



Report Title

CORPORATE PLAN 2016-2020

## CABINET REPORT

**AGENDA STATUS: PUBLIC**

<b>Cabinet Meeting Date:</b>	24 <sup>th</sup> February 2016
<b>Key Decision:</b>	NO
<b>Within Policy:</b>	YES
<b>Policy Document:</b>	YES
<b>Directorate:</b>	Chief Executive
<b>Accountable Cabinet Member:</b>	Councillor Markham, Leader of the Council
<b>Ward(s)</b>	Council -wide

### 1. Purpose

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- 1.1 This report seeks the recommendation of Cabinet to Full Council of the Corporate Plan for the four years 2016 to 2020.

### 2. Recommendations

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It is proposed that:

- 2.1 Cabinet recommends to Council on the 29<sup>th</sup> February 2016 that the draft Corporate Plan for 2016 to 2020 be approved, and that the Chief Executive be authorised to finalise the document and publish this alongside the Council's Medium Term Financial Plan.

### **3. Issues and Choices**

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#### **3.1 Report Background**

- 3.1.1 The Council, as part of its policy and management framework adopts a corporate plan each year. This sets out the context of the future direction of the Council and commitments for action on behalf of the elected Administration.
- 3.1.2 The attached draft Corporate Plan is for the period 2016-2020. The attached plan outlines the key priorities that the Council has over that time period.

**Northampton Alive**

**Safer Communities**

**Housing for Everyone**

**Protecting our Environment**

**Love Northampton**

**Working Hard and Spending your Money wisely**

- 3.1.3 In addition the draft Corporate Plan identifies three Business Development Priorities to drive the Council's efforts to support the delivery of corporate plan commitments and manage the Council's future financial challenge.

**Empowering Communities**

**Economic Growth**

**Partnership Working**

- 3.1.4 Under each of the above priorities, commitments are made to the public of Northampton to progress these priorities.

#### **3.2 Issues**

- 3.2.1 The key issue for any Corporate Plan is to ensure that it encapsulates the key points of direction, priority and commitment which the Council wishes to adopt. This draft is intended to do this. Cabinet is asked to advise if anything should be added or subtracted from this plan.
- 3.2.2 The draft plan is the basis for the Council's financial plans for the next four years, showing the priorities for resource allocation and decision-making for the next four years subject to actual delivery and any changing priorities in that time.

#### **3.3 Choices (Options)**

- 3.3.1 Cabinet could decide to amend the attached plan and to direct officers and resources in a different direction. Cabinet are requested to advise if this is required.
- 3.3.2 The plan is subject to final confirmation at Full Council on the 29<sup>th</sup> February.

## **4. Implications (including financial implications)**

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### **4.1 Policy**

- 4.1.1 The draft Corporate Plan encompasses the main policy priorities of the Council and will act as the main corporate guiding document alongside the budget and individual service plans to guide officers.

### **4.2 Resources and Risk**

- 4.2.1 The draft Corporate Plan guides the content of the Medium Term Financial Plan (MTFP) and the deployment of resources therein. Risks are constantly assessed in delivery and management of resources towards plan goals and commitments within the Council risk management framework.

### **4.3 Legal**

- 4.3.1 There are no specific legal implications from this report

### **4.4 Equality**

- 4.4.1 The draft Corporate Plan reflects the Council's commitment to work in an equal and non-discriminatory manner. The Council's equality strategy and monitoring underpins this commitment.

### **4.5 Consultees (Internal and External)**

- 4.5.1 The Leader of the Council and Management Board have been consulted on the draft Corporate Plan and individual commitments have been subject to a varying and wide-ranging amount of consultation, or will be further consulted upon in the future.

### **4.6 How the Proposals deliver Priority Outcomes**

- 4.6.1 The draft Corporate Plan represents the priorities of the Council and the outcomes which it seeks to address.

## **5. Background Papers**

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- 5.1 None.

**David Kennedy, Chief Executive, Extension 7726**



## *Securing Northampton's Future*

Corporate Plan  
2016-2020

## **Northampton Borough Council – Corporate Plan 2016/17**

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Northampton is a growing place. It is growing in its attractiveness to businesses, residents, students and visitors. It is one of the more successful towns in England.

This growth is leading to a transformation in the local economy and in the quality of life offered to everyone who lives in the Borough. Northampton has one of the highest employment levels in the country and also creates more businesses than any other town or city outside London<sup>1</sup>. We have some great businesses here and the positive enterprise climate that is provided in Northampton and the opportunities afforded by Northampton Alive, the Enterprise Zone, and other development in and around the Borough give cause for continued optimism about the town's economic performance.

Northampton is becoming ever more a University town, following the founding of the current University just over 10 years ago. The forthcoming move to a new purpose-built campus near the town centre will give the town some of the best and most modern higher education facilities. Already the University is growing in strength as a key focal point for the future of Northampton and with such massive investment this can only continue.

Supporting this growth and establishing Northampton ever more as a place to come and visit and stay and live, the town's cultural offer is also coming forward leaps and bounds. The nationally and internationally renowned Royal and Derngate, with its excellent "Made in Northampton" programme and wide cultural offer, sits at the heart of the growing and exciting cultural quarter. The Errol Flynn Filmhouse, due to expand this year, has been a great success. The development of a new and expanded Museum and Art Gallery offer alongside creative and cultural businesses and quality hotels and food, is driving a renaissance in the attractiveness of Northampton.

Where people live is also changing in Northampton. Not only are new housing developments happening, but the Council is working hard with its partners to ensure that as much as possible of this housing is affordable whilst also working to improve its own housing stock with our new housing partner Northampton Partnership Homes, and working with landlords and others to improve the private rented housing offer in the town. At the same time the health and wellbeing of residents is being promoted through a wide range of initiatives aimed at getting and keeping people healthy and feeling well across the Borough, including through our excellent partner Northampton Leisure Trust.

There is no doubt that Northampton is growing. More people are coming to live here every year. The population is becoming older, with more diverse needs and support requirements. New development brings pressures as well as opportunities, not least in addressing the infrastructure needed to support growth and ensuring that growth works with the grain of Northampton, integrating well with the town as it is. The Council will continue to advocate that growth and infrastructure need to be managed well together if growth is to be successful.

That change also brings a considerable challenge to the doors of the Council and our partners in Northampton and around the county and region. The Council will support positive enhancement of the town and the county. This corporate plan spells out the steps, many of which arise from the manifesto the public voted for just over a year ago, that the Borough Council will take - working with partners - to deliver this vision of a brighter more attractive place for Northamptonians to live, work and play in. Northampton is Alive with enterprise, innovation and opportunity.

This is an inclusive vision for the town. There are exciting opportunities for all here. Public services and their private partners are working together to ensure that the future works for all, whatever their needs or circumstances. Economic, social and community wellbeing go together and should be accessible to all, particularly in tough times. We look to play our role as a Council in ensuring this and we look to our partners and the community at large to

equally perform their role. Comparable to our peer towns we want Northampton to be a positive place to be young or old.

All public services face financial constraint over the coming years. For the Borough Council this means that in 2019/20 we will have a gap in our net General Fund budget of 22% or about £7m compared to this year. We are not alone in this challenge and the Council is committed to ensuring that we plan ahead to manage this downturn whilst still making progress towards the ever better Northampton that we want and the people need.

Doing this means that in addition to looking to support Northampton as a place, support local people in their lives, and deliver key services and projects, the Council must also look to how it can work more cheaply and efficiently to maintain our proud record of balancing the books for the public. This Corporate Plan therefore also spells out the business development priorities of the Council.

We must continue to drive to gain the benefits of growth to develop and provide public services in the future, meeting ambitious targets set out in the latest national financial settlement for local government.

We must further deepen partnership with other organisations, building on our record of combining and sharing with other Councils. Whilst maintaining our community leadership role, we will work to combine the delivery of services wherever that makes most sense for the future.

We must also look to empower and engage communities to ensure that where finance is not available now or in the future communities have sufficient resilience, ability and strength to support and develop themselves with encouragement and facilitation from the Council and our partners.

Plans will be brought forward this autumn for how the Council will use these business development priorities to meet the financial challenge ahead and continue to balance the books going forward.

Nothing in this plan is achievable without the hard work and skills of the Council's workforce. They work constantly to deliver public services in difficult times. They need to be recognised for their efforts and it is our responsibility to work with them to develop a culture which empowers them and enables the Council to continue to improve for the benefit of the public. This culture change programme is a central part of our commitments in this corporate plan.

This is the first corporate plan of this Council administration. Northampton is on the right track. Our plans will further develop over the coming years, but we plan with confident expectation that in difficult times both the public of Northampton and your Council can and will rise to the challenges ahead.

Councillor Mary Markham  
Leader of the Council  
Northampton Borough Council

February 2016

## Our Priorities

The corporate plan priorities are cascaded through all that we do and deliver:

### **Northampton Alive**

- A vibrant successful town for now and the future

### **Safer Communities**

- Making you feel safe and secure

### **Housing for Everyone**

- Helping those that need it to have a safe and secure home

### **Protecting Our Environment**

- A clean and attractive town for residents and visitors

### **Love Northampton**

- Enhancing leisure activities for local people and encouraging participation

### **Working Hard and Spending your Money Wisely**

- Delivering quality modern services

## **Priority: Northampton Alive**

A vibrant successful town for now and the future

- Northampton to be an excellent place to do business with a talented workforce that meets the needs and expectations of existing and potential employers in the town and a successful Enterprise Zone
- Working with our partners in local and national government, the community and the private sector to lobby for infrastructure that is appropriate for sustainable growth including working with the County Council and other infrastructure providers.
- Projecting Northampton onto a regional and national stage to promote the town as a great place to live, work, shop and do business, working with partners to promote the town, supporting improvements to the Town Centre and supporting the economic development of Northampton
- Promoting economic growth

## **Northampton Alive commitments**

- Support the development plans for the University of Northampton
- Continue to redevelop Northampton Castle railway station
- Continue to develop and grow the Enterprise Zone
- Retain the Market Advisory Group and freeze rent for market traders
- Bring forward development plans for the Greyfriars site
- Promote and support the Business Incentive Scheme
- Support Business Improvement Districts in Town Centre and Brackmills
- Promote the towns key gateways
- Continue to support the local Cycle CoNNect scheme
- Support the redevelopment of Delapre Abbey
- Support the delivery of the St James Mill Road link
- Work towards completing the redevelopment of the St Edmund's site
- Planning policies to include infrastructure first and to oppose inappropriate development on the edge of the borough
- Guarantee the borough councils free parking offer for full four years
- Continue to support the economy of the town



- Continue installation of pay as you leave machines in the Borough Council car parks

## **Priority: Safer Communities**

Making you feel safe and secure

- Northampton to be a great place to live, feeling safe and secure, and without fear

### **Safer Communities commitments**

- Review the CCTV service with a view of adopting a new and more cost effective approach
- Support the Community Payback scheme to show offenders carrying out community service
- Use licencing powers to ensure the people of Northampton are best protected
- Work with the Police to reduce beggars and street drinking
- Continue to take a hard line on intimidating behaviour by 'chuggers'
- Look to introduce more Community Hubs with the Police and other organisations around the town
- Support the Forums to work with communities
- Promote social inclusion in Partnership with other agencies and the community
- Work with partners to tackle crime and anti-social behaviours

## **Priority: Housing for Everyone**

Helping those that need it to have a safe and secure home

- All neighbourhoods to be desirable places to live with homes appropriate for people at different points in their lives, attractive and well-kept buildings and open spaces, good roads and public transport and a comprehensive range of community events and facilities.
- Continue to manage the impact of welfare reform and other pressures
- New, affordable and decent housing
- Help people to achieve and maintain independence

## **Housing for Everyone commitments**

- Support Northampton Partnership Homes delivering key services to housing tenants on behalf of the Council as landlord
- Protect the role of sheltered housing
- Develop Lakeview to meet the housing needs of older people
- Continue to identify new opportunities to build new council homes
- Protect residents against in appropriate Houses of Multiple Occupancy and bring all planning applications to Committee
- Introduce a star rating system for private landlords
- Create a Social Lettings Agency working with private landlords
- Take a tough stance on criminal, rogue and irresponsible landlords
- Taking a proactive and prompt approach to dealing with illegal encampments
- Safeguard Call Care service and further extend Call Care to private users
- Develop a new overarching housing strategy
- Transform housing services using the wellbeing model

## **Priority: Protecting Our Environment**

A clean and attractive town for residents and visitors

- Northampton to be kept clean and litter free with well-maintained green spaces

### **Protecting Our Environment commitments**

- Maintain high standards in our parks and green spaces and aim for Green Flag awards
- Retain Park Management Committees and ensure they address specific park needs
- Continue to support the Neighbourhood Wardens and Park Ranger Services
- Review environmental services and waste contract to ensure the best service for the people of Northampton
- Commit to town centre cleaning regime
- Carry out a borough-wide review of trees and implement enhanced tree management
- Zero-tolerance to fly-tipping and dog fouling
- Continue with Northampton in Bloom
- Support residents wanting an allotment
- Commit to the bands in park programme in Abington Park and have a wide range of events in all parks

## **Priority: Love Northampton**

Enhancing leisure activities for local people and encouraging participation

- Northampton to have a great community spirit, with people actively participating in local democracy, taking pride in Northampton, its environment and its communities
- High quality cultural and sporting events and attractions for residents and visitors to experience, with a range of places for visitors to stay
- Children and young people should have access to a range of activities to enable them to make a positive contribution to their communities and to realise their potential and talent
- Local people having good health and wellbeing with the Council playing a leading role in tackling the underlying root causes of poor health and the issues that affect wellbeing

## **Love Northampton commitments**

- Work with the cultural quarter partners to provide a vibrant, exciting and welcoming offer for visitors
- Consider Museum Trust for Northampton
- Redevelop the Vulcan Works as part of the Cultural Quarter
- Support the towns sports clubs and continue to address match day parking issues
- Promote tourism for Northampton
- Celebrate the towns history and heritage
- Ensure Armed Forces Community Covenant continues as a key Council policy and introduce Business Community Covenant
- Continue to provide a range of quality of events to support the economic vibrancy of the town
- Open one stop shop at the Guildhall on Saturday mornings
- Retain Councillor Community Fund
- Work with Voluntary Impact Northampton and others to strengthen the local voluntary community sector
- Support and encourage volunteering

## **Priority: Working Hard and Spending Your Money Wisely**

Delivering quality modern services

The Council at all times aims to:

- ensure the Council is economic, efficient and effective
- get the best from the resources available and
- develop an agile workforce culture
- recognise, support and empower Council employees better through changing the Council's culture to do so

### **Working Hard and Spending Your Money Wisely commitments**

- Working with employees the Council will develop and implement culture change to a culture that is more supportive and empowering of the Council's workforce
  - Senior management levels to be proportionate
  - Retain Living Wage commitment to directly employed staff and consider its application in future contracts
  - Support apprenticeship schemes across the Borough Council
  - Retain transparent approach on consultants and limit their use
  - Support local businesses who want to work with the council

Our priorities are financially supported by the Councils budget process. Each of the key programmes of work are planned and costed to ensure delivery, value for money and sustainability. The Corporate Plan, Service Plans and projects are monitored and reported regularly to management, to Cabinet and to relevant Committees

## Business Development Priorities

Facing the financial challenge ahead

As outlined in the introduction to this plan it is outlined that here are three business development priorities that support the corporate plan and contribute to managing the Council's future financial challenge. The Council aims to be able to continue to deliver for the public of Northampton but must do so at a substantially lower net cost.

<b>Empowering Communities</b>	<p>Delivering a better Northampton relies upon the engagement of communities in shaping their own futures with support and community leadership from the Council, its councillors and partners. As resources decline it is essential that communities are empowered to be part of delivering change and services.</p> <p>We will aim to do this by establishing actively involved communities that have a strong sense of ownership, responsibility and local pride and who are fully empowered, equipped and supported to improve the neighbourhoods where they live to help make everywhere in Northampton a great place to live, visit, work, study and invest.</p> <p>This priority will build on existing positive work between councillors and residents groups, interest groups and community organisations. Empowering communities will enhance wellbeing as well as enable future challenges to be addressed.</p>
<b>Economic Growth</b>	<p>Economic growth in Northampton is essential to meet the financial targets set in the national financial settlement for local government and to develop new income to support local public services both in the Borough and the County. Northampton's track record on delivering growth is excellent and needs to continue to be driven forward.</p> <p>Building on the success of Northampton Alive to date, the Borough Council will continue to:</p> <ul style="list-style-type: none"><li><input type="checkbox"/> lead on the development and delivery of the Northampton Alive Programme, which includes key physical projects as part of the overall regeneration programme for the Borough.</li><li><input type="checkbox"/> provide a comprehensive business support and growth service for both new and existing enterprises investing into the Borough. This includes available land and property advice, together with other support services such as the Business Incentive scheme</li><li><input type="checkbox"/> work with other key stakeholders such as the LEPs and the County Council to meet the towns strategic regeneration aims including the delivery of the Northampton Waterside Enterprise Zone, and</li><li><input type="checkbox"/> provide a corporate asset function which oversees both existing stock whilst advising on strategic opportunities and regeneration projects</li></ul>

## **Partnership Working**

The Council has a record of working in partnership with other local authorities, community organisation and partners to deliver a wide range of services. To meet the financial challenge ahead whilst still delivering a better Northampton, the Council will also:

- drive to release the benefits of working and combining together in partnership in order to strive towards increased efficiency, reduce duplication and maximise benefits and opportunities
- work proactively and collaboratively with partners to improve the housing, health and wellbeing of people living and working in the Borough and ensure that Northampton is a great place to live, visit, work, study and invest
- build strong and effective relationships with partners , based on a coherent, consistent and clearly defined approach to partnership working, in order to improve efficiency and effectiveness and provide better outcomes

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<sup>i</sup> Cities Outlook 2016 published by the Centre for Cities, January 2016