: (01604 837358 or 837355),

In writing to: Solicitor to the Council, The Guildhall, St Giles Square, Northampton NN1 1DE, for the attention of The Meeting Services Officer, Planning Committee

By e-mail to: mtgsservices@northampton.gov.uk,

By fax to: The Solicitor to the Council for the attention of the Meeting Services Officer, Planning Committee (01604 838729).

Late representations will not be heard. The Council will operate a "first come first served" policy. In the event that two people have already registered a person wishing to make their views known to the Committee should contact the Ward Councillor to see if they can put across their points.

Where a member of the public has registered to speak but fails to attend the meeting the Chair shall have the discretion to reallocate that speaking place to another member of the public present who would otherwise have wished to speak. (For the avoidance of doubt such reallocation will be on the like for like basis i.e., if the original registration was 'for' the reallocated place will also be 'for').

If objectors intend to speak the applicant will be contacted to ensure that they have the opportunity to reply.

2. PROCEDURE AT THE MEETING

A planning officer may update the written committee report then those objecting to or supporting the application and Ward Councillors will be invited to speak.

A planning officer may summarise issues before the matter is debated by the Planning Committee Members and a vote taken.

2.1 TIME

All speakers are allowed to speak for a maximum of three minutes.

2.2 NOTES

- Speakers are only allowed to make statements. They may not ask questions or enter into dialogue with Councillors, officers or other speakers.
- Consideration of an application will not be delayed simply because someone who has registered to speak is unable to attend the meeting.
- Addresses should only be about planning issues and should not refer to non-planning issues such as private property rights, moral issues, loss of views or effects on property values.
- Fresh material may not be circulated to the Councillors which has not first been seen by officers of the planning section.

Part 8

Delegations to Officers by the Council, its Cabinet and Committees

- 10. Implementing the "Right to Buy" legislation and any schemes of voluntary house sales.
- 11. Making of Tree Preservation Orders on the advice of the Corporate Manager, Development, Building Control & Environmental Health.
- 11.2.1 Making of Tree Preservation Orders on the advice of the Corporate Manager, Development, Building Control & Environmental Health.
- 11.2.2 Confirming on the advice of the Corporate Manager, Development, Building Control and Environmental Health, Tree Preservation Orders where there are no outstanding valid objections.
- 12. The power to commence injunctions or any other necessary action or proceedings against the organisers or other relevant persons of acid house parties or raves where it is considered expedient for the promotion or protection of the interests of the inhabitants of the area of Northampton Borough.
- 13. The issuing of Street Collection Permits to registered charities where applications are received for a collection to take place prior to the next meeting of the appropriate committee.
- 14. Determining the grant, renewal or amendment of licences for:-
 - hackney carriages;
 - hackney carriage drivers;
 - private hire operators ;
 - private hire vehicles ;
 - private hire drivers; and
 - (after consultation with any relevant Director)
- 14.2 Determining the grant, renewal or amendment of Orders varying the closing hours for retail trades and businesses at exhibitions and shows
- 15. Appointing Vehicle Inspectors pursuant to Section 68 of the Local Government (Miscellaneous Provisions) Act 1976 in respect of hackney carriages and private hire vehicles.

Planning Act 1990 and the Planning (Listed Buildings and Conservation Areas) Act 1990, except:

- 2.1.1 Any applications called in for determination by Planning Committee by any Member of the Council, following a written request which gives a planning reason for the call-in. (For this purpose, a list of new applications will be regularly circulated to all Councillors which will specify a date in relation to each application by which any call-in request must be made. A Councillor may subsequently withdraw a call-in request at any time before the application appears on a published Committee agenda.)
- 2.1.2 Any application which would otherwise be delegated to the Corporate Manager but which the Corporate Manager considers should come before the Planning Committee
- 2.1.3 Any application made by a Member or a person who has been a Member within the five years prior to making the application, or a relative or partner of such a person
- 2.1.4 Any application made by an officer/employee of the Council, or a person who has been an officer/employee in the 5 years prior to making the application, or a relative or partner of such a person
- 2.1.5 Any application involving the Borough Council either as applicant or landowner, either on its own, or jointly with another party .

2.2.2 Making responses to the West Northamptonshire Development Corporation on planning applications for which they are the determining authority where this would not prejudice the policies and provisions of the Development Plan or have other strategic consequences, including its impact on or prejudice to the Councils strategic or corporate priorities.

2.3 To advise the Solicitor to the Council to make and confirm a Tree Preservation Order.

- 3.1 To accept and agree minor amendments to planning permissions.
- 3.2 To make application for planning permission on behalf of the Council.
- 3.3 To determine an application for a determination of whether a prior approval of the Council is required to the method of proposed demolition and any proposed restoration.
- 3.4 To determine whether prior approval is required to the siting and appearance of telecommunication apparatus and to determine such

- 3.4 The right of petition is a fundamental right and is guaranteed to all citizens of the State.
- 3.5 The right of petition is a collective right and is exercised by the people as a whole.
- 3.6 The right of petition is a political right and is exercised by the citizens in their capacity as voters.
- 3.7 The right of petition is a social right and is exercised by the citizens in their capacity as members of the community.

Conclusion

It is the duty of the State to protect and promote the right of petition.

The right of petition is a fundamental right and is guaranteed to all citizens of the State. It is a collective right and is exercised by the people as a whole. It is a political right and is exercised by the citizens in their capacity as voters. It is a social right and is exercised by the citizens in their capacity as members of the community.

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Handwritten notes at the bottom of the page, including a signature and date.

Signature: _____

Date: _____



NORTHAMPTON
BOROUGH COUNCIL

COUNCIL

12 May 2008

Agenda Status: Public

Directorate: Chief Executive's

Report Title	MEETINGS CYCLE 2008/09
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1. Summary

To seek Council's approval to the Meetings Cycle for 2008/09.

2. Recommendations

That the Meetings Cycle for 2008/09 be approved as amended by Cabinet on 6 May 2008.

3. Report Background

Following a wide ranging consultation process Cabinet considered the report which is appended on 6 May 2008.

4. Implications (including financial implications)

4.1 Resources and Risk

None.

4.2 Legal

None.

4.3 Other Implications

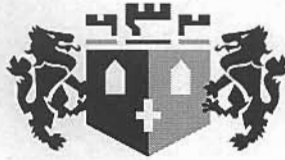
Agreeing the Meetings Cycle allows members and officers to plan for the year ahead. It also allows meetings to be advertised to the general public well in advance.

5. Background Papers

N/A

Report Author and Title: F McGown, Meetings Services Team Leader

Telephone and Email: 837101; fmcgown@northampton.gov.uk

**CABINET REPORT**

Report Title	MEETINGS CYCLE 2008/09
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AGENDA STATUS: PUBLIC

Cabinet Meeting Date:	6 May 2008
Key Decision:	NO
Listed on Forward Plan:	NO
Within Policy:	NO
Policy Document:	NO
Directorate:	Chief Executive
Accountable Cabinet Member:	Councillor Woods
Ward(s)	N/A

1. Purpose

1.1 To recommend to Council the adoption of Meetings Cycle for 2008/09.

2. Recommendations

2.1 That Council approve the Meetings Cycle for 2008/09.

3. Issues and Choices**3.1 Report Background**

The attached Meetings Cycle (Appendix A) has been drawn up following extensive consultation and follows the usual conventions previously accepted by the Council. The main points are:-

3.1.1 Cabinet is moved to a three weekly cycle. This is in recognition of the amount of business coming forward and the need over recent months to arrange a number of extra meetings.

3.1.2 The proposed budget cycle of meetings during December, January and February follows the same pattern established during this municipal year.

3.1.3 Mini cycles of Audit, Cabinet and Council have been programmed for June of both years and September for agreeing the Statement of Accounts as done in previous years.

3.2 Issues

On 29 September 2008 Cabinet and Council both meet on the same evening. Whilst the Cabinet is an ordinary meeting it will consider the Final Statement of Accounts and will make a recommendation to Council. The Council has been called to confirm acceptance of the Final Statement of Accounts. It is suggested that Cabinet commence at 5.00pm on this occasion and Council at 7.00pm. (There is a statutory deadline of 30 September for this).

3.3 Choices (Options)

None.

4. Implications (including financial implications)

4.1 Policy

This report follows existing precedent.

4.2 Resources and Risk

There will be an increase in costs of printing and distributing Cabinet agendas by virtue of the increased frequency of meetings although it is anticipated that these costs can be contained within the existing budgets.

4.3 Legal

None.

4.4 Equality

None.

4.5 Consultees (Internal and External)

Mayor – no comment.

Group Leaders – no comment.

All Councillors – 2 comments re alterations, which have been accommodated.

Group Whips – none.

Chief Executive & Directors – 2 comments re public holiday weeks and the need for meetings by particular deadlines, which have been accommodated.

Corporate Managers – none.

Head of Finance – Included in Director's comments.

Revenues, Benefits Partnership Co-ordinator – no comment.

Neighbourhood Partnership & Forums Co-ordinator – request not to include Women's or Youth Forum pending discussions about the future of these meetings – accommodated.

Overview & Scrutiny Officer – no comment.

Development Control Assistant Manager – to maintain four-weekly cycle – accommodated.

People Development Manager – to include Member Development Dates – accommodated.

NCC – none.

4.6 How the Proposals deliver Priority Outcomes

Not directly, although the business of individual meetings themselves will give effect to or report on the Improvement Plan, Corporate Strategy, Corporate Plan etc themselves.

4.7 Other Implications

None.

5. Background Papers

5.1 None.

F McGown
Meetings Services Team Leader

**MASTER
DRAFT MEETING CYCLE 2008/09**

	June	July	August	September	October	November	December	January
Monday								
Tuesday	26			1 CAB Pre Cab 16.30			1 CAB Pre CAB 16.30	
Wednesday	27 A	1		2 OSM			2 A	
Thursday	28	2 PL		3 NP7	1 OS3		3 RAC GP	
Friday	29 RAC	3 OS3		4	2 NP10		4 OS2	1 New Year's Day
Saturday	30	4	1	5	3		5	2
Sunday	31	5	2	6	4	1	6	3
	1	6	3	7	5	2	7	4
Monday	2 CAB Pre CAB 16.30 LSP 11.30	7 LSP 11.30	4 CAB Pre CAB 16.30	8 Council Pre CL 14.00	6	3	8 COUNCIL Pre CL 14.00	5
Tuesday	3 OSM	8	5	9 GP	7 NP11	4 LC	9 LC	6
Wednesday	4 PL	9 NP11	6	10 LGB	8 DIS	5	10 OS3	7
Thursday	5	10	7	11 NP8	9 OS2	6 LGB	11 NP10	8 LGB
Friday	6	11	8	12	10	7	12	9
Saturday	7	12	9	13	11	8	13	10
Sunday	8	13	10	14	12	9	14	11
Monday	9 DIS	14 CAB Pre CAB 16.30	11	15	13 NP13	10 CAB Pre CAB 16.30	15 NP13	12 CAB Pre CAB 16.30
Tuesday	10 LC	15	12	16 NP9	14 NP12	11 OSM	16 NP11 SSNB 10.00	13 NP7
Wednesday	11 NP8	16	13	17 OS1	15	12 NP8	17 PL	14 PL
Thursday	12	17	14	18 PEN MD	16 MD	13	18 STD	15 NP8
Friday	13	18	15	19	17	14	19	16
Saturday	14	19	16	20	18	15	20	17
Sunday	15	20	17	21	19	16	21	18
Monday	16 STD	21 COUNCIL Pre CL	18	22 STD	20 CAB Pre CAB 16.30	17 NP7	22 CAB Pre CAB 16.30	19 COUNCIL Pre CL 14.00
Tuesday	17 LGB SSNB 14.00 GP	22 LC	19	23 LC	21 SSNB 14.00	18 NP9	23	20 NP9
Wednesday	18 NP9	23 NP12	20	24 PL	22 PL	19 PL	24	21 OS1
Thursday	19 OS2	24	21 MD	25 A	23	20 MD	25 Christmas Day	22 NP10 PEN
Friday	20	25	22	26	24	21	26 Boxing Day	23
Saturday	21	26	23	27	25	22	27	24
Sunday	22	27	24	28	26	23	28	25
Monday	23	28 NP13	25	29 CAB (17.00) Pre CAB 16.00 COUNCIL ø (19.00)	27 COUNCIL Pre CL 14.00	24 NP12	29	26 OS3
Tuesday	24 NP10 A	29 GP	26 SSNB 14.00	30 RAC	28 GP	25 DIS	30	27 LC
Wednesday	25 OS1	30 PL	27 PL		29	26	31	28 DIS
Thursday	CAB/COUNCIL Pre CL 14.00	31	28		30 PEN	27 OS1		29 OS2
Friday	27	29	26		31	28		30
Saturday	28	30	27			29		31
Sunday	29	31	28			30		
Monday	30							
Tuesday								



NORTHAMPTON
BOROUGH COUNCIL

COUNCIL

12 May 2008

Agenda Status: Public

Department: Solicitor to the Council

Report Title	Senior Management Restructure Delegations to the Chief Executive
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1. Summary

The purpose of this report is to report Cabinet's decisions in relation to its delegations to the Chief Executive and to report Cabinet's specific recommendations that Full Council delegate to the Chief Executive certain powers to enable him to implement the new Senior management structure.

2. Recommendations

- 2.1 Full Council note Cabinet's decision to delegate to the Chief Executive its (Cabinet's) relevant powers in relation to implementing the staff structure (recommendations 2.3 and 2.5 of appendix 1 attached).
- 2.2 Full Council note Cabinet's decision to recommend to Full Council that it delegates all its (Full Council's) relevant powers to the Chief Executive in relation to implementing the staff structure (recommendations 2.4 and 2.5).
- 2.3 Full Council delegate to the Chief Executive all Full Council's powers (non-executive powers) necessary to enable him to progress all relevant processes necessary to implement the structure.
- 2.4 Full Council requires that the above delegations are undertaken in consultation with the Leader of the Council, relevant Portfolio Holders as appropriate, the Chair of General Purposes Committee and the Leaders of the two minority groups of the Council.

3. Report Background

- 3.1 Cabinet considered and agreed the senior management structure on 6 May 2008. A copy of the report to Cabinet is attached at appendix 1.

- 3.2 Currently under the Constitution and the general law, decisions in relation to restructures and the detailed implementation processes are split between Cabinet and Full Council (or its sub-committees). Cabinet can make certain executive decisions in relation to the structures but cannot make decisions that require, for example the appointment of staff or the terms upon which they hold office. This means that broad staff structures can be agreed by Cabinet under its executive authority, but where detailed employment terms are concerned, for example the determination of the grades and associated documentation, these need to be agreed by Full Council or particular sub-committees, for example General Purposes or the Appointment and Appeals Committee.
- 3.3 Cabinet considered and agreed the senior management structure on 6th May 2008 (see appendix 1). Cabinet also delegated to the Chief Executive all Cabinet's powers necessary to implement the structure. Cabinet further recommended to Full Council that it delegates its (Full Council's) implementation powers to the Chief Executive. The reasons for so doing are to enable the Chief Executive to deal with the restructure as smoothly and expeditiously as possible.
- 3.4 If the delegations are agreed, the Chief Executive will have the powers to make the decisions required to implement the structure including a review of the terms and conditions of relevant staff. The decisions will, of course, be made using established consultation mechanisms, for example with staff and Unions. In addition the Chief Executive will be required to consult the various members outlined in recommendation 2.4 above.
- 3.5 For the avoidance of doubt the actual appointments of Chief Officers will not be made under delegated powers but will be made by the Appointments and Appeals Committee.

4. Implications (including financial implications)

4.1 Resources and Risk

These are covered in the body of the Cabinet report attached at appendix 1. Given the stage of the restructure it is not possible to provide further details at this stage.

4.2 Legal

The Chief Executive is the Council's Head of Paid Service, for the purposes of Section 4 of the Local Government and Housing Act 1989. As such he has statutory responsibilities to report to the Council the organisation of the Council's staff including the number and grades of staff required by the authority for the discharge of its functions. Delegations sought in this report are consistent with that duty.

4.3 Other Implications

None specifically

5. Background Papers

FJF File Constitution

Report Author and Title: Francis Fernandes Solicitor to the Council

Telephone and Email: 01604 837334 ffernandes@northampton.gov.uk



CABINET REPORT

Report Title	SENIOR MANAGEMENT RESTRUCTURING
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AGENDA STATUS: PUBLIC

Cabinet Meeting Date:	6th MAY 2008
Key Decision:	YES
Listed on Forward Plan:	YES
Within Policy:	YES
Policy Document:	NO
Directorate:	Chief Executive
Accountable Cabinet Member:	Councillor Woods
Ward(s)	NONE SPECIFICALLY

1. Purpose

1.1 The purpose of this report is to make proposals with regard to the second stage of senior management restructuring following agreement by the Cabinet on 28th January 2008 of the first stage of proposals. The purpose of the restructuring is to align the Council's management capacity with its priorities and to ensure that the Council has the necessary management capacity arranged in a structure geared to meeting the Council's ambition to be amongst the best Councils in the country by 2013.

2. Recommendations

2.1 Cabinet is recommended to agree the Senior Management Structure outlined in this report, replacing the Council's existing Senior Management Structure.

2.2 Cabinet is recommended to instruct the Chief Executive to implement the proposed senior management structure outlined in this report, replacing the Council's existing senior management structure as described from 1st October 2008.

- 2.3 In order to facilitate the fastest possible progress towards implementation of this structure, Cabinet is recommended to delegate to the Chief Executive the relevant Cabinet authority to make all necessary arrangements for establishing this structure.
- 2.4 Cabinet is asked to recommend to Full Council that it delegates to the Chief Executive all the powers necessary to enable him to progress all relevant implementation process, which currently do not fall under the authority of Cabinet. For the avoidance of doubt the actual appointments of Chief Officers will be made by the Appointments and Appeals Committee.
- 2.5 It is recommended to Cabinet and Full Council that the above delegations are undertaken in consultation with the Leader of the Council, relevant Portfolio Holders as appropriate, the Chair of General Purposes Committee and the Leaders of the two minority groups on the Council.
- 2.6 Cabinet is recommended to note that full recruitment processes are to be put in hand immediately for the positions of Director of Housing, Director of Planning and Regeneration, Director of Environment and Culture, Head of Planning, Head of Human Resources, Director of the Northampton Local Strategic Partnership, and Head of Procurement.
- 2.7 Cabinet is recommended to require the Chief Executive to keep Cabinet informed on progress in this matter.

3. Issues and Choices

3.1 Report Background

On the 7th December 2007, the Chief Executive issued a consultation brief about the future management direction of the Council and the future Directorate level structure of the Council's management. This was Stage One of the consultation on senior management restructuring.

On the 28th January 2008, in pursuance of the Council's improvement agenda, the Cabinet agreed to restructure the Council's senior management into four Directorates of Housing, Finance and Support, Planning and Regeneration, and Environment and Culture reporting each to a Director who reports to the Chief Executive. In addition the Cabinet agreed to the post of Borough Solicitor also reporting to the Chief Executive.

On the 17th March 2008, the Chief Executive issued a consultation document which is attached as Appendix A. Consultation on these proposals was completed on 17th April 2008. There was a substantial response to this consultation, particularly in terms of the depth of consideration given to the issues by respondents. As a result this report has taken a short while to prepare in order to give sufficient time for the Chief Executive to consider fully all matters raised in the responses.

Consultation has commenced with the Trades Unions on the process for implementing any decisions that Cabinet make consequent on this report. That consultation is not yet complete, however it has no implications for the structure adopted.

Further consultation is to follow on the structure proposed below “Head of Service” level, subject to Cabinet’s decision at this meeting. That next level of consultation is intended to be on a service-by-service basis, with priority being given in the first instance to the Housing service where the creation of the new Housing Directorate needs to be moved forward as a priority given the urgent need for improvement in that area, and certain others flagged as critical through the consultation process.

This report has been written as a public report given that the organisational structure of the Council is of public importance. One of the main aims of the restructure is to deliver an organisation which can be understood more easily (and therefore accessed more easily) by the public as customer or citizen. However there are of course matters which Cabinet may wish to discuss which would, if raised, require the exclusion of the press and public from the Cabinet meeting. For this purpose, provision has been made on the Cabinet agenda for private discussion as well as public discussion.

3.2 Issues for Consideration

The consultation paper is attached. It is not intended to repeat the arguments and proposals in that paper in this report. However this report will explain changes which it is proposed to make as a result of the consultation. As part of the consultation, all members were made aware of the paper and therefore Cabinet will already be aware of its content.

3.3 The Consultation Response

The consultation response was of a high quality with much considered discussion about the future of services and their management and organisation. Comments broadly divided into the following main areas.

- issues about the culture of the Council’s management and organisation
- issues about the organisation of services below Head of Service level
- issues about process for implementation
- issues of individual or personal interest
- issues about overall strategic direction
- issues about the Council’s capacity to improve and meet demands upon it
- issues about the exact structure and responsibilities of senior management posts proposed

As a result, it is not possible to respond to a large proportion of the consultation responses by making amendments to the proposed structure. Many require other action, such as training and development, changes in working practices, wider cultural change, or changes in the pressures and demands on the Council. Some would require additional resources.

The Chief Executive has personally read and considered each response. He will be writing to each individual consultee in the weeks following this Cabinet meeting to provide feedback on their comments and to explain how their concerns are being addressed, or that they will be included in later processes, or why their comments will not be agreed with or addressed.

This is an important dialogue with the people who deliver service to the public on behalf of the Council. The consultation has been carried out as part of the employer-employee relationship and will not therefore be published in full. A summary has been prepared by the Chief Executive and is attached as Appendix B.

3.4 Proposed Changes in response to consultation

The following changes are proposed in response to comments made by consultees.

- a) The Assistant Chief Executive post needs to be filled by an officer who, as well as the requirements laid out in the consultation paper, has experience of managing programmes or projects relevant to this role and a good understanding of the processes required to manage programmes and projects well. (see page 5 of Appendix B)
- b) Community Engagement should be included within the responsibilities of the Head of Policy and Democratic Services (this title is to be amended – see later). (page 5)
- c) No decision on the future location of the Print Unit is to be taken until the value for money study currently under production is completed. However it is still the case that the Head of Communications and Consultation will take a lead on all publishing matters including the website. (page 6)
- d) The Head of Improvement will be retitled as Head of Performance and Improvement. (page 6)
- e) It is proposed to include responsibility for complaints within the Chief Executive's Office, and this will be more fully consulted about the next stage of this process. (page 7)
- f) Community Forums are to be managed within Policy and Democratic Services. (page 7)
- g) It is proposed to re-adjust the proposal for all Democratic Services to be within the Chief Executive's Office and carry out a further review at the next stage to identify the correct balance of responsibilities between the Borough Solicitor and the Assistant Chief Executive / Head of Policy and Democratic Services. In broad principle it is proposed that support to governance would rest with the Borough Solicitor whereas policy analysis, community engagement, scrutiny advice and member development would rest with the Chief Executive's Offices subject to further review and consultation. Civic Support would rest with the Chief Executive's Office because of the Civic responsibilities of the Chief Executive. (page 8)
- h) It is proposed to retitle the Head of Policy and Democratic Services to Head of Policy and Community Engagement.
- i) Neighbourhood management, area partnerships and community development support are proposed to report to the Head of Policy and Community Engagement. (page 9) The future management of Community Centres is to be further reviewed at the next stage (page 17). One of the key responsibilities of this Head will be to work with Management Board and in particular the Director of Environment and Culture to develop further the Council's arrangements for

engagement with the public on matters affecting policy decisions at neighbourhood level and providing clear links between this and neighbourhood service delivery. (page 9)

- j) The proposed review of managerial support and in particular secretarial support will need to be in place by 1.10.08 (page 9)
- k) Further examination is needed of the detailed staffing arrangements for Concessionary Fares. (page 11)
- l) The professional qualifications for the Director of Housing and the Heads of Service in Housing are to be amended in light of advice from the Council's Interim Director for Customer Service and Delivery. (page 12)
- m) The case for tenant participation and customer engagement to be located with Housing Strategy, Investment and Performance rather than Landlord Services was well argued and is to be further considered as part of the next stage of consultation on Housing structure which will start very soon. (page 13)
- n) Neighbourhood Wardens are proposed to be located in Public Health, Safety and Sustainability rather than Neighbourhood Environment Services. (page 14)
- o) The title of Public Health, Safety and Sustainability is not a clear understandable title and therefore will be reviewed and amended in discussion with those involved in the service. (page 15)
- p) The Head of Leisure and Culture will need to have a recognised, but broadly defined, professional qualification. (page 15)
- q) The Town Centre Manager will report to the Director of Environment and Culture, but will not be designated a Head of Service. (page 16)
- r) Finance and Assets will retain responsibility for facilities management. (page 17)
- s) The proposal to relocate Asset Development is deferred for later consideration in light of capital accounting issues. (page 17)

Other comments listed in Appendix B have been fully considered, as have the details of every response received. The above list is the extent of proposed changes.

A revised structure chart for the new proposed structure after consultation is attached as Appendix C.

3.5 Implementation

Following discussion, a proposed process for managing the implementation of the changes proposed in this report has been issued to the Trade Unions for comment and they have shared this with all affected staff. Union meetings are understood to be taking place and further meetings will be arranged between management and unions to seek an agreement on process. The process to be adopted will relate to this stage of restructuring only.

Work has started on recruitment to the posts of Director of Housing, Director of Planning and Regeneration, Director of Environment and Culture, Head of Human Resources and Head of Planning. Recruitment is also to commence to the posts of Director of the LSP and Head of Procurement. These processes are subject to the final arrangements for implementation which are the subject of discussion with the Unions.

It is important that implementation can be managed in a timely and effective manner. It is therefore proposed that Cabinet and Full Council delegate relevant responsibilities to the Chief Executive in consultation.

It is proposed to implement the new structure on Wednesday 1st October 2008. It is therefore important that rapid progress is made.

3.5 Pay Levels and Grades

The consultation paper proposed the use of the HAY evaluation scheme for determining relative job content. The Trade Unions are aware of this and have raised no objections, so it is proposed to proceed on that basis.

The Council needs to be able to attract and retain the best possible managers for these positions. On that basis it is proposed that the Chief Executive should have discretion to award salaries that will enable the best candidate to be appointed, including market enhancements where this is necessary.

The Chief Executive will also carry out a review of the terms and conditions of senior managers (excluding the Chief Executive), provisions for performance-related pay, and recruitment incentives including relocation costs.

4. Implications (including financial implications)

4.1 Policy

There are no new policy implications from this report.

4.2 Resources and Risk

Overall, the proposals contained in this report represent a significant strengthening in the Council's management, particularly in Housing, Planning and in corporate capacity. As such, the overall cost of management in the Council will increase.

However an examination of potential cost scenarios has been undertaken on a confidential basis by the Director of Finance. This shows that, based on a reasoned assessment, if there are additional costs on the General Fund, these will be of a relatively minor and manageable nature.

This does not include the additional costs involved in the Head of Planning position agreed by Cabinet in July 2007. Those costs were not budgeted for, and therefore an examination is in hand of the budget position within People, Planning and Regeneration to establish how these costs will be met.

The Housing Revenue Account will face higher management costs because there is an insufficient senior management arrangement in that area at the moment. This can be managed within the existing HRA and is absolutely essential to delivering better services to tenants and meeting the requirements of, for example, Decent Homes where the Council needs enhanced management leadership to move forward in that area.

There will be significant one-off costs in recruitment and in managing this change. These costs will be met from reserves.

4.3 Legal

Any restructure carries with it risks of legal challenge or of applications to Tribunals. The legal service are advising on all such matters and all possible steps are being taken to ensure fairness for all those affected and to minimise these risks.

4.4 Equality

There are no specific equality implications from this report. Implementation will be handled with due regard for equality and diversity issues and responsibilities.

4.5 Consultees (Internal and External)

This is dealt with in main body of the report.

4.6 How the Proposals deliver Priority Outcomes

This is dealt with in the main report and Appendices A and B

4.7 Other Implications

There is nothing additional to draw to members attention

5. Background Papers

This Week, 7th December 2007 – consultation brief
Report to Cabinet on Senior Management Restructuring, 28th January 2008
Consultation paper for Stage 2 consultation issued 17th March 2008 (attached)
Consultation responses (which are exempt and confidential)
Planning restructure report to Cabinet July 2007
Correspondence and consultation with Trade Unions (which are exempt and confidential)

David Kennedy, Chief Executive, 7726

APPENDIX A

1. Introduction

- 1.1 Welcome to this important consultation document. In it, the Chief Executive as Head of Paid Service is seeking the views of all Council employees, particularly those potentially affected by the consultation proposals, and Trade Union representatives, on proposals for the next stage of restructuring the Council's management. No decisions will be taken as a result of the proposals contained in this consultation paper until the consultation has been concluded.

2 Consultation Paper

- 2.1 This paper sets out a proposed structure below Chief Executive and Director level. This level is referred to throughout as "Head of Service level". The previous stage of this process of restructuring addressed the structure for the Chief Executive, Directors and where the Borough Solicitor would sit as statutory Monitoring Officer. The proposed job role of the Borough Solicitor is dealt with in this consultation.

- 2.2 This phase of consultation is to cover:

- The proposed number of Heads of Service together with an indicative job role, qualifications, skills and levels of up-to-date experience which may be required for each;
- The Directorates under which each of the proposed Heads of Service would fall; and
- The services which it is proposed report to each of the Heads of Service.

Structure Charts are attached to this report and these provide a visual representation of the reporting relationships of the posts referred to in this report. The structure below each Head of Service will become clearer following the outcome of this stage of consultation and will be worked on over the coming weeks and months when further consultation will take place in each area as appropriate.

- 2.3 This consultation follows the decision taken on 28th January 2008 to reorganise the Council's Directorates to create the following Director positions in addition to the Chief Executive, to replace existing Corporate Director posts.

- **Director of Planning and Regeneration**
- **Director of Housing**
- **Director of Finance and Support**
- **Director of Environment and Culture**

- 2.4 The new structure is intended to promote a culture where we will all work as a single team ("Team Northampton") to deliver better public service and enable the Council to realise its ambition to be among the best Councils in the country within 5 years.

- 2.5 The key elements of the 28th January report approved by Cabinet are repeated in the Background section of this consultation document for ease of reference.
- 2.6 The proposed new structure of management is underpinned by the following principles :
- **Grouping related services together**
 - **Re-establishing professional leadership in the Council**
 - **Being understandable – to employees, customers and partners**
 - **Enabling Improvement and Delivery**
 - **Promoting teamwork, partnership and neighbourhood/area working**
- 2.7 To this end the following proposals for consultation centre on the creation of a “Heads of Service” structure consisting of Heads of Service who will be appropriately qualified and experienced in the areas that they manage. Each proposed Head of Service job role is described for this consultation, showing the proposed alignment of services at Head of Service level.
- 2.8 Change, although very much required, must not disrupt the Council’s performance if it is to overall improve it. Ensuring a basic stability to the Council’s improvement path whilst making change and accelerating improvement is essential. The approach taken in this paper, whilst containing some significant challenge, is intended to promote and accelerate improvement by building on what works as well as addressing barriers to improvement.
- 2.9 The intention is that we will take at least a month from March 17th 2008 for a consultation for comments on these proposals. Consultation itself will be ongoing but we would expect to receive all comments on issues associated with this consultation document by 17th April 2008. A Cabinet meeting will be held in late April or early May where consultation responses will be considered. Please take the time to consider your views and respond. Responses can be emailed to : newstructure@northampton.gov.uk
- 2.10 Consultation proposals will be changed if new and relevant ideas come forward and are supported. If any changes are proposed in response to consultation which require further input they will be circulated for further comment.

3. Background

- 3.1 The starting point for this consultation paper is the report presented to Cabinet on the 28th January 2008 and agreed. It is important to repeat therefore the key elements of that report before explaining the further proposals that are the subject of this consultation.
- 3.2 The first and most critical matter is that change, although very much required, must not disrupt the Council’s performance if it is to overall improve it.

Ensuring a basic stability to the Council's improvement path whilst making change and accelerating improvement is essential.

- 3.3 The Council therefore needs to ensure that alongside any management reorganisation there is a strong emphasis on ensuring that service to the public is maintained and that key improvement milestones are met. The approach taken with the following recommendations is intended to achieve this.

Management Ambition

- 3.4 The following is the approved ambition of the Council in management terms.

**To be recognised as one of the best Councils,
in terms of public service, within five years.**

Management Aims

- 3.5 The Council has clear aims that management and staff must work to and that guide the Council's upward improvement agenda. We aim to :

- **Provide excellent customer service**
- **Engage in meaningful dialogue – with citizens, customers etc...**
- **Make best use of resources**
- **Be a single effective Team – Team Northampton.**
- **Focus on a better Northampton**

- 3.6 The purpose of these aims is to focus management effort and attention on the key aspects of a good Council.

Ways of Working

- 3.7 In terms of management and organisation of the Council's officers, the Council has been good at starting things, having another idea, and moving on leaving things half done.

- 3.8 It is clear that the Council needs to work differently. The Council's management will not produce different results unless it does different things. As someone once said: if you always do what you always did, you'll always get what you always got. Change in the way the Council's management and organisation works is therefore essential.

- 3.9 Some of the areas that management needs to focus hard on are :

- 3.9.1 **Doing the big things well** – The Council needs to approach each programme or project with a clear mind and a strong plan. Good project and planning management with a clear focus is therefore essential.

- 3.9.2 **Seeing commitments through** – not doing this has had a major impact. People have not had confidence that management can lead, and it needs to develop further. If something can't be completed then this must be explained. Recent experience with Pay and Grading is a reminder of past difficulties in seeing commitments through.
- 3.9.3 **Explaining change** – the Council's management and organisation need to change. The change needed is very straightforward. Those involved in driving change must take more time to explain what steps are taken and why.
- 3.9.4 **Being disciplined and behaving well** – The Council must never underestimate the importance of both organisational and individual discipline. We must create opportunities for people to grow and give more. All behaviour should be focussed on improving performance, not tolerating inadequacy or failure.
- 3.9.5 **Focusing on the customer** – without whom the Council would not be here.
- 3.9.6 **Focusing on results** – in terms of performance and outcomes for the public.
- 3.9.7 **Addressing system weaknesses** – Management will be reviewing the Council's systems.
- 3.9.8 **Valuing performance rather than rank** – People need to be valued for what they achieve for the public, and not simply on status. Where there is excellence, it must be celebrated, and there is much excellence in NBC as well as major problems.
- 3.9.9 **Acting as "Team Northampton"** – essential to NBC and to delivery of NBC's own activities as well as those in partnership with others. Team Northampton means all of NBC and our partners.
- 3.9.10 **Using Common Sense** – If something doesn't look right or if it looks like it can be done in a better way, then maybe it isn't right or it could be done in a better way. There is a necessary complexity to many things, and sometimes what sounds like common sense may not be the most effective or practical way to deal with something, but the more we do to make things simply effective the better.

The principles to underpin our new management structure

- 3.10 Creating a new management structure is not about changing for the sake of change. There are five key principles that underpin the new management structure.
- 3.10.1 **Grouping related services together** – where people are doing similar jobs or working for the same group of customers then it makes sense to bring them together. Quite apart from the fact that they will be better able to share information and ideas, they will also see ways – much more quickly than otherwise – of improving what they do. Customers will be able to make more sense of it too. At present the Council's structure, based on generic managers, groups services together in ways that do not help address the needs of customers and thereby does not help support improvement.

- 3.10.2 **Re-establishing professional leadership** – this is about recognising that people who are professionally trained in particular fields will be in a better position to lead and develop a service. This approach works in virtually every other council in the country and not having strong enough leadership of professions with career structures and pathways for individuals is major weakness of the current management structure and organisation of the Council.
- 3.10.3 **Being understandable** – The Council is a customer-facing organisation and must become ever more so. If customers can't understand the Council, then it's a lot harder for them to engage with services and issues. If staff can't understand how the Council works, then they can't explain this to the public and it acts as a major demotivator. The Council being understandable as an organisation should range from the way we organise ourselves to the way we communicate with local people and communities.
- 3.10.4 **Enabling improvement and delivery** – This should always be part of our everyday work. Management should assume that there is always a better way of doing things – and then find it. It is Management's job to create the climate within which improvement takes place. To do that, managers need to enable all staff to contribute to making things improve. Improvement is also about understanding how the best operate, looking at the gap between NBC's work and theirs, and then putting together an action plan that improves performance relative to others.
- 3.10.5 **Promoting teamwork, partnership and neighbourhood/area working** – as well as developing more positive team working, the organisation needs to look at how services relate to areas and communities, and move more towards serving the public as close to them as we can.

Chief Executive, Directorates and Borough Solicitor

3.11 Cabinet have agreed to a team of Chief Executive and four Directors. The Directors are for Housing, Planning and Regeneration, Environment and Culture, and Finance and Support. Cabinet have also agreed that there will be a post of Borough Solicitor, who will hold the statutory Monitoring Officer role.

3.12 Chief Executive

3.12.1 The prime responsibility of the Chief Executive is to lead the Council's management towards the goals of the Council (determined through the Corporate Plan and related processes) and the management ambition to be recognised as being among the best Councils in five years.

3.12.2 The Chief Executive is also responsible for:

- ensuring that the Council is properly organised to deliver these priorities and to improve on a continuous basis;
- linking the Council at the highest officer level with equivalent people in partner organisations, promoting strong and effective partnership and joint working throughout NBC, and

- developing the reputation of the Council, and of Northampton, acting as an ambassador and the officer figurehead of the Council in support of the Council and in particular the Leader and Cabinet.

3.12.3 The Chief Executive, to ensure the performance of this role, needs to have a relatively small set of functions reporting to him. These are proposed to be included in a Chief Executive's Office. The Chief Executive is and will remain the statutory Head of Paid Service. The Borough Solicitor, who will be Monitoring Officer, will report to the Chief Executive independently.

3.13 Planning and Regeneration Directorate

3.13.1 The Planning and Regeneration Directorate will be focussed on the delivery of the Growth Agenda which is being pursued in Northampton, including dealing with the longer term sustainability of communities, and the built and natural environment in particular. This is the Directorate that will be responsible for ensuring that the Council does all it can to get the best for Northampton from the Growth Agenda, and that the legacy enhances Northampton. As all these matters are delivered in partnership in Northampton, this Director will have a major responsibility for partnership-working across the Growth Agenda. Due to the importance of the Council's strategic planning responsibilities in this area and the drive for growth through the planning system, it is proposed that this Director be a professionally qualified Planner appropriately experienced for this level of post.

3.14 Housing Directorate

3.14.1 The Housing Directorate will develop a clear focus on housing, on homes and communities, which will both manage the landlord functions of the Council and also manage the way that the Council relates to the wider housing market and to the enhancement of communities of all tenures. It is proposed that this Director be a highly-skilled Housing professional appropriately experienced for this level of post.

3.15 Finance and Support Directorate

3.15.1 The Finance and Support Directorate will bring support services together to develop a strong customer orientation to the rest of the Council and to ensure that these vital services are geared to promote efficiency, value for money in operations, customer service, and to ensure that the Council's people are supported and directed to best effect. This Director will therefore be responsible for ensuring that the Council's support services support and equip all other services with capacity and skills to underpin and promote improvement. This Director will be the statutory Section 151 Officer and will therefore need to be a Finance professional appropriately experienced for this level of post.

3.16 Environment and Culture Directorate

- 3.16.1 The Environment and Culture Directorate will bring together those services which impact on people's day-to-day lifestyles, health, safety and local environment most. This Directorate will provide opportunities to participate in leisure and community activity, enrichment of the Council's cultural activity, and provide both service delivery and regulation and enforcement services.
- 3.16.2 It is proposed therefore that this Director will lead on the important area of environmental sustainability, and major aspects of the quality of life for the people of Northampton and, working closely with Housing and other services, on developing the local geographic focus of services including neighbourhood or area-based provision of services.
- 3.17 There is no automatic professional area from which this Director should be drawn. They will however need to be experienced in the major lead priorities of this post, and therefore it is likely that they will have professional abilities and experience in relation to environmental sustainability, quality of life issues, and neighbourhood/area working, appropriate to this level of post. It is proposed that a good understanding of the role of Culture in driving forward Northampton will be sought, experience in this area would be an advantage.

4 Considering Options

- 4.1 All of the above matters have been taken into account in developing the proposals in this consultation paper for a Head of Service structure. In addition, management have been mindful of the Council's obligations to potentially affected employees, as well as to the need for all proposals to be affordable and to provide a sustainable organisational structure.
- 4.2 Management are keen to listen to views on these proposals as well as ideas that could improve these proposals.
- 4.3 As well as needing to make a judgement on whether any alternatives are affordable and meet the Council's obligations as an employer, the tests that will be applied to any suggestion or proposal put forward in response to this consultation are:
- Will it help the Council achieve its ambition and aims more quickly, more effectively, or at better value than the consultation proposals? (see paragraphs 3.4 and 3.5 above for the ambition and aims)
 - Will it enable the principles of the restructuring to be better met than is the case with the consultation proposals? (see paragraph 3.10)

5 Chief Executive's Office

- 5.1 It is proposed to create a Chief Executive's Office reporting to an Assistant Chief Executive and containing Heads of Service for key areas of responsibility.
- 5.2 The Chief Executive's Office role is to support the Chief Executive. In doing so, the Office acts as a support to Cabinet and to the Management Board as well, and is corporate capacity for the whole organisation, directed by the Chief Executive.
- 5.3 The Chief Executive's office needs to contain corporate capacity to lead and co-ordinate key areas of activity. It is proposed that an Assistant Chief Executive be appointed to head the Chief Executive's Office.

Assistant Chief Executive

- 5.4 If this proposal is accepted following consultation, the Assistant Chief Executive would be responsible for managing Heads of Service covering the range of corporate capacity needed by the Council. This would include managing and leading staff within the Chief Executive's Office ("the CE Office") on the Chief Executive's behalf and providing co-ordination amongst and between permanent staff within the CE Office and assigned temporary staff or consultant/interim staff as described later in this section. The Assistant Chief Executive would be a key adviser to Management Board, responsible for the management of the Corporate and Service Planning cycles, the Northampton Improvement Plan, and successor documents. They would also have a key role in supporting the Board on Medium Term Planning and strategic value for money.
- 5.5 The Assistant Chief Executive would act on the Chief Executive's behalf as a line manager. The Assistant Chief Executive would manage specialist expertise needed in the CE Office, and flexible resourcing particularly on major projects.
- 5.6 It is not proposed that the CE Office should be staffed to carry out all major corporate projects. Instead it is proposed that the Head of Improvement (see below) should manage the standards to be followed on corporate projects and the permanent support that is needed to ensure high standards of change management and project discipline.
- 5.7 The Assistant Chief Executive would be expected to take an oversight of the largest corporate change management projects, acting on behalf of Management Board. Some major projects will require some flexible/interim staffing, which may be managed by the Assistant Chief Executive or one the Heads reporting to them. It is anticipated that this would be a major additional support to all managers charged with delivering major change and will help ensure effective management.

- 5.8 It is proposed that the Assistant Chief Executive would have a strong background in corporate management, able to show relevant experience across the challenging agenda faced by the Council and a background in managing major positive organisational change and working with significant external partners. No particular professional specialism is implied.

Borough Solicitor

- 5.9 The Borough Solicitor must maintain an independent objective position hence reporting to the Chief Executive. Legal Services will report to the Borough Solicitor. It is proposed as part of the consultation that Licensing becomes part of Environment and Culture and that Meeting Services comes within the responsibilities of the Assistant Chief Executive. For reasons of maintaining independence, it is proposed that Elections, Electoral Registration and Information Management come within the Borough Solicitor's department. Due to the customer relationships with solicitors, it is proposed that Land Charges also comes within the Borough Solicitors department.
- 5.10 The Borough Solicitor needs to a Solicitor with ability and experience at the level required to undertake this post and in particular experienced in local government law sufficient to be able to carry out the substantial statutory role of Monitoring Officer.

Director of the Local Strategic Partnership

- 5.11 Separately from these consultation proposals, a recommendation is to be brought to Cabinet to create a new post of the Director of Northampton Local Strategic Partnership (LSP) part-funded by the Council and also by the Police. It is anticipated that this post will be accountable to the LSP and charged with driving forward the work of the LSP and the Safer Northampton Partnership, replacing the current interim part-time Director of that Partnership. This post may extend in time to manage wider partnership activity. For management purposes, it is proposed that this post reports to the Assistant Chief Executive. This post will be responsible for the Safer Northampton Partnership.
- 5.12 The Director needs to have a strong background in partnership-working, particularly in urban areas, and experience relevant to the nature and level of the post. The requirements for the post will need to be agreed between partners.

Head of Policy and Democratic Services

- 5.13 It is proposed that the Head of Policy and Democratic Services reports to the Assistant Chief Executive and be responsible for supporting Councillors and Management Board in the effective governance of the Council. This post would be responsible for developing the Council's ability to develop effective policy and strategies to meet the many challenges facing Northampton. It is proposed that Meeting Services would transfer to this Head, alongside Councillor Support, Overview and Scrutiny, and Community Forums. The Mayoralty and Civic Support would also be part of this Head's responsibility. Further, it is also proposed that Relations with the community and voluntary sector be managed by this Head, who would have a key role in driving forward the community engagement strategy with the Head of Communications and

Consultation (see below) under the direction of the Assistant Chief Executive. Equalities would be part of the responsibility of this post.

- 5.14 At present Managerial Support is included with Councillor Support. It is proposed at a further stage of consultation to consider aligning managerial support with service management.
- 5.15 It is anticipated that the Head of Policy and Democratic Services may come from a variety of professional backgrounds but would need to be experienced in corporate governance and policy development, working with members and managers at strategic level in support of corporate decision-making.

Head of Improvement

- 5.16 The proposed Head of Improvement would report to the Assistant Chief Executive and be responsible for the existing Performance and Improvement team.
- 5.17 In addition a further review will be undertaken to develop a proposal for a Business Support team to report to this Head. This proposal is made as a means of addressing two key weaknesses in the Council's corporate capacity and improvement management.
- 5.18 There is a need to increase the Council's ability to gather, analyse and act upon information about its own performance and about Northampton, and about best practice. At present the Council is not adequately aware of the impact of what it is doing, and therefore there is a risk that the Council may not be doing the right things or having the right impact. There is also a need to establish better ongoing review processes to achieve improvement and better outcomes for the public.
- 5.19 It is also widely recognised that the Council is underdeveloped in project management, particularly in terms of projects involving change management or business development. This has had significant impact on the Council's improvement and significant wasted time and effort has occurred due to this. An attempt has been made to correct this in the past but the capacity created is insufficient.
- 5.20 It is therefore proposed to create a team within the Head of Improvement's remit, capable of managing the data and information requirements of improvement and service or policy development, alongside a corporate capacity to set and enforce good project management. This proposal will be developed for the next stage of restructuring and will be subject to consultation. For the present consultation it is sufficient to state that this proposal may lead to further proposals which could involve the transfer of some existing capacity elsewhere in the Council to this Head, but this is an area which will probably need additional investment as well.
- 5.21 The Head of Improvement may be from a variety of professional backgrounds but needs to be experienced in corporate support to performance management and improvement, appropriate to the level of the post.

Head of Communications and Consultation

- 5.22 The proposed Head of Communications and Consultation will report to the Assistant Chief Executive and be responsible for Press and Public Relations, communications and marketing standards, advice and support, and consultation standards, advice and support and key corporate consultation and engagement projects. This post, working with the Head of Policy and Democratic Services under the direction of the Assistant Chief Executive, will have a key responsibility for driving forward community engagement.
- 5.23 It is proposed that this Head should have a more active involvement in publishing undertaken by the Council and it is therefore proposed that this Head will lead on all publishing matters. Subject to further review this will include either a commissioning role for all print and web publications or possible direct management of the Print Unit and web publishing, or both.
- 5.24 The Council has some of the toughest communication and reputation management challenges of any local authority. Northampton is and will remain for years a key priority for Government in terms of delivering national priorities for growth and improvement. The Council needs to be in constant dialogue with Government, other decision-makers, local and regional interests, and Northampton residents and partners if it is to get the best legacy possible from being in this position.
- 5.25 It is a key priority of the Council that this reputation improves. It will only improve if both the Council addresses its weaknesses in performance and communicates better. That means with the public, media, local opinion-formers, major partners, Government and others.
- 5.26 This postholder will be a critical part of raising the Council's reputation. Doing this has major advantages for the Council when, for example, seeking investment from Government in Northampton, seeking a better financial settlement, seeking recategorisation of the Council in performance terms, seeking investment and commitment from partners to improving the life of Northampton people, and many other critical areas of business.
- 5.27 It is therefore vital that this postholder has a very well-developed professional abilities in communication, reputation management, lobbying and influencing. A highly-skilled communications professional with an established track record and a considerable portfolio of critical contacts and networks is needed.

Other Matters

- 5.28 Community Centres are currently managed from within the Governance and Communications Division. They do not logically form part of the corporate management capacity that it is proposed should form the Chief Executive's Office.
- 5.29 It may be more sensible for Community Centres that are community-run to become the responsibility of Asset Management. Where Community Centres are Council-run they may more appropriately be managed in Environment and Culture. Further review is needed to examine this proposal in the next stage of restructuring the Council.

6 Planning and Regeneration

- 6.1 The Director is proposed to have two direct reports, Head of Regeneration, and Head of Planning. The Joint Planning Unit Manager is a partnership post employed by South Northants Council but located at Cliftonville, and not part of Northampton Borough Council's establishment.
- 6.2 Investment by the Council in planning and regeneration is increasing with significant additional resources agreed in the 2008/9 Budget. This creates a strong opportunity for this Directorate to begin to move forward, which is vital to the future of Northampton and West Northants.

Head of Planning

- 6.3 This role is required to be filled by an experienced and professionally qualified Planner. This post, as with the Development Control Manager and Building Control Manager posts, has been approved previously by Cabinet in 2007 and are included in this document for completeness. The recruitment to the Head of Planning post is at an advanced stage. Recruitment is also in hand to posts of Development Control Manager and Building Control Manager.
- 6.4 The Head of Planning is responsible for Development Control, Building Control and Spatial Planning.
- 6.5 As part of the proposals to create a unified Housing function in the Housing Directorate, it is proposed to transfer the Housing Strategy function from the current People Planning and Regeneration Directorate to the Housing Directorate (see later). The Head of Planning and the Spatial Planning Manager will need to maintain close involvement in Housing Strategy from a Planning perspective in order to ensure that policies are properly co-ordinated.
- 6.6 The services reporting to this Head include a significant community involvement and consultation role. The relationship between this role and the proposed role of the Head of Communications and Consultation in the Chief Executive's Office will be subject to further review, and consultation if changes are proposed at the next stage of restructuring the Council.
- 6.7 It is proposed to transfer the Concessionary Fares function to Customer Services as this would link well with the customer service function of administering and issuing passes. The financial monitoring of Concessionary Fares is proposed to be transferred to corporate accountancy.
- 6.8 It is proposed to re-allocate the function of responding to WNDC major planning applications to the proposed new Head of Regeneration (see below). This would ensure that the responses are not constrained by a Development Control and Planning perspective and could take broader issues into account. The Head of Planning would still be expected to have a major part in responding, but responses would be formulated using a 'whole Council' officer approach to enable all considerations to be examined. This would be a key change and is proposed to ensure that the legacy of the growth is the best achievable.

- 6.9 It is required that this role be held by an experienced and professionally qualified Planner. As stated in para 3.13.1, it is proposed that the Director be need to be an appropriately experienced and qualified planner as well. These proposals are made to develop a strength in planning which is needed because the conurbation of Northampton faces some of the greatest planning challenges in the nation. Northampton is at present around the 24th largest conurbation in England and Wales. Anticipated growth may take Northampton to around 12th in this hierarchy. High quality and very experienced professional Planning abilities are critical to Northampton's future.

Head of Regeneration

- 6.10 A key part of meeting the growth challenge is being able to deliver effective regeneration projects as planned in the Northampton Economic Regeneration Strategy and to engage with the many regeneration agencies (NEL, WNDC, EMDA, MKSM) and partners in the public sector, developers and investors, private business and the third sector in making economic regeneration happen.
- 6.11 Capacity in this area has been over-stretched. Creating greater strength in Planning would be key to enabling a Head of Regeneration to focus on delivery of economic and physical regeneration projects, and achieving alignment in policies and programmes between NBC and other agencies.
- 6.12 It is proposed that the focus for this Head will need to be on achieving the economic and social regeneration needed to ensure that the legacy of growth enhances Northampton as a place. To do this, the Head, and the Director, would need to take a "Whole Authority" approach to achieving that legacy and would not simply be reliant on the resources they are expected to directly manage. This proposal is about brigading the Council as a whole behind issues that need to be addressed in this area rather than dealing with regeneration in different pockets of the Council.
- 6.13 The Economic Intelligence function and the Programme and Project Management functions may be affected by the proposal to create a Business Support team in the Chief Executive's Office (paragraphs 5.17-5.20). However as outlined there would also be a need for some intelligence and project management strength within the Head of Regeneration's team as well, and to increase capacity in data analysis and project management overall. These matters will be for the next stage of restructuring and will be subject to consultation.
- 6.14 This role would require an experienced regeneration practitioner with a demonstrable track record of delivering successful and considerable regeneration, relevant to Northampton.

7 Housing

- 7.1 This Director is proposed to have three direct reports, Head of Housing Strategy Investment and Performance, Head of Housing Needs and Head of Landlord Services.
- 7.2 The creation of a Housing Directorate, agreed by Cabinet on 28th January 2008, is a critical step to delivering major change in a service area which has experienced significant challenges in improvement over the last few years.
- 7.3 The national focus on housing is stronger than it has been for the last thirty years. In Northampton, the housing agenda is as demanding as anywhere else in the country. The Borough is part of the Milton Keynes South Midlands Growth Area and is scheduled to deliver just under 30,000 new homes over the next 15 years representing an enormous challenge for the Council and its partners.
- 7.4 The existing housing stock, particularly the 12,000 homes in Council ownership is in need of significant investment and upgrading to meet current and future needs and expectations. Alongside growth and migration, bringing new families and working age residents, the population will grow through aging and social change, thereby creating a demand for accessible and flexible homes to meet the needs of both active and frail older people and separated and extended families.
- 7.5 Despite retaining a primary role as landlord, the Council has a growing and increasingly complex strategic housing role and needs to understand and influence housing markets within and beyond its boundaries, as well as enabling investment and development in owner occupied, private rented, and other social housing, including forms of low cost home ownership and intermediate tenures.
- 7.6 In terms of service quality, housing has major challenges in its landlord role and needs to develop the skills and capacity in order to sustain real improvement in repairs and maintenance, housing management including voids management, in strategic investment in its stock over the longer term, and in its engagement and involvement of tenants and customers generally.
- 7.7 New service challenges include the introduction of Choice Based Lettings in July 2008, and the need to sustain effective services for homeless people and people needing support.

Head of Housing Strategy, Investment and Performance

- 7.8 It is proposed that this Head of Service would take on the current housing strategy functions currently in Regeneration (see para 6.5), develop the Council's capacity to invest in and regenerate its own estates including delivery of Decent Homes and developing a broader focus on Decent and Sustainable Neighbourhoods, as well as having an overall responsibility for performance in housing.

- 7.9 An indicative structure is currently under development for the organisation under this Head and will be issued for further consultation. The functions currently proposed under this Head are :
- Housing Strategy and Enabling
 - Estate Investment and Renewal
 - Capital Programme (for Housing)
 - Project Management (of Housing projects)
 - Performance and Improvement (within Housing)
- 7.10 Given the extent of improvement needed in this service and the extent of work required to move the Borough forward on Decent Homes and Affordable Housing delivery, it is judged that Housing needs dedicated project and performance capacity. These proposals, therefore envisage close working links between this Head, the Head of Regeneration, the Head of Improvement and the Head of Planning in order to co-ordinate the work being pursued around Housing growth and the wider implications of this, and around regeneration of key neighbourhoods and finally around improvement.
- 7.11 This proposed Head will need to be a qualified professional appropriately experienced for this level of post. Given the nature of this post it is possible that a regeneration professional or a qualified planner with experience of working particularly on Housing matters may be as well qualified as a specific Housing professional.

Head of Housing Needs

- 7.12 It is proposed that this Head of Service would combine a range of services which enable people to access housing across all tenures and which also address the need for support for older people and people with disabilities, as well as the investment and enforcement of standards in private sector housing.
- 7.13 An indicative structure is currently under development for the organisation under this Head and will be issued for further consultation shortly. The functions currently proposed under this Head are :
- Homelessness
 - Housing Options and Advice
 - Choice Based Lettings
 - Call Care (transferred from Customer Services, see later)
 - Private Sector Housing Grants and Enforcement (transferred from Environmental Health)
 - Disabled Facilities Grants (transferred from Environmental Health)
 - Aids and Adaptations
- 7.14 This Head will need to be a qualified Housing professional appropriately experienced for this level of post.

Head of Landlord Services

- 7.15 It is proposed that this Head of Service combines all responsibilities for management and maintenance of all the housing owned by the Council, and has a particular responsibility for tenant and resident involvement within an area/neighbourhood context.
- 7.16 An indicative structure is currently under development for the organisation under this Head and will be issued for further consultation shortly. The functions currently proposed under this Head are :
- Housing Management
 - Housing Repairs and Maintenance (transferring from the Directorate in which it currently falls, namely Customers and Service Delivery)
 - Tenant and Resident Engagement
 - Area Based Governance
 - Sheltered Housing Management
 - Housing Revenue Account Business Planning and Strategy
- 7.17 This proposed Head will need to be a qualified Housing professional appropriately experienced for this level of post.

8 Environment and Culture

- 8.1 The Director of Environment and Culture is proposed to have three Head of Service reports, Head of Public Health, Safety and Sustainability, Head of Neighbourhood Environment Services, and Head of Leisure and Culture.
- 8.2 It is also proposed that the Town Centre Manager reports to this Director, but would not be a Head of Service.
- 8.3 Most residents look to the Council to provide basic everyday services, such as collecting waste and keeping the streets clean and free of litter. Many residents enjoy the cultural and leisure facilities that the Council provides, and increasingly the Council is involved in a variety of activities contributing to the personal public health and safety of our communities.
- 8.4 The 'Cleaner, Greener, Safer' agenda is one which matters to every resident and is about the quality of the services which the Council provides now as well as how well we manage resources for future sustainability. The diversity and range of these services impacts not only on residents but also on the business community, particularly through regulatory services and licensing and through community safety services.
- 8.5 The Council has a range of Culture and Leisure services including 3 Leisure Centres in neighbourhood locations, and a Town Centre Museum and Art Gallery as well as Abington Park Museum. A range of specialist and outreach services, particularly to younger people and specific communities. A key culture and leisure asset of the Borough is the extensive network of 161 Parks and open spaces managed by the Council which provide both environmental, health and leisure opportunities for residents.

Head of Public Health, Safety and Sustainability

- 8.6 It is proposed that this Head of Service would be the Council's lead officer for Environmental ('Cleaner, Greener, Safer') Policy and Strategy and a range of specialist services including Commercial and Environmental Protection Services, and Community Safety. It is proposed that the Licensing function currently in the Legal Services department is transferred.
- 8.7 It is proposed that this Service has responsibility for driving forward the environmental agenda under the leadership of this Head and the Director, acts as the service that sets environmental standards and plans (such as in waste management or carbon reduction management), promotes and educates the public on these issues and encourages the public to be more aware and to comply with environmental standards, and finally leads on the enforcement of environmental legislation and standards.
- 8.8 This Head of Service will therefore have both a policy development, prevention/education and regulatory role in relation to environmental concerns. There is the potential to create a centre of capability within the Council for enforcement, particularly of environmental legislation but also in terms of setting standards for enforcement activity. Such an ambition will need further thought and development before it can be consulted upon.
- 8.9 A detailed review of the structure required below this proposed Head of Service will be carried out and consulted upon.
- 8.10 This Head will need to be a professional qualified in an appropriate discipline, and appropriately experienced for this level of post. It is possible that the most suitable professional qualification for this role is Environmental Health although candidates would be considered from other environmental disciplines with good skills and experience in the key services in this area, including environmental health.

Head of Neighbourhood Environment Services

- 8.11 It is proposed that this Head of Service will manage the Council's environmental direct frontline operation. This will include Waste Management, Streetscene including Grounds Maintenance, Neighbourhood Wardens and Construction Services, plus any contracted services relating to these.
- 8.12 The principle established as part of the Cabinet report on the 28th January was that the Council wished to move towards organising some services on an area basis, delivering services in a co-ordinated fashion at local level within the Borough. It is therefore intended that at the next stage of restructuring there will be consultation on the development of area-based teams across the services within this division.
- 8.13 This proposed Head will need to be a qualified professional appropriately experienced for this level of post. It will be essential that this Head has a background in implementing neighbourhood or area-based multi-disciplinary teams delivering front-line environmental services. A strong and effective leader in pursuit of excellent services and a good operational manager is essential in this role.

Head of Leisure and Culture

- 8.14 It is proposed that this Head of Service leads the Council's policy, strategy and management of operations of Leisure Centres, Sport and Play, Museums and Cultural services and Parks and Open Spaces.
- 8.15 There are proposals for further consideration mentioned elsewhere in this paper which suggest that Community Centres run by the Council and the Facilities Management of the Guildhall may be transferred into this service division. These proposals will be the subject of further consultation.
- 8.16 Whilst it is proposed that maintenance of Parks and Open Spaces will be part of the Head of Neighbourhood Environment Services, this Head will be responsible for promoting and developing the use of Parks and Open Spaces for sports, leisure and cultural activity.
- 8.17 The Council provides some very good Leisure facilities. There is a need to continue to develop these to improve the health of local people and to engage the community in activity which promotes quality of life and community cohesion. Equally, the cultural life and activity in the Borough needs to continue to develop as befits an expanding urban area of the size of Northampton.
- 8.18 This Head will need to be a professional in the arts, leisure or culture field with experience in managing related activities and/or facilities at a level appropriate to this position. A related professional qualification or membership would be an advantage but is not essential.

Town Centre Management and Operations

- 8.19 The Town Centre has substantial needs for environmental services and is a particular type of neighbourhood. Elsewhere in this paper it is proposed to transfer the management of the Markets to be part of Town Centre Management (paragraph 9.9).
- 8.20 Management and support of the Crime and Disorder Reduction Partnership (CDRP) is proposed to be transferred to report to the Director for the Local Strategic Partnership as part of the Chief Executive's responsibilities.
- 8.21 Given these proposals, further consultation will be needed on the appropriate reporting line for the Town Centre management role, which could be to the Head of Neighbourhood Environment Services or to a different Head or Director. However it is not proposed as part of this consultation to create a Head of Service post specific to Town Centre management.

9 Finance and Support

- 9.1 It is proposed that the Director of Finance and Support has five direct reports, Head of Finance and Assets, Head of Revenues and Benefits, Head of Customer Services and ICT, Head of Human Resources, and Head of Procurement.
- 9.2 The post of Head of Procurement is a partnership position funded by six Northamptonshire local authorities and the creation of this post is subject to agreement being reached on a shared procurement service by partner authorities. If this is not agreed, the Director of Finance and Support will have four direct reports unless this Council decides to propose a post funded solely by the Borough Council.
- 9.3 The Head of Human Resources will also have a management relationship with the Chief Executive on matters of overall organisational development and human resources strategy. This reflects and supports the Chief Executive's role as Head of Paid Service.
- 9.4 The aim of the Directorate is to bring together a number of financial and support services to ensure that internal and external customers receive a high quality service. The proposed structure is intended to group services together logically, playing to strengths in each area.
- 9.5 The Director of Finance and Support will be responsible for developing and facilitating the delivery of operational value for money across the Council. This will be delivered through improved contracting arrangements, and operational service reviews. The proposed structure for the directorate will underpin this function and support the Director in its delivery.

Head of Finance and Assets

- 9.6 Finance and Assets are proposed to be grouped together as in the existing structure. Finance's role is to deliver the statutory finance functions to the organisation along with the provision of strong financial management and governance to the organisation. Assets' role is to ensure that the Council is managing its assets to best effect.
- 9.7 It is proposed that the Cashiers service moves to work within Customer Services and ICT (see below), Debt Recovery moves to Revenues and Benefits (also see below) and that the Payments function currently at Westbridge as part of the Streetscene and Property Maintenance division transfers to the central Payment function in Finance and Assets, enabling all of Council's invoices to be processed within Finance and Assets on the Agresso financial system.

- 9.8 To enable a greater focus on the management of the Council's assets, it is proposed that the traditional valuation and asset management functions become part of Finance and Assets along with the management and maintenance of commercial property and maintenance of the Council's property portfolio excluding housing and community facilities run by the Council.
- 9.9 However it is proposed to transfer the running of the Markets to Town Centre Management within the Environment and Culture Directorate, Facilities Management to Customer Services and ICT, and Asset Development to Regeneration within the Planning and Regeneration Directorate. It is also proposed to transfer the Facilities Management of the Guildhall to Leisure and Culture within the Environment and Culture Directorate.
- 9.10 All of the above proposals in paragraphs 9.7 to 9.9 will require detailed proposals to be drawn up and consulted upon as part of the next stage of restructuring as outlined in para 1.3.
- 9.11 This Head of Service will need to be an appropriately qualified accountant sufficiently skilled and experienced for a post at this level.

Head of Revenues and Benefits

- 9.12 It is proposed that Revenues and Benefits will move from its current place in Housing Services to report to the Director of Finance and Support. This brings together the delivery of the service to the public, the strong customer service profile of this service, and the financial expertise required to account for the service, in one Directorate.
- 9.13 Currently Kendrick Ash supports Revenues and Benefits. At the end of the second year of the three-year contract with Kendrick Ash the improvements in this service area have been enormous and the service is now formally disengaged from tight Government Monitoring. There is now, in the final year, the need to ensure that this improvement is sustained and embedded. A key part of this is, as was always anticipated, the appointment of a proposed Head of Revenues and Benefits to run the service.
- 9.14 It is proposed, following on from paragraph 9.7, to position Debt Recovery, with the exception of debt relating to current housing tenants, within Revenues and Benefits. This will allow focus on the recovery of the Council's debt and improve performance.
- 9.15 This proposed Head of Service will need to be appropriately qualified in this area of service and sufficiently experienced for a post at this level. It will be particularly important that this Head of Service has the management skills to embed the improvement made over the last two years for the longer term.

Head of Customer Services and ICT

- 9.16 It is proposed that Customer Services and ICT are brought together under one Head of Service, with ICT being transferred from the current Performance and ICT division.
- 9.17 ICT underpins customer service and delivery for both internal and external customers. The proposal is that the Service will develop and lead customer service strategy underpinned by ICT development.
- 9.18 This Service is an essential part of the Council's improvement agenda. This is not a "meet and greet" service but a division that needs to take a leading role on changing the way the Council relates to the customer. A significant part of this role is therefore about cultural change as well as changing systems and business processes. This proposed Head will demand and expect high and improving customer service and efficiency from the whole Council.
- 9.19 It is proposed to transfer the Call Care service to the new Housing Directorate. This creates a better synergy with that Directorate's particular responsibilities for older residents and those with particular home care needs.
- 9.20 Consideration will be given at the next stage of restructuring and consultation as to the correct relationship between the Head of Communications and Consultation and the Print Unit and ICT's management of the Council's web publishing arrangements.
- 9.21 As outlined in para 9.9, it is proposed to move Facilities Management, with the possible exception of the management of the Guildhall, into Customer Services. Finally, it is proposed that the cleaning of the Council's buildings will move into Facilities Management from their current location in Streetscene and Property Maintenance.
- 9.22 This proposed Head of Service may not be technically qualified, but will need to be appropriately skilled and experienced at a level relevant to this post in driving forward customer service across a service organisation and exploiting the potential of ICT to do that. Experience in developing and implementing large ICT projects and changing business processes to improve customer service would be advantageous.

Head of Human Resources

- 9.23 It is proposed that Head of Human Resources (HR) reports to the Director of Finance and Support. The Head of HR will also have a direct line relationship with the Chief Executive as Head of Paid Service as discussed in para 9.3.
- 9.24 Strong and effective people management is critical to any organisation. There is much to do in the organisation on these issues. Current sickness absence, and the recent issues with Pay and Grading, are illustrations on a larger scale of a need to be more pro-active in dealing with employees and with changing the way the Council relates to its employees. HR needs to lead cultural change and support the development of a performance management culture which supports and sustains improvement.

- 9.25 This means being a caring employer, striking the right balance between supporting employees with genuine needs and addressing under-performance or outdated cultures and practices that hold improvement back.
- 9.26 In addition to recruiting a Head of Service with this brief, there is an identified improvement need in HR, and this will need to be considered as part of the overall improvement agenda.
- 9.27 The only proposed change in the composition of the Human Resources division is the transfer into HR of Health and Safety as it applies to the Council as an organisation. A closer relationship with people management at a corporate level will aid delivery of high standards of Health and Safety.
- 9.28 There is a need at the next stage of this restructuring to consult on the detail of this proposal to move Health and Safety and in particular the location of Emergency Planning, currently part of Health and Safety. Alternative locations may include the Chief Executive's Office or Environment and Culture.
- 9.29 This Head of Service is proposed to be a well-qualified HR professional appropriately skilled and experienced for this level of post. It will be important that this Head is well experienced in managing change well in challenging circumstances, probably within local government.

Head of Procurement

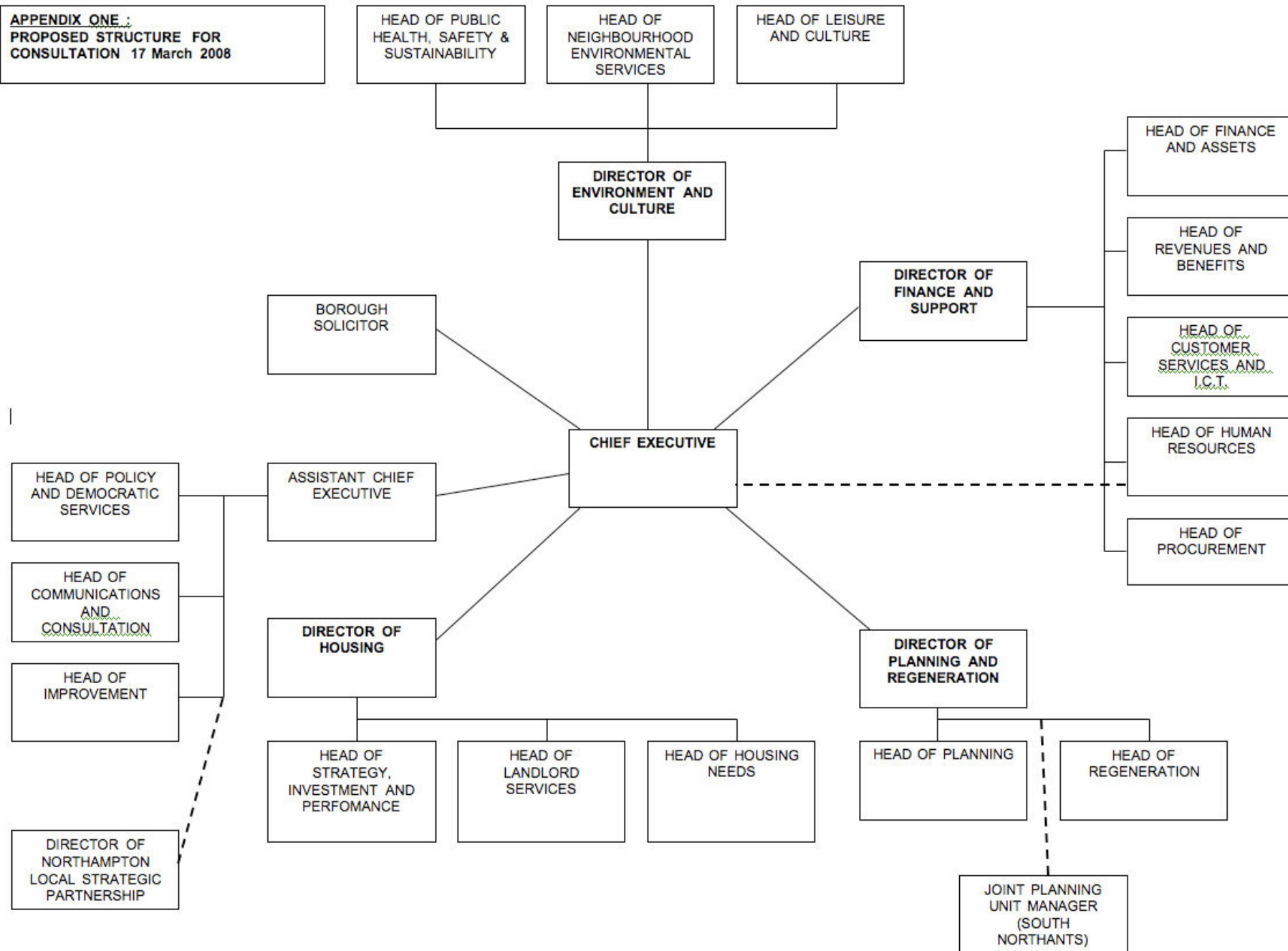
- 9.30 It is proposed that the Head of Procurement in proposed report to the Director of Finance and Support, but will be responsible for the development of a shared procurement service under the banner of Northampton Area Procurement Services. The post will be jointly funded by the partners subject to final agreement between the partners on the nature of the role.
- 9.31 Good procurement underpins value for money and is one of the key tools in delivering value for money in any organisation. Savings are expected to be delivered through the creation of this post, to the benefit of all partners.
- 9.32 This proposed Head will need to be appropriately qualified and experienced in procurement, relevant to the level of this post.

10 Pay Levels and Grades

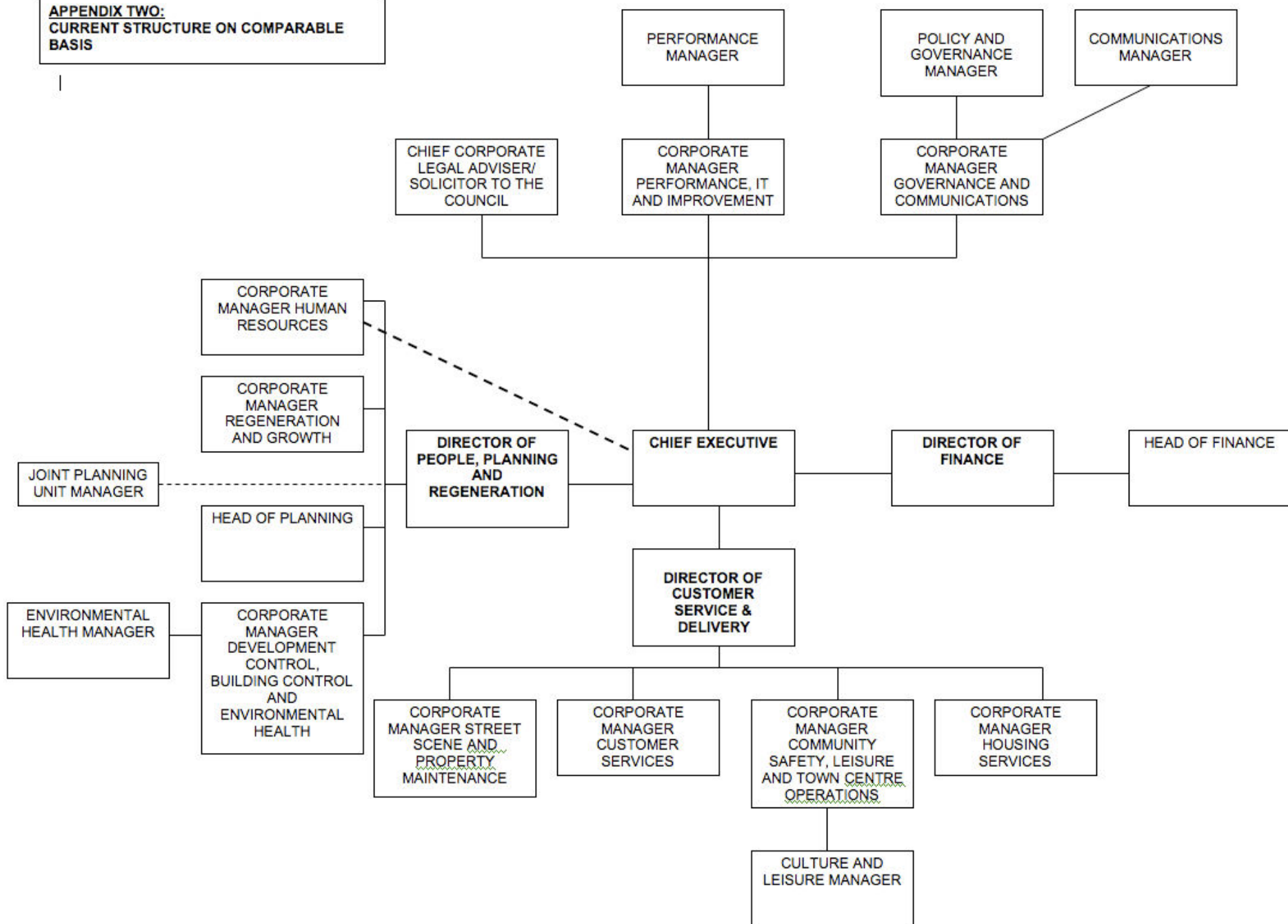
- 10.1 Pay levels for Directors and Heads of Service have not been determined at this stage and the results of this consultation will inform the decision on what system of pay and grading will be used. Key considerations will be the need to attract and retain managers able to meet the requirements of proposed job roles and the affordability and sustainability of proposed remuneration. For this reason a relevant pay structure will need to be established. At this stage it is proposed that the HAY system for pay and grading for Director and Head of Service levels will be implemented.

Published 17th March 2008
Chief Executive, David Kennedy

**APPENDIX ONE :
PROPOSED STRUCTURE FOR
CONSULTATION 17 March 2008**



**APPENDIX TWO:
CURRENT STRUCTURE ON COMPARABLE
BASIS**



APPENDIX B : SUMMARY OF CONSULTATION AND RESPONSES TO THE COMMENTS MADE

This Appendix has been prepared by the Chief Executive in order to summarise for Cabinet comments which question or propose alternatives in relation to the proposals in the consultation paper. Every attempt has been made to reflect these comments openly. These comments have all been taken into account in determining the final proposals to Cabinet.

A response is shown against each area of comment, written by the Chief Executive

<u>Consultation Comments</u>	<u>Response from the Chief Executive</u>
<u>Overall Comments</u>	
There needs to be recognition that the Council has improved but that this improvement is fragile and organisational change has the risk of causing disruption to that improvement.	<p>It is recognised that the Council has improved. This is important but it is also clear that the Council has a long way to go to meet its ambition to be amongst the best Councils in the country. The Council must not simply aim to be “not poor” but raise its horizons and build for the longer term.</p> <p>It is true that the current improvement may be fragile. It is therefore intended to implement change in a planned manner and to build the strength needed to retain improvement. There is a risk of disruption but this can be significantly mitigated by a planned and measured change process. The Council’s current structures do not exhibit the ability to always retain improvement.</p>
There is no automatic link between structural change and improved performance.	That is agreed. It is therefore important that structural change goes alongside improvements in customer service, organisational culture, and many other changes. The lack of an automatic link does not render restructuring unnecessary or undesirable, but the Council must have a clear understanding of both the potential and limitations of structural change in improving performance.

<p>There is a danger that the new structure could create silos, creating barriers between services rather than promoting cross-Council working.</p>	<p>The Council already operates with a silo culture although there are signs that this is already beginning to break down. Silos are not created by structures but by a lack of team work and a lack of cross-Council engagement. Since arriving in Northampton I have promoted the approach termed "Team Northampton" and this needs to be extended and expanded.</p> <p>The new structure does not create new silos or promote barriers between services. Indeed, quite the opposite, the structure is based on a strong Management Team supported by cohesive corporate support and Directorate Management Teams with clear roles in delivering the corporate objectives and priorities of the Council.</p>
<p>There is support for re-establishing clear professional leadership in the Council.</p>	<p>It is pleasing to note a number of positive comments on this aspect.</p>
<p>The current structure is seen as disjointed and confusing.</p>	<p>I agree. The current structure of the Council is hard to grasp, even for an experienced officer, and the balance of management does not reflect the priorities of the Council or the demands of work across the Council.</p>
<p>What is the evidence that a Head of Service structure will work better than a Corporate Manager based structure?</p>	<p>The current approach to structuring the Council has created confused accountabilities and a lack of understandable and transparent service organisation. Customers in the Housing Service for example are receiving services from a range of different management structures within the Council and accountability for meeting their overall housing needs is not clear.</p> <p>A Head of Service structure makes accountabilities clear. That enables managers to manage and deliver to the needs of the customer and to the priorities of the Council.</p> <p>Each Head of service is still part of the corporate whole but with proper accountability as Head of a definable and understandable group of services and as a member of a Directorate Team with a clear and definable role in corporate management.</p> <p>There is substantial evidence that managers and employees as a whole deliver better when roles are properly defined in terms of understandable responsibilities and also in terms of their contribution to the wider Council.</p>

<p>There will be disparity between the levels of responsibility of Heads of Service, unlike Corporate Managers.</p>	<p>There will. This is because services will not always be of the same size and scale. To suggest that services can be grouped to create Heads at a similar level would be repeating former errors.</p>
<p>Will Heads of Service have autonomy to develop structures beneath Head of Service level?</p>	<p>Heads of Service will be expected to lead their services, but as always these will need to be within the overall policy and management framework of the Council.</p>
<p><u>Consultation Process</u></p>	
<p>Is this consultation meaningful? There is not enough detail to judge the full implications.</p>	<p>This is the second stage. Future stages will go into more detail. I believe that enough information exists for judgements to be made as to the conclusion of this stage.</p>
<p>Is the stage-by-stage approach helpful, as it can create uncertainty and concerns among employees.</p>	<p>Adopting a staged process allows for dialogue about implications at each stage and is a respected and pragmatic approach to such restructuring. Whilst this may mean some uncertainty, the process allows for expression of concerns and for this to be addressed. Trying to develop fully comprehensive proposals for all stages in one go is unrealistic and would create more, rather than less, uncertainty.</p>
<p>Can we be assured that there will be further consultation on future stages of this reorganisation, involving all those potentially affected?</p>	<p>Yes.</p>

<p>How does the proposed structure help meet the tests outlined in the consultation paper?</p> <p>(The tests are that the new structure should help the Council achieve its ambition and aims more quickly, effectively, or at better value, and that it should enable the principles of the restructuring to be better met)</p>	<p>If the tests are applied to considering the current proposals against the existing structure, I would make the following response.</p> <p>As explained above, the current structure is holding back improvement and does not have the strength to retain improvement. Unchanged, it is my judgement that whilst the Council could improve above its Poor rating this would not be embedded or sustainable.</p> <p>The new structure, by establishing clear and defined accountabilities that are understandable within and without the Council, helps create tendencies to drive beyond current performance on a sustained basis. The new structure also creates better focus on key priorities which will help improve effectiveness.</p> <p>The proposed structure also deals with gaps in professional leadership and some gaps in capacity without which the Council could never make significant progress beyond the current level. For instance in Housing and Planning.</p>
<p><u>Chief Executive's Office</u></p>	
<p>The Assistant Chief Executive (ACE) should have a more “free” corporate role able to intervene to get things done, move the organisation forward.</p>	<p>The ACE will have an important role in chasing and intervening to ensure that progress is constantly being made. This is not a free-ranging role, but a role carried out on behalf of the Chief Executive within a planned framework for long-term improvement.</p>
<p>The status of the ACE needs to be clarified. Is this a Director? Is this a Deputy Chief Executive?</p>	<p>The ACE is not a Director, however they will be a key support to Management Board. The ACE and the Head of Human Resources will attend Management Board, which will be made up of the Chief Executive, Directors, and Borough Solicitor, as appropriate.</p> <p>This is not a post of Deputy Chief Executive. Where the Chief Executive requires a deputy, then cover will be provided by Directors. The ACE may represent the Chief Executive at meetings, as may Directors.</p>

<p>The ACE should have experience of managing and delivering large projects relevant to the role.</p>	<p>This is a very good point. The ACE needs to have experience of managing programmes or projects relevant to this role and a good understanding of the processes required to manage programmes and projects well.</p>
<p>Who will lead on corporate planning?</p>	<p>The Assistant Chief Executive, directed by the Chief Executive and Management Board and the Leader of the Council or assigned portfolio holder/s</p>
<p>There should be a distinction between consultation and community engagement. Community Engagement should be led from a policy development perspective. Consultation may be more linked to communications.</p> <p>Consultation should be with policy development</p> <p>Consultation capacity should not be centralised, there is value in some consultation support being located in services.</p>	<p>It should be clear that the Heads reporting to the ACE will be working as a team. I am looking for a team that works across policy / communication / community engagement / performance / improvement / partnership etc... activities and support a common work programme across the team.</p> <p>I agree that community engagement is a wider activity than communication and that consultation has strong synergy with community engagement. Effectiveness will therefore be affected by good teamwork.</p> <p>I therefore propose to place community engagement with the proposed Head of Policy.</p> <p>I note the concerns about possible centralisation of consultation capacity. As stated in the consultation proposals, this will be subject to further detailed review.</p>

<p>Do not support the inclusion of the Print Unit in Communications and Consultation – prefer in IT as there is a synergy with that service.</p> <p>The Communications team could not reasonably commission all the work of the Print Unit</p> <p>Do not support the inclusion of the website in Communications and Consultation – prefer in IT as the technical work is currently carried out in IT and they have relevant expertise.</p>	<p>There is currently a value for money study being undertaken in relation to the Print Unit. It is not proposed to make decisions on this matter until that review has been concluded.</p> <p>However the proposal that this Head should take a lead on all publishing matters (not the same as commissioning all the Print Unit’s work) is retained for later discussion as detailed in the consultation paper. This role will include the website but does not suggest a technical role for the Head. This is a role akin to a commissioning editor.</p>
<p>The Communications role is important and the structure below the Head of Service needs to be resolved.</p>	<p>This will be for the next stage of this process.</p>
<p>The Head of Improvement should include Performance</p>	<p>I propose to change the job title to Head of Performance and Improvement.</p>
<p>The need for Business Intelligence is supported but should be with Policy</p>	<p>Given other changes proposed in this paper, I consider that the right balance is to include this role in Performance and Improvement.</p> <p>The Council will be expected, as part of the CAA and LAA, and by future Use of Resources processes, to have strong data on outcomes, on the impact the Council is having on Northampton. The line between data used for policy planning and development and used for performance and improvement is increasingly disappearing and the requirements for performance and improvement are becoming more significant very rapidly.</p>

<p>The Chief Executive's Office should be responsible for complaints</p>	<p>I propose to include this proposal in the next stage of consultation.</p>
<p>Customer Services should be part of the Chief Executive's Office</p>	<p>See later comments.</p>
<p>It is a good idea to have project support in the Chief Executive's Office but this must not involve taking capacity away from Regeneration</p>	<p>There is a recognised need for project support in Regeneration and it is intended to retain the right capacity for that team's needs in that team.</p>
<p>The Chief Executive's Office should be responsible for sustainability policy rather than Environment and Culture</p>	<p>Sustainability is clearly a major corporate issue, as is economic development or community safety.</p> <p>It is not my view that such issues should automatically be managed within the Chief Executive's Office, although there could be merits in some cases.</p> <p>The Director of Environment and Culture will have an important lead role here, as outlined in the consultation paper, and I believe that this will work well.</p>
<p>Community Forums should be managed by the Policy (and Democratic Services) division</p>	<p>Subject to establishing appropriate admin support arrangements, this is agreed.</p>

<p>Democratic Services should be placed with the Borough Solicitor and not with Policy</p> <p>Meetings Services should be placed with Borough Solicitor</p> <p>The Borough Solicitor should have responsibility for Democratic Services and Meeting Services as part of taking an overview of Governance in the Monitoring Officer role.</p>	<p>The role of the Borough Solicitor in establishing good governance is an important matter. Under the consultation proposals the Borough Solicitor did not manage these services but would have maintained an overview.</p> <p>At the same time it is important to avoid the Head of Policy and Democratic Services getting diverted into administrative support for meetings and similar matters rather than working on the development of the Council's policy framework and dialogue with the public on policy matters.</p> <p>It is therefore proposed to readjust this proposal and carry out a further review at the next stage to identify the correct balance of responsibilities between the Borough Solicitor and the Assistant Chief Executive / Head of Policy and Democratic Services.</p> <p>In broad principle it is proposed that support to governance would rest with the Borough Secretary whereas policy analysis, community engagement, scrutiny advice and member development would rest with the Chief Executive's Office. Civic support would rest with the Chief Executive's Office.</p>
<p>Economic Intelligence should remain with Regeneration.</p>	<p>The comment is noted for discussion in the proposed review of Business Intelligence.</p>

<p>Where will Neighbourhood Management as opposed to Neighbourhood service delivery be placed? There is good reason to keep this in the Chief Executive's Office</p> <p>Neighbourhood Management could report to the Director of the LSP</p> <p>Neighbourhood Management could be part of Environment and Culture</p> <p>It is unclear what the position is proposed to be for Neighbourhood Management, including Area Partnerships and Community Development support. The proposed transfer of Community Centres raises concerns.</p>	<p>The consultation paper was not entirely clear on this matter.</p> <p>It is proposed that these currently existing structures report into the Head of Policy and Democratic Services. Whilst links to other services or the LSP can be made, these have not yet been tested or assessed in detail.</p> <p>One of the key tasks of this Head, working with the Management Board but particularly the Director of Environment and Culture, will be to develop further the Council's arrangements for engagement with the public on matters affecting policy decisions at neighbourhood level, and providing clear links between this and neighbourhood service delivery.</p> <p>This may, in due course, lead to further change in this area as part of developing a wider neighbourhoods approach.</p> <p>Community Centres present an immediate issue and this is discussed later in this Appendix.</p>
<p>The proposal to carry out further consultation to consider aligning managerial support with service management, particularly in relation to secretarial functions is supported and should be seen as an early priority for review.</p>	<p>This is agreed with and will need to be in place for the new structure implementation date, 1.10.08</p>

Planning and Regeneration	
<p>There is no need for the Director to be a professionally qualified Planner, the role is wider than Planning and what is needed is someone who can lead across planning and regeneration, with experience of major projects and commercial development.</p> <p>The Director could have an alternative professional qualification such as a Chartered Surveyor.</p> <p>The Planning profession could be adequately led at Head of Service level</p>	<p>I have considered this matter in depth.</p> <p>Northampton and West Northants face one of the most challenging Planning situations of any local area in the country. And whilst progress has been made on performance in terms of processing times, there is still much to do on delivering the LDF.</p> <p>Because of the unique planning arrangements in West Northants there is a need for high level planning professional leadership to get the best for the area. As the largest of the three local planning policy authorities, and as most development will be focussed in and around Northampton, it is critical that NBC provides the highest level of planning leadership it can reasonably provide.</p> <p>The next few years will see the development of a planning policy framework which will direct the expansion of Northampton from a large town to a City. We need a strong Planning professional as Director to lead this. This could not be led strategically at Head of Service level or by a non-Planner.</p> <p>Clearly the Director must also be able to relate to and lead the Regeneration side of the Directorate but the emphasis in requirements for this post must remain on Planning.</p>

<p>The proposal for Regeneration to lead on responses to WNDC major planning applications is not supported, this should be carried out by the Planning function.</p> <p>The proposal for Regeneration to lead on responses to WNDC major planning applications, taking a 'whole Council' approach is supported.</p>	<p>I do not intend to change this proposal. The role described is for Regeneration to lead and co-ordinate responses. Planning (Development Control mainly) will continue to comment as they do now, but Regeneration will be responsible for ensuring that the responses reflect all Council interests in a development proposal.</p>
<p>The Joint Planning Unit needs to be recognised as part of the Council's structure and not just as South Northants Council. This is a partnership arrangement.</p>	<p>It is. This can be recognised but it will remain the case that the JPU manager is an employee on South Northants Council.</p>
<p>The transfer of Concessionary Fares is supported but the detailed staffing implications need further examination.</p>	<p>This is agreed.</p>
<p>The Finance service should not be responsible for financial monitoring of Concessionary Fares, this will confuse their relationship with service management who are accountable for service expenditure and income.</p>	<p>There appears to be a misunderstanding as to the role involved, this will be discussed and resolved.</p>

Housing	
<p>Not all the Heads of Service should require Housing qualifications.</p>	<p>I have taken advice from the Interim Director of Customer Service and Delivery, who is a nationally recognised Housing expert.</p> <p>Her proposals are:</p> <p>The Director should have substantial operational and strategic housing experience supported by a relevant qualification. The clearly relevant qualification would be MCiH, although someone with other housing, development or construction-related qualifications at a post-graduate level might be suitable.</p> <p>The requirements for the Head of Strategy, Investment and Performance, and the Head of Landlord Services would be broadly the same except in so far that the length and depth of experience required would be less. For the former post a planning, development and construction qualification may be as relevant as a housing qualification. It should be a requirement of the Head of Landlord Services that they have substantial (over 5 years) experience in the management of social housing.</p> <p>For the Head of Housing Needs, experience in managing housing services, as well as experience in managing community or individual support services should be required. A range of professional qualifications including housing, social work and community development could be considered relevant.</p> <p>In light of this advice I propose to adjust the requirements of these posts as suggested.</p>
<p>The location of Housing Strategy in the Housing function is supported.</p>	<p>Noted.</p>

<p>Tenant Participation / Customer Engagement / Resident Engagement should be located under Housing Strategy, Investment and Performance rather than Landlord Services.</p>	<p>This was a well-argued representation from a number of people. I am therefore referring this for further consideration at the next stage of the restructuring.</p>
<p>Private Sector Housing Enforcement is carried out by qualified Environmental Health Officers and is supported well in that team, particularly by admin and PR support. It should not move into Housing.</p> <p>Locating Private Sector Housing in the Housing Directorate is in the best interests of our customers.</p> <p>Private Sector Housing and Grants for housing should remain located together.</p>	<p>There is clearly concern that these services will not be as well supported in Housing. However there is also, from other responses, support for the principle of change.</p> <p>I do not propose to change this proposal. However I will be requiring that in the next stage, developing the detailed proposals, there is discussion with all the staff involved and the concerns expressed reviewed and addressed.</p> <p>For professional purposes, a link will need to remain with the Council's lead Environmental Health professional, and this will need to be thought through at the next stage.</p>

Environment and Culture	
<p>Licensing should be located with Environmental Health as there are significant similarities between these services.</p> <p>Licensing should remain separate from Environmental Health, and with Borough Solicitors, as this will continue to provide access in the Town Centre (at the Guildhall), ensure that licensing specialisms are recognised and developed, and provide a better customer focus. If moved, there is a danger of dislocation from the main customer base and a move to generic approaches rather than having specialists in Licensing.</p>	<p>There are significant and understandable concerns that Licensing could lose some identity as a function distinct from enforcement. There is also a feeling that the service could become distant from customers and from legal support.</p> <p>The integration of Licensing with other, usually environmental, disciplines is causing some negative comment nationally. However these problems seem to arise where the specialisms involved in Licensing are not recognised rather than where this is recognised and worked with.</p> <p>I do not therefore propose to change this recommendation but at the next stage the issues raised in the consultation need to be fully addressed in establishing this new division.</p>
<p>Neighbourhood Wardens should be located in Public Health, Safety and Sustainability. This is where these services best connect particularly to enforcement activities.</p>	<p>Having reviewed the extensive submissions made I agree with this response.</p> <p>Therefore Neighbourhood Wardens are proposed to be located in Public Health, Safety and Sustainability.</p>

<p>The Public Health, Safety and Sustainability division should be identified as Environmental Health as this will be more understandable to the public.</p>	<p>However this would not reflect the full nature of the division. The current title needs to be amended, and it is suggested that this will be resolved by discussion with those involved.</p>
<p>It is not clear that Community Safety is part of Public Health, Safety and Sustainability</p>	<p>It is part of this division. The CDRP relates to the Director of the LSP.</p>
<p>Sustainability should be located in the Chief Executive's Office</p>	<p>See earlier comments.</p>
<p>The Head of Leisure and Culture should be expected to have a relevant professional qualification as an essential requirement.</p>	<p>There are a number of possible qualifications that could be relevant to this post. Experience is of greater significance, but as long as it is recognised that the required qualification will be quite broadly defined, I am willing to agree this comment.</p>
<p>The proposals for Parks and Open Spaces to be managed from Leisure and Culture, but maintained by Neighbourhood Environmental Services, is supported. However this needs to be worked through in practice at the next stage.</p>	<p>I agree.</p>

<p>The Town Centre Manager should report to the Director and be a Head of Service</p> <p>The proposed wider responsibilities in the Town Centre role are supported, can it be clarified that these include parking and the bus station?</p> <p>There is a need to be clear as to the forward strategy for organisation of services in the Town Centre</p> <p>Will the Town Centre Manager's responsibilities include responsibility for the Fishmarket?</p>	<p>The TCM role is a very interesting combination of operational management and strategic partnership development.</p> <p>In the future this role may become more detached from the Council, particularly if it is possible to combine service management with other agencies and to increase private sector leadership by the development of a BID.</p> <p>For this reason, I do not see this post in the same way as Heads of Service. I do however consider that this post should have some autonomy and access to Management Board on an ongoing basis. For that reason I support the option for this post to report to the Director.</p> <p>The post will include the bus station and car parking. The issue of the Fishmarket can be taken under advice at a later date.</p>
<p><u>Finance and Support</u></p>	
<p>The Finance and Support Directorate is too large for one Director.</p>	<p>I disagree as long as the right management arrangements reporting to the Director are in place.</p>
<p>The proposed creation of a Recovery section is supported</p>	<p>Noted.</p>
<p>Given the wider scope of the "Use of Resources" assessment in 2008/9, the Finance service and the Improvement service will need to work closely together. Possibly the lead for this should now move to the Chief Executive's Office.</p>	<p>This is not a structural issue. The Use of Resources will require corporate effort and undoubtedly will need to have leading contributions from Finance and from the Chief Executive's Office</p>

<p>Facilities Management should remain with Asset Management and in particular the Guildhall should be managed alongside other Facilities Management functions.</p>	<p>Having reflected on the responses made, I agree.</p>
<p>The proposed reallocation of Community Centres is supported, however the splitting of centres between Asset Management and Leisure and Culture is debated. Clarity will be needed as to staffing arrangements.</p>	<p>This will need to subject to review at the next stage.</p>
<p>The proposed location of Asset Development in Regeneration is supported but concerns are raised about capitalisation and relationship to Housing.</p>	<p>Until the capitalisation position of these services is clarified, the proposal to relocate Asset Development is deferred.</p>

<p>The proposed combination of IT and Customer Services will not ensure that IT is led by a Head with clear understanding and experience of IT.</p> <p>It is suggested that a Head of IT would be a better proposal.</p> <p>Not convinced about the links between Customer Services and IT</p> <p>Customer Services should be located with Revenues and Benefits</p> <p>Customer Services should be located with the Assistant Chief Executive</p> <p>Complaints should be located with the Chief Executive's Office</p> <p>There are real benefits from a link to IT, but there are also potential problems of dominance of Customer Services over IT priorities</p> <p>Customer Services could be dominated by Finance and not be a sufficiently high priority for the Director</p>	<p>Having considered these options in detail, it is felt that the best location for Customer Service remains in conjunction with IT.</p> <p>If Customer Services was to be located with a major customer such as Revenues and Benefits, then there is a danger that this service will dominate. Location with the Chief Executive's office would draw that department into a significant operational role and away from its main purpose.</p> <p>The risk of Customer Service's needs dominating IT is not considered a high risk and there are positive benefits of linking these together. The Director will need to ensure that they provide unbiased support across all services.</p>
<p>It is not clear who "owns" the Council's website. Communications are too busy. Propose locating in IT.</p>	<p>See earlier comments</p>

<p>The Print Unit should be located in IT.</p>	<p>See earlier comments</p>
<p>Human Resources should be located with the Chief Executive in order to support the corporate improvement agenda strategically.</p> <p>Human Resources could be dominated by the requirements of Finance and Support and lose its focus on strategic organisational change</p> <p>The HR function needs the gravitas and status of being directly responsible to the Chief Executive</p>	<p>The proposed structure includes a dotted line to the Chief Executive. The Head of Human Resources will attend Management Board. The postholder will have their own voice with the Chief Executive and Board and indeed Members.</p> <p>I do not consider that it is realistic to think that HR would lose its strategic role in these circumstances.</p>
<p>Health and Safety (of employees) should not be located in Human Resources.</p>	<p>I disagree. Health and Safety of employees is a key HR responsibility.</p>

APPENDIX C.:
PROPOSED STRUCTURE AFTER
CONSULTATION 1st May 2008

HEAD OF PUBLIC HEALTH, SAFETY & SUSTAINABILITY
 (title to be reviewed)

HEAD OF NEIGHBOURHOOD ENVIRONMENTAL SERVICES

HEAD OF LEISURE AND CULTURE

TOWN CENTRE MANAGER

DIRECTOR OF ENVIRONMENT AND CULTURE

HEAD OF FINANCE AND ASSETS

HEAD OF REVENUES AND BENEFITS

HEAD OF CUSTOMER SERVICES AND I.C.T.

HEAD OF HUMAN RESOURCES

HEAD OF PROCUREMENT

DIRECTOR OF FINANCE AND SUPPORT

BOROUGH SOLICITOR

CHIEF EXECUTIVE

ASSISTANT CHIEF EXECUTIVE

HEAD OF POLICY AND COMMUNITY ENGAGEMENT

HEAD OF COMMUNICATIONS AND CONSULTATION

HEAD OF PERFORMANCE AND IMPROVEMENT

DIRECTOR OF NORTHAMPTON LOCAL STRATEGIC PARTNERSHIP

DIRECTOR OF HOUSING

HEAD OF HOUSING STRATEGY, INVESTMENT AND PERFORMANCE

HEAD OF LANDLORD SERVICES

HEAD OF HOUSING NEEDS

DIRECTOR OF PLANNING AND REGENERATION

HEAD OF PLANNING

HEAD OF REGENERATION

JOINT PLANNING UNIT MANAGER
 (Partnership position, employed by South Northants Council)

