

**NORTHAMPTON BOROUGH COUNCIL**  
**Overview and Scrutiny Committee**

Your attendance is requested at a meeting to be held in The Jeffrey Room,  
The Guildhall, St. Giles Square, Northampton, NN1 1DE on  
Monday, 29 January 2018 at 6pm

**S Bovey**  
**Interim Chief Executive**

If you need any advice or information regarding this agenda please phone Tracy Tiff, Scrutiny Officer, telephone 01604 837408 (direct dial), email [ttiff@northampton.gov.uk](mailto:ttiff@northampton.gov.uk) who will be able to assist with your enquiry. For further information regarding **Overview & Scrutiny Committee** please visit the website [www.northampton.gov.uk/scrutiny](http://www.northampton.gov.uk/scrutiny)

**Members of the Committee**

Chair	Councillor Jamie Lane
Deputy-Chair	Councillor Graham Walker
Committee Members	Councillor Brian W Sargeant Councillor Tony Ansell Councillor Rufia Ashraf Councillor Mohammed Azizur Rahman ( Aziz) Councillor Alan L Bottwood Councillor Vicky Culbard Councillor Janice Duffy Councillor Paul Joyce Councillor Christopher Malpas Councillor Dennis Meredith Councillor Cathrine Russell Councillor Samuel Kilby-Shaw Councillor Zoe Smith

**Calendar of meetings**

<b>Date</b>	<b>Room</b>
30 April 2018 6:00 pm 25 June	All meetings to be held in the Jeffery Room at the Guildhall unless otherwise stated

# Northampton Borough Overview & Scrutiny Committee

## Agenda

Item No and Time	Title	Pages	Action required
1 6:00pm	<b>Apologies</b>		Members to note any apologies and substitution
2	<b>Minutes</b>	<b>1 - 8</b>	Members to approve the minutes of the meeting held on 16 November 2017.
3	<b>Deputations/Public Addresses</b>		<p>The Chair to note public address requests.</p> <p>The public can speak on any agenda item for a maximum of three minutes per speaker per item. You are not required to register your intention to speak in advance but should arrive at the meeting a few minutes early, complete a <a href="#">Public Address Protocol</a> and notify the Scrutiny Officer of your intention to speak.</p>
4	<b>Declarations of Interest (Including Whipping)</b>		Members to state any interests.
5 6:05pm	<b>Report of the Overview and Scrutiny Reporting and Monitoring Working Group - General Fund MTFP 2018/2019 - 2023 and 2018/2019 Draft Budget Proposals</b>	<b>9 - 10</b>	The Committee to under budget scrutiny items as recommended by the Reporting and Monitoring Working Group.
6	<b>Monitoring of the recommendations contained within Overview and Scrutiny Reports</b>		Effectiveness of the enforcement of Taxi and Private Hire Licensing Impact of Anti Social Behaviour on the Town
6 (a) 6:45pm	<b>Museum Trust</b>	<b>11 - 22</b>	
6 (b) 6:50pm	<b>Anti Social Behaviour</b>	<b>23 - 42</b>	
6 (c) 6:55pm	<b>Effectiveness of the Enforcement of Taxi and Private Hire Licensing</b>	<b>43 - 55</b>	
7	<b>Scrutiny Panels</b>		The Overview and Scrutiny Committee to receive a progress report from the three Scrutiny Panels.
7 (a) 7:00pm	<b>Scrutiny Panel 1</b>	<b>56</b>	

## Northampton Borough Overview & Scrutiny Committee

<b>7 (b) 7:05pm</b>	<b>Scrutiny Panel 2</b>	<b>57</b>	
<b>7 (c) 7:10pm</b>	<b>Scrutiny Panel 3</b>	<b>58</b>	
<b>8 7:15pm</b>	<b>O&amp;S Reprovision of the Environmental Services Contract Working Group</b>	<b>59 - 60</b>	The Chair of the Working Group to give a progress report to the Committee.
<b>9</b>	<b>Potential future pre decision scrutiny</b>		The Overview and Scrutiny Committee to consider any potential issues for future pre decision scrutiny.
<b>10</b>	<b>Urgent Items</b>		This issue is for business that by reasons of the special circumstances to be specified, the Chair is of the opinion is of sufficient urgency to consider. Members or Officers that wish to raise urgent items are to inform the Chair in advance.

## NORTHAMPTON BOROUGH COUNCIL

### MINUTES OF OVERVIEW & SCRUTINY COMMITTEE

Thursday, 16 November 2017

**COUNCILLORS PRESENT:** Councillor Jamie Lane (Chair), Councillors Brian Sargeant, Tony Ansell, Alan Bottwood, Janice Duffy, Paul Joyce, Dennis Meredith, Cathrine Russell, Sam Kilby-Shaw and Zoe Smith

**Witnesses** Inspector Dave Rayfield, Northants Police  
Sergeant Martin O'Connell, Northants Police  
Paul Thompson, Employers and Skills Manager, SEMLEP  
Paul Walker, Interim Head of Economic Development

Councillor Arthur McCutcheon - observing

#### Officers

Tracy Tiff, Scrutiny Officer

**Member of the Public** Thomas Appleyard

#### 1. MINUTES

The minutes of the meeting held on 25 September 2017 were signed by the Chair as a true and accurate record.

At this point the Chair welcomed Councillor Paul Joyce to the Committee.

#### 2. APOLOGIES

Apologies for absence were received from Councillors Mohammed Aziz, Vicky Culbard, Christopher Malpas, and Graham Walker (Deputy Chair.)

#### 3. DEPUTATIONS/PUBLIC ADDRESSES

There were none.

#### **4. DECLARATIONS OF INTEREST (INCLUDING WHIPPING)**

Councillor Alan Bottwood declared a personal interest as a Board Member to NPH in agenda item 7.

Councillor Tony Ansell declared a personal interest as an employer in agenda item 9.

#### **5. NEIGHBOURHOOD POLICING**

Inspector Dave Rayfield, Northants Police, provided details of changes to neighbourhood Policing:

- The Committee was reminded that the Chief Constable had written to all ward Councillors to advise them of the new Neighbourhood Policing model.
- The urgency and necessity of Neighbourhood Policing has been recognised.
- Crime such as child sexual exploitation, abuse, and fraud investigations are now nationally and internally investigated rather than on a geographical basis
- There are four area hubs.
- The Office at Weston Favell receives emergency calls for Northampton
- Neighbourhood Policing covers the whole of the borough, with offices based at three locations
- The number of local Police Officers has reduced
- Every area has named officers – Inspector, Sergeant, PC and PCSO
- There are 14 PCs and 27 PCSOs across Northampton borough

The Committee asked questions, made comment and heard:

- In response to a concern regarding the number of Police Officers patrolling, Inspector Rayfield advised that patrols will be covered by the Weston Favell Response Hub and hotspots covered by Community Teams
- Staffing is balanced against needs.
- In response to a query, Inspector Rayfield advised that 5% leeway had been built into staffing in respect of issues such as sickness.
- The Committee heard that in 12 months there had been 438,000 calls into the control room
- The Police works with key community contacts, such as Officers at the Council, Taxi Watch, numerous groups
- In response to a query whether mechanisms could be set up to share good practice, Inspector Rayfield advised that the Community Group would be the correct forum to look at this.
- Concerns were raised regarding the time it can take for calls to 101 to be answered. Inspector Rayfield advised that a call back facility had now been introduced and a message informing calls how long it was anticipated that their call would be answered.
- The Committee referred to street watch, noting that it had often been introduced in less demanding areas.

Inspector Dave Rayfield was thanked for his address.

## **6. SAFETY IN THE TOWN CENTRE**

Sergeant Martin O'Connell, Northants Police, presented a briefing note regarding safety in the town centre. The salient points were highlighted.

The Committee asked questions, made comment and heard:

- In response to a query regarding new laws and beggars, particularly along the Wellingborough Road, Sergeant O'Connell advised that the Crime and Disorder Act 2014 is designed to tackle nuisance to the public, which includes beggars, particularly aggressive beggars. The Police works closely with the Anti Social Behaviour Unit, Wardens and Neighbourhood Teams. A number of Community Protection Orders have been issued regarding acts of nuisance.
- In response to a concern regarding the traffic along the Drapery, the Committee heard that there is an intention for traffic enforcement cameras to be installed.
- In answer to a comment regarding the University, Sergeant O'Connell advised that the Police has had very recent conversations with the Vice Chancellor regarding safety. The new Students' Union facility will be looking at student safety with the Police. Vulnerability of young people in the town centre is a key issue and training to recognise vulnerability has been rolled out.
- A member of the Committee commended a site visit that a previous Scrutiny Panel had undertaken to the nighttime economy and asked that this is repeated.
- Sergeant O'Connell confirmed that the Police has a good rapport with licensed premises, the nighttime economy. License holders work to ensure the safety of their customers. All nighttime economy has search policies and the relevant training has been given and further training is scheduled.
- In response to a concern regarding the vulnerability of Police Officers in the nighttime economy, Sergeant O'Connell advised that reviews had taken place regarding night time policing. The Strategy is to reduce incidents, protect people from harm and identify vulnerability.

Sergeant Martin O'Connell was thanked for his address.

## **7. TRIPS AND FALLS**

The Committee noted a briefing note on trips and falls on NPH land. A report would be presented to the next meeting on trips and falls on non NPH land.

## **8. MONITORING OF O&S REPORTS**

### **(A) HEALTH CHECK OF THE LOCAL ECONOMY**

The Committee received a comprehensive and informative presentation from Paul Thompson, Employers and Skills Manager, SEMLEP, regarding growth of the local economy.

The Committee made comment, asked questions and heard:

- In response to a query whether people are going to work in London or Birmingham rather than Northampton, Paul Thompson advised this was just 5%.
- Work is being done with the schools in the town. The schools are rapidly improving but there is further work to be done. Businesses need to be embedded more in further education.
- There is a need to drive more young people to go into construction work.
- There is an aging workforce in teaching, not enough people are going into teaching; there are occasions where teachers undertake the training and leave the profession.
- ESEF funding was provided for English Language training.

Paul Thompson was thanked for his address.

AGREED: That further monitoring of the accepted recommendations contained within the report takes place at the meeting of the Committee on 25 June 2018.

## **(B) MATCH DAY PARKING**

The Committee received a briefing note regarding progress around the recommendations contained within the O&S Report – Match Day Parking.

AGREED: That further monitoring of the accepted recommendations contained within the report takes place at the meeting of the Committee on 25 June 2018.

## **9. CABINET'S RESPONSE TO THE OVERVIEW AND SCRUTINY REPORT: HOMELESSNESS (PRE DECISION SCRUTINY)**

The Committee noted Cabinet's Response to the Overview and Scrutiny Report: Homelessness (Pre Decision Scrutiny).

The Chair conveyed his concerns regarding the timing of one of the accepted recommendation:

### Response

An information leaflet will be published in Spring 2018 when the issued its Code of Guidance and the Council has decided how b services to meet its obligations under the Homelessness Reduc December 2017, a shorter information leaflet will be produced fo a number of languages) explaining what help is available from th Team, the Nightshelter, the Hope Centre and other organisation

The Chair felt that the spring 2018 was not soon enough and he would be contacting the Cabinet Member regarding this.

It was AGREED: That this report would be added to the O&S Monitoring Work Programme and the Cabinet Member and Director are asked to attend to attend the meeting of the Committee in June 2018 to provide a progress report.

## **10. PERFORMANCE MONITORING REPORT**

The Committee discussed the Performance Monitoring Report 2017. Concerns were raised regarding KPIs ESC01 and ESC04. It was suggested that it would be useful for the Committee to receive the next report at its January meeting and from there decide whether to undertake performance management scrutiny on ESC01 and ESC04 at a future meeting.

## **11. PERFORMANCE MANAGEMENT SCRUTINY**

Paul Walker, Interim Head of Economic Development presented the comprehensive briefing note to the Committee regarding new businesses locating on Northampton Waterside Enterprise Zone. The salient points were highlighted. Paul Walker provided further statistics regarding the Enterprise Zone, such as £32 million of private sector investment and £71 million of public sector investment. Paul Walker undertook to circulate the statistical data to the Committee.

The Committee noted the informative briefing note.

## **12. SCRUTINY PANELS**

### **13. SCRUTINY PANEL 1**

The Committee noted the briefing note from the Chair of Scrutiny Panel 1.

### **14. SCRUTINY PANEL 2**

The Committee noted the briefing note from the Chair of Scrutiny Panel 2.

The Chair advised that he had received an email from a resident in Exeter who had heard of the work of this Scrutiny Panel.

The Leader of the Council has met with local historians who are delighted that the Panel is undertaking this review. He reminded the Committee that the purpose of this Review is to see how Northampton's heritage can be promoted.

### **15. SCRUTINY PANEL 3**

The Committee noted the briefing note from the Chair of Scrutiny Panel 3.

## **16. REPORTING AND MONITORING WORKING GROUP**

The Chair presented the terms of reference of the Reporting and Monitoring Working Group 2017/2018 for the Committee's approval.

AGREED: That the terms of reference of the Reporting and Monitoring Working Group 2017/2018, as attached at Annex 1, are approved.

## **17. RE PROVISION OF THE ENVIRONMENTAL SERVICES CONTRACT WORKING GROUP**



The Committee noted the briefing note from the Chair of the O&S Re-provision of the Environmental Services Working Group.

**18. REPORT BACK FROM NBC'S REPRESENTATIVE TO NCC'S HEALTH AND SOCIAL CARE SCRUTINY COMMITTEE**

Councillor Brian Sergeant, NBC's representative to NCC's Health and Social Care Scrutiny Committee provided a briefing note on the recent meeting of this Committee.

AGREED: That the information provided is noted.

**19. POTENTIAL PRE DECISION SCRUTINY**

There were none.

**20. URGENT ITEMS**

There were none.

The meeting concluded at 8:25 pm

## OVERVIEW AND SCRUTINY

### REPORTING AND MONITORING WORKING GROUP

#### Terms of Reference for 2017/2018

#### 1. Purpose/Objectives of the Review

The purpose of the Working Group is:

- To review the budget proposal, the Council's medium term financial plans and Efficiency Plan.
- To recommend a short list to the Overview and Scrutiny Committee for detailed consideration.
- To consider suggestions from the public and other Councillors for items to be included in the short list for scrutiny.

#### 2. Outcomes Required

- The production of a short list of budget items for closer consideration by the Overview and Scrutiny Committee.
- To reflect the medium term approach being taken to financial planning.

#### 3. Timetable

16 November 2017	Agree Terms of Reference
11 January 2018	Budget Review
29 January 2018	Report to the Overview and Scrutiny Committee

#### 4. Responsible Officers

Lead Officer - Glenn Hammons, Head of Finance and Chief Finance Officer

Co-Ordinator - Tracy Tiff, Scrutiny Officer

#### 5. Resources and Budget

Glenn Hammons, Head of Finance and Chief Finance Office and the Cabinet Member for Finance to provide internal advice

**6. Final report presented by:**

Presented to the Overview and Scrutiny Committee at its meeting on 29 January 2018

**7. Monitoring procedure**

Continuous, ongoing monitoring process by means of updates to the Overview and Scrutiny Committee.



**NORTHAMPTON BOROUGH COUNCIL  
OVERVIEW AND SCRUTINY COMMITTEE**

**29 January 2018**

**BRIEFING NOTE:**

**O&S Reporting and Monitoring Working Group –  
General Fund MTFP 2018/2019 – 2023 and Council wide draft budget  
2018/2019, Housing Revenue Account (HRA), Rent Setting 2018/2019 and  
Budget Projections 2018/19 to 2022 2023**

**1 INTRODUCTION**

- 1.1 The Overview and Scrutiny Reporting and Monitoring Working Group met on 11 January 2018 to review the draft budget details and identify proposals that it considered merited closer scrutiny.

**2 UPDATE**

- 2.1 All the items in the revenue and capital budget proposals for the General Fund, (GF), and Housing Revenue Account, (HRA) were discussed by the Overview and Scrutiny Reporting and Monitoring Working Group. The Working Group agreed a number of priority items forward for closer scrutiny by the full Overview and Scrutiny Committee.
- 2.2 The items chosen for closer scrutiny are:

**Budget Risks**

<b>Area For Further Scrutiny</b>	<b>GF / HRA Saving Option or Budget Risk</b>
<ul style="list-style-type: none"><li>Increased income – Car parking</li></ul>	GF
<ul style="list-style-type: none"><li>Reduction in events programme</li></ul>	GF
<ul style="list-style-type: none"><li>Environmental Services Contract – Net budget stream for the Environmental Services vehicles</li></ul>	GF
<ul style="list-style-type: none"><li>Challenges on temporary accommodation and homelessness budgets</li></ul>	GF
<ul style="list-style-type: none"><li>HRA stock loss and mitigation through a new build programme</li></ul>	HRA

- 2.3 Cabinet Members and Officers have been asked to attend this meeting to support the scrutiny of these proposals.

- 2.4 Comments raised by Overview and Scrutiny will form part of the Cabinet considerations for agreeing the final budget proposals to Council. They will be provided to Council as an Appendix to the Cabinet report so that they can also be taken into account in approving a final budget.

### **3 RECOMMENDATION**

- 3.1 That the Overview and Scrutiny Committee agrees its comments and observations to be included as an Appendix to the Cabinet report; and for consideration by Cabinet in agreeing a final budget proposal.

### **4. BACKGROUND PAPERS**

- 4.1 Budget Reports ([NBC internet](#)).

Author: Tracy Tiff, Scrutiny Officer, on behalf of Councillor Jamie Lane, Chair, Reporting and Monitoring Working Group

12 January 2018

## **NORTHAMPTON BOROUGH COUNCIL**

### Overview and Scrutiny Review

#### Response to Report of Scrutiny Panel 2 – Pre-decision Scrutiny -Museum Trust

#### **1. Purpose**

- 1.1 The purpose of this report is to respond to the recommendations made by the Overview and Scrutiny Panel 2 – Pre-decision Scrutiny – Museum Trust.
- 1.2 The Overview and Scrutiny Review took place from May 2016 and concluded in July 2016. The purpose of the Scrutiny Panel was to undertake pre-decision Scrutiny – Scrutiny of the establishment of the Museum Trust to ensure the best outcome for the future of the Museum Service and Cultural Quarter. A copy of the Scope of the Review is attached at Appendix A.
- 1.3 The findings and recommendations are attached at Appendix B.

#### **2. Context and Background**

- 2.1 Scrutiny Panel 2 recommended to Cabinet that:
  - 2.1.1 Cabinet considers the findings of the Scrutiny Panel, attached at Appendix B.
  - 2.1.2 Cabinet notes that the Overview and Scrutiny Committee is satisfied that further investigation into the establishment of a Museum Trust including a full options appraisal will ensure the best outcome for the future of the Museum Service and Cultural Quarter.
  - 2.1.3 Cabinet notes that the Overview and Scrutiny Committee is satisfied that the commissioning of detailed planning including a full business plan and a 5 – 10 year financial plan should be undertaken to establish a Museum Trust.
  - 2.1.4 Cabinet notes that the Overview and Scrutiny Committee supports the hybrid model of a Museum Trust. (A hybrid is where responsibility is devolved to a trust but assets are retained by the Council)
  - 2.1.5 Officers present three monthly updates on the process to establish a Museum Trust to the Overview and Scrutiny Committee.
  - 2.1.6 The Overview and Scrutiny Committee, as part of its monitoring regime, reviews the outcome of the feasibility report, and should the museum move to trust status that the Committee also monitor the impact on the Museum Trust after it has been in existence for six months.
  - 2.1.7 If there is the need, the Overview and Scrutiny Committee undertakes a further piece of Scrutiny activity at the appropriate stage in the process.

#### **3. Options Review**

- 3.1 As a result of the recommendations a detailed options review was undertaken during 2017. The options considered as part of the review included the following:
  - In-House Management
  - New Northampton Museums Trust

- Partnership Trust
  - Private Sector Operator
  - Local Authority Consortium
  - Cease Operations
  - Other Options e.g. community asset transfer or not for profit entity.
- 3.2 The options were investigated and then narrowed down to three potentials which were most viable for more detailed consideration and these were:
- In-house Management
  - Stand Alone Trust: and
  - Partnership Trust

#### **4. Challenges identified as part of the options review**

- 4.1 With regard to either of the Trust options there were a range of challenges associated with the development of a Trust:
- 4.1.1 Whilst seeking museums accreditation would be an option, the lack of two years audited accounts in 2019 would likely set this process back by at least 12 months as Arts Council England will expect to review one year of local authority accounts and one year of Trust accounts as a minimum.
- 4.1.2 Seeking to establish a new Trust with the right range of Trustee expertise will take time to develop and may find itself in competition with the other culture-led Trusts in the town.
- 4.1.3 The need for catering, retail and commercial experience within the organisation will be paramount to achieve the required increases in earned income required by the new operation. An entrepreneurial culture will take time to build and a stand-alone Museums Trust is likely to retain much of the culture of a stable, risk averse, public sector body.
- 4.1.5 The service currently holds little data on its attenders/audiences and has little information on which to develop targeted marketing campaigns. Whilst the current approach will need to change and improved information developed, the stand-alone Trust will not benefit from access to an information rich database of users on which to build early audience development and engagement activities.
- 4.1.6 The organisation will start with no tangible reserves and is likely to be reliant on limited sources of incoming resources in Years 1 and 2 which will pose a threat to the operational development of the organisation.

#### **5. Key findings and conclusions from the Options Review:**

- 5.1 That Northampton Borough Council is committed to its Museums Service, which is reflected in the current £8 million investment into the service.
- 5.2 The extended and refurbished Museum and Gallery will form an anchor to Northampton's emerging Cultural Quarter.

5.3 Given the proposed business plan for the operation of the refurbished and extended museum and Gallery there is a need for the service to develop a commercialised approach to its primary and secondary activities.

- The financial impact of externalising the service will depend on the following key areas:
- The commercial acumen and income generation potential of the new operator in the management of the extended and upgraded Museum and Gallery.
- The ability to generate income from the Abington Park Museum (e.g. weddings, events, etc.).
- The ability of the operator to deliver NNDR efficiencies, although these will be limited given the local retention of rates.
- The support service costs required by the operator to deliver the museums service (e.g. payroll, HR, Legal, etc.) and the ability of the Council to deliver efficiencies from its support services. If the Council cannot deliver these efficiencies then the externalisation could in fact cost the Council more money.
- The current staffing complement and the transition to the proposed new staffing structure is incremental and needs to address the requirements of managing a more entrepreneurial service with a strong commercial core to it. In particular:
  - The service will require more robust leadership across its breadth of activities than is reflected in the current service structure.
  - A Stand Alone Trust will require the services of an experienced CEO and the business plan does not indicate the financial capacity for a new Trust to afford this role.

## **6. Procurement**

6.1 In addition, there are challenges in relation to Procurement and Soft Market Testing. In general, the rules around procurement of the management of cultural assets and services would be similar to any other local government service. That is, if the service is being outsourced then the authority must demonstrate that it has been transparent, and has, where an established market for the service exists, opened the opportunity up to the market. This reflects the recent changes within Public Contracts Regulations and is different from when NBC outsourced its leisure management service.

6.2 For its leisure management contract, the Council was able to undertake an options appraisal and then create a new leisure trust to manage the service. Under current regulations it would need to undertake a competitive procurement process and compare the in-house service bid against the established market which delivers similar services. Therefore, if a similar approach is applied to the museums service then the Council would be expected to undertake a procurement exercise for the service.



- 6.3 The procurement would be a formal process and in order to satisfy Public Contracts Regulations 2015 would involve an OJEU Notice and process and Contract Award Notice. Northampton Borough Council would need to develop a high-level Invitation to Tender document to support the OJEU notice and develop clear objectives and performance measures within the contract document or grant agreement which would form the basis of the externalised service. Wider soft market testing would also be considered.
- 6.4 Undertaking a formal OJEU process can be lengthy and time consuming and with the Museum Expansion Project currently underway would take resource away from this project at a time when all the focus and project management is required to be on the Museum Expansion.

## **7. Recommendations**

- 7.1 That a formal procurement process is not undertaken at this time but is delayed until the Museum Expansion is complete to ensure that resource is not taken away from the Expansion Project.
- 7.2 That an information rich data base of users is developed during 2018/19 suitable for maintaining over future years.
- 7.3 That income targets are tested and the success of commercial activities including weddings and events at Abington Museum during 2018/19 are monitored and evaluated closely.
- 7.4 That the future staffing structure is developed to support the requirements of managing an entrepreneurial service with a strong commercial core to it.
- 7.5 That Overview and Scrutiny as part of its monitoring regime receives an update from Officers once the Museum Expansion is complete, there is a rich data base of users, income targets have been tested and the success of commercial activities is known.
- 7.6 If there is the need, the Overview and Scrutiny Committee undertakes a further piece of Scrutiny activity at the appropriate stage.

## **Appendix A**

### **1. Purpose/Objectives of the Pre-Decision Scrutiny Activity**

Pre-decision Scrutiny - Scrutiny of the establishment of the Museum Trust to ensure the best outcome for the future of the Museum Service and Cultural Quarter.

The purpose of the meetings is to:

- Help non-Executives understand the process of establishing a Museum Trust and the legal framework around the establishment of a Museum Trust.
- Enable non-Executives to meaningfully challenge the rigour and robustness of the process.

## **2. Outcomes Required**

- To provide Scrutiny input, at the pre-decision stage, of the establishment of a Museum Trust

## **3. Information Required**

- Background data
- Background reports
- Best practice data
- Evidence from expert internal witnesses
- Evidence from expert external witnesses (if applicable)
- Site visits (if applicable)

## **4. Format of Information**

- Background data, including:
  - Presentation to set the scene
  - Relevant Legislation
  - Relevant data

## **5. Methods Used to Gather Information**

- Minutes of meetings
- Desktop research
- Officer reports
- Presentations

## **6. Co-Options to the Pre-Decision Scrutiny Activity**

No co-optees suggested for this pre-decision Scrutiny activity

## **7. Community Impact Screening Assessment**

- A Community Impact Screening Assessment to be undertaken on the scope of the Pre-Decision Scrutiny activity

## **8. Evidence gathering Timetable**

May 2016 – September 2016

- 23 May 2016 - Scoping meeting
- 20 June - Evidence gathering
- 14 July - Evidence gathering
- 15 September - Evidence gathering/Scrutiny comments

Meetings to commence at 6.00 pm

## **9. Responsible Officers**

Lead Officers - Julie Seddon, Director of Customers and Communities and Nick Gordon, Cultural Services Manager, following initial scoping meeting

Co-ordinator - Tracy Tiff, Scrutiny Officer

## **10. Resources and Budgets**

Julie Seddon, Director of Customers and Communities and Nick Gordon, Cultural Services Manager, following initial scoping meeting, to provide internal advice.

## **11. Final report presented by:**

Completed by September 2016. Presented by the Chair of the Scrutiny Panel to the Overview and Scrutiny Committee and then to Cabinet.

## **12. Monitoring procedure:**

Review the impact of the report after six months

## **Appendix B**

### **QUESTIONS TO THE CULTURAL SERVICES MANAGER IN RELATION TO CONSIDERING TRUST STATUS**

#### **Business Case**

#### **Why have we decided to consider trust status for the museum service?**

Council faces major financial challenges over the coming years. The renovation and expansion of Northampton Museum and Art Gallery Museum coupled with ongoing financial challenges mean the service faces considerable challenges over the short, medium and long term.

In considering options for the museum service the trust option presents an efficient, effective and proven model that delivers a relatively specialised service area within the council. In considering different options the trust model enables the museum service to focus on its core business outside of the wider corporate environment of the local council, but still meet the needs and requirements of all of our diverse communities and stakeholders.

The main reasons to consider trust status are:

- Secure a sustainable future for the service
- Single focused body
- Able to control own destiny
- Customer first – improved quality of service
- Achieve freedom to operate in an entrepreneurial manner – more focused and commercial
- Speed of decision making

- Ensure continuous improvement in the service
- Encourage effective partnership working
- Reach new audiences
- Flexible and agile/more freedom from local and national government and to operate with fewer restrictions.
- Trust status would be viewed as a positive step in terms of reputational issues from the wider museums, arts and heritage sector

### **What measures would be in place to safeguard the collections within the Museums?**

Where museum services have devolved to trust status they have been one of two types, full or hybrid. A full devolution is where the museum service is transferred as a going concern with all its assets, i.e. buildings and collections. A hybrid is where responsibility is devolved to a trust but assets are retained by the council. The Hybrid Trust option is the preferred option. The Council would retain ownership of the buildings and collections. The Trust would therefore run a service for the Council but would be independent of the Council. Should the trust fail, there are then no issues with ownership of assets.

### **What is covered within the project scope?**

The project scope covers the elements which constitute the museum service. This comprises:

- Buildings – Northampton Museum and Art Gallery (including the Gaol block); Abington Park Museum
- Museum collections - includes Yeomanry and Regimental Collections
- Offsite collection storage facilities at the Guildhall and Blackthorn Units

The Museum of Leathercraft (MoL) exists as an independent trust in its own right and is not part of the core museum service. The council is currently in a 50 year agreement it entered into in 1977, which still has 11 years to run. The MoL collections are not seen as core to the museum service, with only small elements relating to the shoe collections and leather industry in Northampton having of any significance to the core museum collections. The collection is in the process of being moved to a new site in the Grosvenor Centre as the MoL is trying to establish itself as a distinct museum. The future of the Museum of Leathercraft and its collections under the terms of the agreement will need resolving but they are not considered part of the core museum collections.

### **How do we know that investing in a trust option is the right thing to do?**

Trust status has proven a successful option for many small, medium and large museum services.

### **What are the anticipated project outcomes?**

A feasibility report which will set out the principles, viability, advantages and disadvantages of trust status and an options assessment comparing the trust option with the Do Nothing (status quo) option.

- Principles for establishing a trust to take forward the museum service
- Viability
- Portfolio for transfer
- Any legal, financial and operational problems
- Options Assessment

- Recommendation for the legal structure of the proposed trust including governance arrangements.
- Stakeholder Management Strategy & Plan

## **Project Management**

### **Who is managing the project?**

The work is being undertaken by Nick Gordon, the Cultural Services Manager, with support from an external consultant, Hilary McGowan. Hilary is acting as a mentor, assisting in facilitating the feasibility work and acting as an external voice and independent challenge to the work being carried out. Hilary has extensive experience in working with museums and other cultural services in considering and facilitating moves to trust status.

### **Which service areas have provided internal service expertise?**

Work on specific areas of the feasibility study is being carried out by council Finance, HR and Legal teams respectively.

### **What project management methodology has been used to manage the project?**

At this stage the project is researching and writing a feasibility report and no formal project management methodology is being used. Should the project move into the next phase of developing a museum trust, a formal project management structure will be set up using PRINCE 2. This methodology has been designed to ensure effective and robust project management within a local government environment and has a proven track record.

## **Options Assessment**

### **Will trust status offer value for money?**

A key aspect of a move to trust status is increasing value for money. Trust status enables the organisation to operate in a more dynamic and entrepreneurial way and thus deliver better value for money in the long-term. A key finding in the report 'Moving to Museum Trusts: Learning From Experience (2006)' was

*Rarely is there a substantial financial saving to the devolving local authority, though most transfers take place from a low base, and better value for money is achieved.*

*(Babbidge etc al, 2006)*

### **Will it add value and in what way?**

The Charitable trust model will enable the museum to maximise external funding

Opportunities not available to NBC and therefore retain the same or similar level of service at a lower cost.

In addition the tax status enables the realisation of fiscal benefits that increase the value of gifts by the public and relieve the charity of certain taxes. For example the Gift Aid scheme enables a charitable trust to reclaim the basic rate tax due on the amount of the gift, increasing the value of the gift to the trust.

**Does it involve closures?**

No, the trust proposal focuses on strengthening and developing the existing offer.

**How well will it handle any current issues with the service?**

The trust option enables the museum service to focus on being a museum. A key issue with the current service is that it is part of a much bigger organisation and is subsumed under the wider goals, agendas, messages and priorities of the council. A trust option will allow the service to focus on being a museum and deliver on agreed objectives but with greater freedom and latitude as to how it achieves this.

**What types of new partnerships and relationships will be developed?**

A key aspect of Trust status is the ability to develop new relationships with funders and sponsors and other partner organisations to deliver services, which are more difficult or not possible when part of a local authority. Create formal partnerships with other key players in the town and county, especially the universities, heritage and art and other strategic delivery and regulatory bodies and local commerce and industry. Again while possible as part of a local authority, these relationships are easier to develop and maintain as an independent organisation outside of the constraints of council policy and strategy.

The key new partnership will be with NBC and developing this new relationship should see real benefits for both partners.

**What are the capital investment requirements and will it deliver capital investment?**

Substantial capital investments are currently underway with the museum expansion and renovation project. This will only deliver Phase one of the capital development of what will be two phase project. A charitable trust would be able to engage in more effective sponsorship and fundraising campaigns with philanthropic individuals as well as approaching trusts and foundations not open to local authorities. Work on determining the exact value of the capital investment required for Phase 2 is underway and will be in place for the final report to cabinet.

Broader capital needs, e.g. dilapidation, are being worked on with the councils Assets team.

**Will it deliver high quality customer services?**

Yes, the move to trust status has led to improved customer service and quality of provision. The broader benefits accrued by trust status outlined in earlier answers, (more entrepreneurial approach, single focused body, increased speed of decision making) all contribute directly to improving the quality of service provision. The visitor and broader user experience will be at the core of any museum trust strategy

**Is there evidence that this works elsewhere?**

The museum service is benchmarking with a number of museum services that have already gone to trust status, Luton, Derby, Birmingham. There is a lack of any generally accepted criteria as to what constitutes a 'successful museum', but all of these services have indicated the move to trust status has been positive and beneficial overall. Luton Trust has recently expanded and taken on running of community centres from the council.

While not a direct museum comparator, the Northampton Leisure Trust has proven to be a major success, and there are many lessons that can be learnt from their experience.

### **Does it protect the service from ongoing budget reductions?**

The trust option opens up new income generating possibilities and opportunities for greater efficiencies. While this will mitigate against any future budget reductions in the longer term, the museum is also doubling in size, which will lead to an increase in operating costs. Trust status is not a panacea and those museums which have been most successful when moving to trust status have been those with robust long term funding agreements with their Local Authority.

### **Does it offer opportunities for developing new and ongoing income streams?**

Yes, moving to trust status offers many opportunities to develop existing income and new streams, particularly in areas of retail, events and corporate hire. The freedoms and flexibility of trust status makes out of hours events and activities more cost efficient and the ability to set up and run trading accounts for retail functions enables the trust to run in a more business-like manner.

### **Do all elements of the present service fit?**

The core elements of the museum service as outlined in the scope fit within the proposed museum trust.

### **What would happen should a donation be made to the Museum?**

All acquisitions (donations, purchases, bequests) made to the museum service while a trust would be accepted into the Northampton Borough Council collections, which the trust manages on the Council's behalf. During the accessioning process, the formal transfer of title would be to NBC, not the museum trust. Following the sale of Sekhemka when a number of potential donors expressed concern over the potential sale of objects they may wish to donate, a condition can be added to any transfer of title that should the council wish to dispose of the object, the ownership of the object reverts to the original owner.

### **Does it make sense for other service areas to be included in the transfer portfolio?**

The consideration for part or all of Abington Park to be included in the trust deliberations was raised at the initial Scrutiny committee by members of the public and a proposal on this had presented to the leader of the council for consideration by a number of residents of Abington.

At this stage the Feasibility Report is only considering the existing museum buildings and collections. There is precedent for museums and associated gardens/parkland being managed as one business unit. The Horniman Museum and Gardens in London, Compton Verney Gallery in Warwickshire are two examples, with English Heritage and National Trust properties operating under similar aegis.

Inclusion of all or part of Abington Park within a trust would potentially provide similar benefits to the park as would accrue to the museum, the potential to open up new funding opportunities, develop new income streams and engender greater community involvement from local residents. The inclusion could also create a more joined up and cohesive offer for the museum and park as a whole.

### **Is there maintenance work to be done on the Abington Museum?**

It is a Grade 1 listed building. The roof was repaired three years ago. It will require continual upkeep and maintenance. Full Building surveys have been carried out and the condition is generally good for a building of its age. All buildings of this age are expensive to maintain.

### **How well does the trust option meet the vision for the service in the longer term?**

The trust option enables the museum service to engage in longer term strategic planning. Trust status enables a greater sense of direction, freed from the wider corporate issues of local authorities, it gives the trust the ability to focus on developing their core business. The flexibilities and freedoms of being an independent body enable the trust to establish plans and policies appropriate to the need of current and potential audiences and users as well as taking account of stakeholders' needs and priorities, with NBC being one of the key stakeholders.

### **Is the model scalable and/or flexible?**

Yes, but this depends on the wording of the articles of the charity. The trust model is scalable and flexible within the articles which define the charitable purpose of the organisation. Articles which tightly circumscribe the trusts purpose and operations reduce flexibility and scalability so careful consideration needs to be given to the drafting of the articles. For example articles which cover broad culture and heritage provision for Northampton and Northamptonshire would allow the trust to take on additional services or responsibilities over articles which gave a tighter sphere of activity only covering the two buildings and specific collections.

### **Will it help meet targets?**

Yes. By being able to focus on targets appropriate to the core museum business. The results of social sector organizations are often best measured outside the organization in changed lives and changed conditions. Trust status enables a longer term view to be taken, particularly around achieving longer term qualitative targets. Trust status enables the museum to determine what its targets are and concentrate resources on achieving these results.

### **What are the revenue implications for the next five years?**

Work is underway to build full and robust financial projections for the expanded museum service. As the museum is effectively doubling in size, with a concomitant increase in operating costs, it is likely that the service will require an uplift in funding, to then be tapered, as the new income streams for the service are developed. It will take 1 – 3 years to establish the museum business and start fully realising income from new and expanded ventures and assistance with the funding gap will likely be required.

### **What funding would the Council provide?**

Core funding from the Council would be provided. Core funding would taper off as the years went on. There would be a better tax status, gift in aid etc. New income streams would be investigated.



**The Museum site is expanding considerably, what are the cost implications and how will this be paid for?**

A feasibility study for the Expansion Project is being undertaken. Costs are estimated at £14 million. The work will be completed in two phases. Phase 1 commences in April 2017 and £6.5 million remaining from the sale of the **Sekhemka Statue** will be used for this. Phase 2 will concentrate on developing core exhibition spaces; sponsorship and fund raising strategies are being investigated.

**What income streams are available to the Museums?**

A number of unique income streams such as Weddings at the Abington Museum and corporate hire. An increase in retail operations, including a selling gallery for arts and crafts is included in the plan.

**Are there any HR implications?**

Discussions are in progress with HR. Based on the information to date, there are no perceived issues. Based on the information to date provided to HR, there are no perceived issues. Any staff who transfer would be covered by TUPE. An application would need to be requested in terms of Pension arrangements for Admitted Bodily Status, which is the process followed for these types of business set ups.

**Are the present operational budgets sufficient?**

With the museum expansion operating costs will increase. The funding gap will be closed by increased income generation at the two museum sites as per the previous question.

**Will other council services be affected?**

The museum service does not have any direct relationship with any other council services beyond the core support services, procurement, HR, legal etc. Support costs for these services would need to transfer to the museum trust and may have a small impact on the support services. Work is underway to look at support service costs and any impact trust status may have.

**NORTHAMPTON BOROUGH COUNCIL**

**OVERVIEW AND SCRUTINY**

**ACTION PLAN: SCRUTINY PANEL - IMPACT OF ANTI-SOCIAL BEHAVIOUR ON THE TOWN**

Recommendations from Scrutiny Panel (Impact of Anti Social Behaviour on the Town) completed in March 2016.

**Proposed dates for monitoring implementation of accepted recommendations**

Report received by Cabinet	Monitoring activity	Monitoring complete
11 May 2016		
8 February 2017	29 January 2017	

1. **Recommendation 1:** Ward Councillors and Partner Agencies are asked to promote the variety of projects that the Community Safety Partnership has put in place to address anti-social behaviour, such as Street Football, Street and School Pastors and Weeks of Action within their wards.

Action	Implementation/responsibility by:	Resources required/available	Target date	Achievement/Completed
Events and activities in Ward areas are to be shared with Ward Councillors	Community Safety Manager / Community Safety Team	Officer time	October 2016	Completed: Projects and activities are already being promoted at multi-agency meetings in priority areas (Weeks of Action), which

				include the local Councillors. Flyers detailing Street Football and other sporting activities led by the Leisure Trust are also shared, and promoted by the Neighbourhood Wardens.
1. <b>Recommendation 2:</b> Councillors give consideration, through the Councillor Community (Enabling) Fund, to supporting Junior Warden Schemes and other relevant youth schemes that address anti-social behaviour, in their local area.				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
<b>Councillors to be made aware of option of utilising their funding to support Junior Warden Schemes</b>	Community Safety Manager / Community Safety Team	Officer time/ Councillor Community Fund	October 2016	Completed: Neighbourhood Wardens have promoted the Junior Warden Scheme. Some Councillors have already provided funding in support of Junior Wardens. Partnership Grants Funding is currently being provided for youth projects such as Street Football and Jam in the Hood.
2. <b>Recommendation 3</b> All Councillors, in particular the Cabinet Member for Community Safety, are encouraged to attend the open day at Hazard Alley, Milton Keynes on 24 July 2016.				

Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
Open invitation to Councillors to attend Hazard Alley on 24/07/2016	Community Safety Team / Neighbourhood Wardens / Councillors	Officer Time / Councillor Community Fund	July 2016	Unfortunately due to other commitments Councillors were not able to attend. There is an open invitation to Councillors should they wish to attend any further visits when arranged in 2017.
3. <b>Recommendation 4:</b> The work of Hazard Alley is promoted to all primary schools in the borough.				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
Hazard Alley resource to be promoted with local primary schools	Neighbourhood Wardens	Officer Time / Councillor Community Fund (to enable visit)	Feb 2016	Completed: Neighbourhood Wardens are sharing the information with the primary schools in their areas, about the Junior Warden scheme and the activities for the children, including Hazard Alley.
4. <b>Recommendation 5:</b> Network Rail's 24-hour helpline number: 03457 11 41 41 and on-line form for reporting issues, including graffiti, is issued to all County Council and Northampton Borough Councillors .				

Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
Identify Network Rails reporting system and advise Councillors	Community Safety Manager	Officer time	October 2016	Completed: number has been shared
2. <b>Recommendation 6:</b> It is ascertained whether the Council has authority to remove graffiti on railway land and buildings bordering the railway and train station				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
Ascertained whether the Council has authority to remove graffiti on railway land and buildings bordering the railway and train station	Community Safety Manager	Officer time	October 2016	Completed: Councils do not have the authority to remove graffiti from railway land or buildings. Permission needs to be sought from land/building owners.
1. <b>Recommendation 7:</b> Neighbourhood Wardens responsible for the town centre are issued with a body worn CCTV camera on a trial basis of six months, following which their effectiveness is assessed; with a view to extending the trial further, outside the town centre, to include parks and open spaces.				

Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
As per recommendation	Environmental (Direct) Services Manager	Funding to purchase cameras	April 2017	Completed: The Body Worn Video (BWV) Policy has been approved by Cabinet. The equipment has been purchased and is now in use. The BWV is only worn by the Town Centre Neighbourhood Warden, or other wardens covering this area. It is not planned to provide BWV to Wardens working outside the town centre or Park Rangers. This will be reviewed at the end of 2017. All wardens will continue to be able to radio/phone in to the CCTV control room to request monitoring in specific area as and when required.
<p>5. <b>Recommendation 8:</b> The Induction Training Programme for Neighbourhood Wardens includes the awareness of substance misuse and dealing with Street Drinkers.</p>				

Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
Neighbourhood Wardens to attend Alcohol and drug awareness training	Environmental (Direct) Services Manager	Officer time	Oct 2016 and ongoing	Complete: All Neighbourhood Wardens have attended drug and alcohol awareness training at Aquarius (drug & alcohol agency). This training covers a range of substances and also the long term issues of excessive use. This training forms part of the induction programme for all new Wardens.
6. <b>Recommendation 9:</b> When reports of fly-tipping are made by Neighbourhood Wardens the rubbish is collected as a matter of urgency.				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
As per recommendation	Neighbourhood Wardens / Enterprise	Officer time	October 2016	Completed: This forms part of the daily role for the Wardens. Any reported fly-tipping is collected with 48 hours of being reported.

				This is the agreed timeline within the service level agreement we have with our contractors.
1. <b>Recommendation 10:</b> The option of Neighbourhood Wardens working from a local community base on a regular basis is explored. The purpose being for residents to meet with the Neighbourhood Warden and share any issues they may have. The days and times that the Neighbourhood Warden is based at one of the community locations should be widely promoted within the ward.				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
As per recommendation		Officer time	Ongoing	Complete - This already takes place with some Neighbourhood Wardens having hot desks in local police station and community rooms. There is however further opportunities being explored to develop the work of the wardens and PCSO's around co-location.
7. <b>Recommendation 11:</b> Neighbourhood Wardens continue to patrol the town centre, twice a day, to discourage, and move on, Street Drinkers and Beggars.				



Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
As per recommendation	Environmental (Direct) Services Manager / Neighbourhood Warden	Officer time	October 2016	<p>Completed: There is a dedicated Town Centre Warden that undertakes a set patrol of the town centre in the morning and afternoon. At busy times, such as the Christmas period or summer holidays, this is increased to 2 Wardens.</p> <p>Whilst on patrol the Warden will also monitor and report on trade waste issues, fly-tipping, littering, fly-poster, graffiti, street furniture and buskers. They also endeavour to move on rough sleepers, beggars and remove alcohol from street drinkers. The Warden will also engage with the police, shoppers and businesses.</p>
<p><b>8. Recommendation 12:</b> Consideration is given to looking at the hours of operation for Neighbourhood Wardens.</p>				

Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
As per recommendation	Environmental (Direct) Services Manager	Officer time / Overtime budget	April 2017	<p>Complete Wardens are now working on Saturdays.</p> <p>Warden's standard working day is between 7am and 6pm, Mon to Fri. The Town Centre Warden starts the first patrol at 0830 and the second patrol starts at 1300. Consideration always needs to be given to the impact on other areas when Wardens are taken away to cover specific highlighted issues in other locations. However, they do work later hours to support specific operations as and when required and a formal proposal to further develop this is nearing completion. There is no additional budget to cover overtime.</p>

1. <b>Recommendation 13:</b> The option of providing a shelter (“Wet Area”), or similar area, where Street Drinkers can congregate is explored.				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
As per recommendation	Community Safety Manager / Town Centre Manager	Suitable location / funding to support implementation	April 2017	<p>Completed; Options have been explored to see if existing resources and locations could be broadened to provide this type of service. As it stands there are no viable options.</p> <p>There is no additional funding available to support the provision of a ‘Wet Area’</p> <p>The Night Shelter provides night time accommodation and support for rough sleepers</p> <p>Partnership Grant funding has been provided to Bridge to deliver an Outreach support service for street drinkers</p>
1. <b>Recommendation 14:</b> The Council, together with relevant partner Agencies, adopts a zero tolerance approach to street				

drinking in the town.				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
				Complete - As far as is possible, zero tolerance is taken to those people drinking alcohol. If, whilst out on patrol Neighbourhood Wardens or Police Officers come across people drinking in the street, the alcohol is removed and poured away. Unfortunately it cannot be guaranteed that there will be an authorised officer available to undertake this task at all times.
<p>3. <b>Recommendation 15:</b> In acknowledging the need to ascertain why individuals rough sleep and street drink; the development and implementation of the Council's Rough Sleepers Strategy is fully supported. This will include linking in with Voluntary Organisations to establish how they can and do provide assistance</p>				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed

	Head of Housing & Wellbeing			The Rough Sleepers Strategy has now been agreed and adopted. Statutory and voluntary organisations the development of the strategy.
9. <b>Recommendation 16:</b> All Agencies dealing with anti-social behaviour are recommended to link in with, and make referrals to the Northampton Anti-Social Behaviour Unit (ASBU) to ensure effective management of anti-social behaviour issues/cases.				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
Ensure referral process is fit for purpose for agencies to make referrals into ASBU	Community Safety Manager	Officer time	October 2016	Completed: Referral process reviewed and is fit for purpose. Referrals also now being received via ECIN's system
1. <b>Recommendation 17</b> NBC, and its partner Agencies, utilise the Case Management System, called ECINs, as the central point for recording ASB issues and case building on individuals and problem premises.				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed

Continue role out of ECIN's systems to NBC staff and partner agencies	Heads of Service/Managers form agencies and relevant departments	Officer time	April 2017	Ongoing: There are a number of departments within NBC now utilising the system to great effect, but there is reluctance from some to use the system. NPH now use the system as their sole case management system and a number of other statutory and voluntary organisations have signed up to
1. <b>Recommendation 18</b> All Agencies work together to ensure that both victims and perpetrators are aware of the anti-social behaviour support available.				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
As per recommendation	Lead officers from all agencies	Officer time	October 2016	Completed: Part of the referral process involves undertaking a risk assessment which includes the identification of support and relevant agency to

				deliver this.
1. <b>Recommendation 19:</b> A document, similar to the “Green Book” that provides information on the Agencies which provide support to vulnerable people is produced and distributed to all Councillors in the borough.				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
Explore the option of developing a booklet that provides information on support agencies	Community Safety Manager	Officer time & support from partner agencies	31/03/2018	Ongoing: Due to a number of changes within agencies over the last year this is proving difficult. However, officers are aware of contacts and appropriate referrals are being made.
1. <b>Recommendation 20</b> Existing resources are reviewed to ascertain whether a further multi-agency “Task Force” approach is required in addressing anti-social behaviour for the town.				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
Review current process and structures in place to respond to Anti-Social behaviour	Community Safety Partnership Officers Group	Officer time	01/04/2017	Completed: Review of structures and process undertaken. Approach and engagement by and with relevant

				agencies is at a good level, with good meeting structures in place
1. <b>Recommendation 21</b> Support is given through Partnership Grants for street based service to support substance misuse and Street Drinking.				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
Consideration to be given to encouraging applications from the voluntary sector to provide support services for drug and alcohol issues, especially with the Street Community	Partnerships & Communities Manager	Partnership Grants Funding	30/06/2017	Completed:  Grant funding has been allocated for 2017/18 to Bridge and Hope centre for the provision of support work to the Street Community
1. <b>Recommendation 22:</b> Relevant Officers, such as Neighbourhood Wardens and Park Rangers, attend an awareness raising session around psychoactive substances and drug and alcohol misuse. A similar session is included within the Councillor Development Programme 2016/2017.				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
Drug and alcohol	Community Safety Manager	Funding for training and	01/04/2017	Completed:



awareness training to be provided for front line workers, particularly Neighbourhood Wardens and Park rangers		officer time		Training has been provided at no cost by Aquarius. All Neighbourhood Wardens and Park Rangers have attended. Other front line workers such as One Stop Shop and NPH staff have also attended the training.
1. <b>Recommendation 23</b> The Council supports any activity through the Health and Wellbeing Partnership in addressing issues caused by psychoactive substances, drug and alcohol misuse, such as the health implications and anti-social behaviour.				
<b>Action</b>	<b>Implementation/responsibility by</b>	<b>Resources required/available</b>	<b>Target date</b>	<b>Achievement/Completed</b>
As per recommendation	Community Safety Manager	Officer time	01/04/2017	Completed:  Following the introduction of the Psychoactive Substances Act 2016 there has been a notable reduction in on-street issues and Anti-Social behaviour attributed to their use. Situation continues to be monitored and relevant awareness/education sessions on substance

				misuse and alcohol are taking place within schools.
1. <b>Recommendation 24</b> The Scrutiny Panel formally informs Cabinet that it fully supports the Community Protection Notice process and highlights the positive effect this has in addressing and reducing acts of anti-social behaviour.				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
As per recommendation	Scrutiny	Officer time	01/04/2017	Completed: O&S Report has been presented, and Community Protection process has been adopted
1. <b>Recommendation 25:</b> The Council, together with its partners, look to implement a shadowing programme between staff from partner organisations, with the aim of better understanding what partner Agencies powers involve and how they can be effectively used in tackling Anti-Social behaviour.				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
Develop a shadowing programme for relevant officers from partner organisations to improve	Community Safety Manager	Officer time	October 2017	Completed: Shadowing programme has been in place for Housing Officers and new Police officers since 2006. This has now been broadened to include

understanding and response to ASB				other agencies
<p><b>1. Recommendation 26</b> Northampton Borough Council urges the new Police and Crime Commissioner, when developing his Policing Plan relevant to the borough of Northampton, to include a more proactive approach to dealing with anti-social behaviour issues, particularly relating to begging, Street Drinking, urinating and defecating in the street and the night time economy.</p>				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
Ass per Completed: recommendation	OPCC	Officer time	April 2017	The Police & Crime Plan 2017/2021 includes priorities on Protecting People from Harm, which covers the concerns of ASB and alcohol/drugs
<p><b>1. Recommendation 27:</b> Cabinet recommends to the Licensing Committee that conditions on problem licensed premises are reviewed, when it is identified that their working practices are contributing to ASB in the town, and they are failing to meet their licensing responsibilities.</p>				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
Licensing Committee review licences of problem premises, when it is	Snr Licensing Officer / Chair Licensing Committee	Officer & Committee time	April 2017	Completed: This process is in place and working effectively. Relevant sanctions are applied to

identified that their working practices are contributing to ASB in the town, and they are failing to meet their licensing responsibilities.				licences when they are failing to meet their licensing responsibilities
1. <b>Recommendation 28:</b> Cabinet recommends to the Licensing Committee that it reviews the Licensing Policy with a view to opposing the early morning sales of alcohol.				
<b>Action</b>	<b>Implementation/responsibility by</b>	<b>Resources required/available</b>	<b>Target date</b>	<b>Achievement/Completed</b>
Review of Licensing Policy is undertaken	Chair of Licensing Committee / Senior Licensing Officer	Officer time	April 2017	Completed: Review is undertaken on an annual basis and amendments made if required. All liquor licence applications are judged on their own merit and appropriate restrictions applied
<b>Recommendations to the Overview and Scrutiny Committee</b>				
<b>Recommendation 29:</b> The Overview and Scrutiny Committee, as part of its monitoring regime, reviews the impact of this report in six months'				

time.

<b>Action</b>	<b>Implementation/responsibility by</b>	<b>Resources required/available</b>	<b>Target date</b>	<b>Achievement/Completed</b>
Included onto the O&S Monitoring Work Programme 2017/2018	Added to the O&S Monitoring Work Programme - Overview and Scrutiny Committee	n/a	Monitoring to take place in January 2017	

**NORTHAMPTON BOROUGH COUNCIL**

**OVERVIEW AND SCRUTINY**

**ACTION PLAN: SCRUTINY PANEL - EFFECTIVENESS OF THE ENFORCEMENT OF TAXI AND PRIVATE HIRE LICENSING**

Recommendations from Scrutiny Panel (Effectiveness of the enforcement of Taxi and Private Hire Licensing ) completed in March 2016.

**Proposed dates for monitoring implementation of accepted recommendations**

Report received by Cabinet	Monitoring activity	Monitoring complete
11 May 2016		
8 February 2017	29 January 2018	

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1. **Recommendation 1:** Consideration is given to the provision of additional taxi ranks in the town centre suggested locations are Abington Street, The Parade, Guildhall Road / Derngate and Mercers Row.

Action	Implementation/responsibility by:	Resources required/available	Target date	Achievement/Completed
Discussions with Highways and other partners about potential locations	Licensing Team	Officer time	2017	Discussions have been carried out. Monitoring is currently being carried out in relation to the loading bays

<p>for Taxi Ranks</p> <p>Further sites will be investigated as potential Electric Taxi Charging locations following the implementation of the Taxi and Private Hire Vehicle Emission Policy.</p>				<p>on Abington Street near to the Library to determine the level of usage and establish whether it would be possible to create either a full time or night time rank in this location.</p>
<p>1. <b>Recommendation 2:</b> Taxi rank signage is put in situ at the various ranks within the town.</p>				
<b>Action</b>	<b>Implementation/responsibility by</b>	<b>Resources required/available</b>	<b>Target date</b>	<b>Achievement/Completed</b>
<p>Discussions with Highways to arrange for improved rank signage</p>	<p>Licensing Team</p>	<p>Officer time</p>	<p>Summer 2017</p>	<p>completed</p>

1. **Recommendation 3:** An unmet demand survey for Hackney Carriages is undertaken in order to Determine whether the number of Hackney Carriages exceeds requirements and whether a cap is necessary. This survey should also consider the extent of the Private Hire Trade and be undertaken every three years.

Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
Commissioned unmet demand survey, Competed in early 2017, Analysed results, prepared a report for committee recommending capping of number of Hackney Licences at 155. Report agreed by Licensing Committee on 25 April 2017	Licensing Team Leader assisted by team	Officer time and funding for unmet demand survey from Licensing budget	Summer 2017	Completed and implemented May 2017



<p>1. <b>Recommendation 4:</b> . A sign for Private Hire Vehicles (PHV) to display “Pre Booked only” is issued to all PHV. The sign must be on display at all times.</p>				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
<p>Review current signage, Investigate alternative suppliers, carry out appropriate procurement procedures, develop alternative signage options, consult with trade, bring forward report to committee, implement changes having regard to impact on ongoing promotional campaigns etc.</p>	<p>Licensing Team Leader supported by team</p>	<p>Officer time</p>	<p>ongoing</p>	<p>Current signage has been reviewed, alternative suppliers investigated and procurement process followed. Alternative options are being prepared for Trade consultation ensuring that there is no conflict with the messages of the Out Tonight, Do It Right campaign.</p>

1. **Recommendation 5:** The Scrutiny Panel informs Cabinet that it supports the further introduction of Child Sexual Exploitation (CSE) training for all Hackney carriage and private hire drivers in Northampton. Details of the CSE training is presented to the Licensing Committee regarding its roll out and content

Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
Include content on CSE within Driver Induction Training and ensure that knowledge of this is tested as part of the assessment process.	Senior Licensing Enforcement Officer and Licensing Team	Staff time	Summer 2016	Completed
Work with colleagues at NCC and other Districts and Borough to develop a package of training on CSE for all drivers and operators.	Licensing Team Leader with colleagues from around Northants	Staff time and possible cost if training provided by third party. Possible to recharge fees to drivers	Spring 2018	Discussions in process, pilot training course has taken place in South Northants.
Incorporate a requirement to undertake this training as a	Licensing Team Leader supported by team	Staff time	End of 2018 /19	

condition of holding a licence				
2. <b>Recommendation 6:</b> When approved, the relevant sections from the Low Emissions Strategy for Northampton are included within the licensing Policy for Taxis and Private Hire.				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
<p>Consult on a Low Emission Policy for Taxi and Private Hire Vehicles.</p> <p>Taking account of consultation responses, present a draft Vehicle Emission Policy to Licensing Committee for approval</p> <p>Implement</p>	<p>Licensing Team Leader with support from team</p> <p>Licensing team leader with support from consultant working on Low Emission Strategy and Environmental Health and Licensing Manager</p>	Staff time	<p>End on 2016</p> <p>End of 2017</p>	<p>Report to launch consultation presented to Licensing Committee Dec 2016 Consultation took place during spring 2017. Consultation on website, via direct email to trade and drop in sessions for drivers and operators</p> <p>Report with draft Low Emission Policy presented to Licensing Committee 5 December 2017 – following discussion, report deferred</p>

approved policy	Licensing Team		ongoing	until March 2018.
1. <b>Recommendation 7:</b> The standard test to become a Private Hire driver is raised.				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
Review test and further questions where appropriate	Licensing enforcement team	Officer time	Summer 2017	Complete. Test has been reviewed and additional compulsory questions included
1. <b>Recommendation 8:</b> An evaluation of the Policy regarding the enforcement of licensing conditions takes place and consideration is given to the inclusion of structured enforcement guidelines. Licensing conditions for Hackney Carriages and Private Hire are then reviewed every two years from January 2017.				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
Carry out comprehensive review of policy regarding enforcement of	Licensing team	Officer time	End of 2018/19	Work on this piece of work has been delayed as staff time has been concentrated on the development and implementation of the vehicle capping and vehicle

licensing conditions. Draft and consult on revised policy Implement new policy				emission policy. Work has now commenced to review existing policies and to develop a draft for consultation.  It is planned to submit a report to Committee in spring 2018
1. <b>Recommendation 9:</b> At least an annual joint meeting between Hackney Carriage drivers, private hire drivers and the relevant Authorities, including NBC Licensing Officers, Northants Highways and the Police is held.				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
Arrange a joint meeting between Hackney and Private hire drivers and relevant partner agencies	Licensing Team and partner agencies	Officer time	Summer 2017	A meeting has been arranged, in 2017, however, attendance was low.  Regular meetings are held with Private Hire operators and the Hackney Association. These meetings are attended by Police and Highways colleagues. Drop in

				sessions for all drivers and operators have been held to provide information on recent changes to procedures
<b>Recommendation 10:</b> . Articles are placed in the press regarding the difference between Hackney Carriages and Private Hire; particularly around the Christmas period. Copies of such articles are also forwarded to Community Groups and Residents' Associations				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
Publicity Campaign organised	Licensing team in conjunction with Communications Team, and Community Safety Team	Officer time	Commenced early 2017 ongoing	The "Out Tonight Do It Right" Campaign includes a range of messages about steps to take to ensure safety in the night time economy including publicity about the difference between Hackney and Private Hire Vehicles. These are conveyed through a range of media including social medial posts, stickers, posters etc. Stickers are provided for all taxis and private hire vehicles.

3. <b>Recommendation 11:</b> A PR campaign, using social and conventional media is put in place to convey positive messages about the benefits of using taxis/ private hire vehicles and give information about complaint mechanisms. Existing contacts with the University of Northampton and Northampton College are used to share information through their information sharing processes.				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
See response to recommendation 10 above.				
4. <b>Recommendation 12:</b> Taxi Marshalls are introduced for a trial period of six months. The trial is then evaluated so that the success of Taxi Marshalls can be assessed.				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
Trial of Taxi Mashalls and subsequent evaluation	Community Safety Team and Police with	Financial support from Community Safety team and Pubwatch	Was implemented during 2016	Trial of Street Marshall's carried out between June 2016 and June 2017  Whilst the trial was broadly successful in addressing vulnerability and antisocial behaviour issues, it was less

				<p>focuses on taxis than was originally planned.</p> <p>The lessons learnt for any future scheme are that the precise definition of the role of the marshal is clearly defined and that effective briefing is carried on each duty session.</p>
<p><b>Recommendation 13:</b> Consideration is given to the removal of the two plant pots in situ at the entrance of Kingswell Street in order that it could become a functional road to through traffic</p>				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
Check the situation regarding with Kingswell Street with NCC Highways	Senior Licensing Enforcement Officer and NCC Highways colleagues	Officer time		The large planters have been removed from Kingswell Street. NCC are progressing with an order to prohibit driving on this stretch of road. This is because it has been previously used as a rat run which contributed to traffic congestion when the bus station was opened.
<p><b>Recommendation 14:</b> It is recommended to Northamptonshire Highways that double red lines are introduced at Wood Hill</p>				



Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
Check with NCC Highways regarding the potential for installing double red lines in this area	SLEO	Officer time	By Dec 2017	Highways indicate that the previous problems with obstruction have been addressed by the introduction of no loading restrictions on Wood Hill
5. <b>Recommendation 15:</b> Temporary full closures to traffic of Bridge Street are introduced on specific dates as identified by the Licensing Sergeant Northants Police.				
Action	Implementation/responsibility by	Resources required/available	Target date	Achievement/Completed
Implement Road closures on specified dates	Police / NCC Highways	Officer time	End 2016	Completed – closures are implemented on key days as recommended by Northants Police.
<b>Recommendations to the Overview and Scrutiny Committee</b>				
<b>Recommendation 16:</b> The Overview and Scrutiny Committee, as part of its monitoring regime, reviews the impact of this report in six months' time.				
Action	Implementation/responsibility	Resources	Target date	Achievement/Completed

	<b>by</b>	<b>required/available</b>		
Included onto the O&S Monitoring Work Programme 2017/2018	Added to the O&S Monitoring Work Programme - Overview and Scrutiny Committee	n/a	Monitoring to take place in January 2017	



**NORTHAMPTON BOROUGH COUNCIL**  
**OVERVIEW AND SCRUTINY COMMITTEE**

**29 JANUARY 2018**

**BRIEFING NOTE:**

**SCRUTINY PANEL 1 - CEMETERIES**

**1 INTRODUCTION**

- 1.1 Since the last meeting of the Overview and Scrutiny Committee, the Scrutiny Panel has held its final evidence gathering meeting.

**2 UPDATE**

- 2.1 A meeting of the Scrutiny Panel took place on 8 January 2018. A number of service users addressed the Panel and the Panel received a report from the War Graves Commission. The Panel also reported back on its site visit to Dallington cemetery.
- 2.2 It is envisaged that the final report of the Panel will be presented to the Committee at its April 2018 meeting.

**3 RECOMMENDATION**

- 3.1 That the Overview and Scrutiny Committee notes the progress report.

Author: Tracy Tiff, Overview and Scrutiny Officer, on behalf of Councillor Brian Sargeant, Chair, Scrutiny Panel 1

11 January 2018



**NORTHAMPTON BOROUGH COUNCIL**  
**OVERVIEW AND SCRUTINY COMMITTEE**

**29 JANUARY 2018**

**BRIEFING NOTE:**

**SCRUTINY PANEL 2 – TOURISM AND CULTURE**

**1 INTRODUCTION**

- 1.1 Since the last meeting of the Overview and Scrutiny Committee, the Scrutiny Panel has held another evidence gathering meeting.

**2 UPDATE**

- 2.1 A meeting of the Scrutiny Panel took place on 18 January 2018. The Panel heard from a variety of expert advisors, received written evidence and findings from its survey of which there were 95 respondents.
- 2.2 The Scrutiny Panel will undertake a site visit to Market Harborough and Rugby in January 2018. Desktop research regarding other towns and cities and their promotion of culture and heritage is also in progress.
- 2.3 It has one evidence gathering meeting left and will submit its final report to the April meeting of this Committee.
- 2.4 In accordance with the Scrutiny Panel Protocol the Chair of this Scrutiny Panel will provide written progress reports to future meetings of the Overview and Scrutiny Committee for information.

**3 RECOMMENDATION**

- 3.1 That the Overview and Scrutiny Committee notes the progress report.



**NORTHAMPTON BOROUGH COUNCIL**  
**OVERVIEW AND SCRUTINY COMMITTEE**

**29 JANUARY 2018**

**BRIEFING NOTE:**

**SCRUTINY PANEL 3 – DEMENTIA FRIENDLY TOWN**

**1 INTRODUCTION**

- 1.1 Since the last meeting of the Overview and Scrutiny Committee, the Scrutiny Panel has held a further evidence gathering meeting on 27 November 2017 with another scheduled for 25 January 2018.

**2 UPDATE**

- 2.1 A meeting of the Scrutiny Panel took place on 27 November 2017 and the Panel heard from a variety of expert advisors, received an equipment demonstration, received a number of background documents and details best practice external to Northampton.
- 2.2 The meeting scheduled for 25 January 2018 will hear from further expert advisors, receive reports around the site visit that the Scrutiny Panel undertook to Lutterworth, Councillors will report back on conferences that they have attended regarding dementia and dementia friendly.
- 2.3 In accordance with the Scrutiny Panel Protocol the Chair of this Scrutiny Panel will provide written progress reports to future meetings of the Overview and Scrutiny Committee for information.

**3 RECOMMENDATION**

- 3.1 That the Overview and Scrutiny Committee notes the progress report.



NORTHAMPTON  
BOROUGH COUNCIL

## NORTHAMPTON BOROUGH COUNCIL

### OVERVIEW AND SCRUTINY COMMITTEE

29 JANUARY 2018

#### BRIEFING NOTE: OVERVIEW AND SCRUTINY RE-PROVISION OF THE ENVIRONMENTAL SERVICES CONTRACT WORKING GROUP

## 1 INTRODUCTION

1.1 The purpose of the Working Group is as follows:

- Help non-Executives understand the re provision process and the legal framework around the re-provision of the contract.
- Enable non-Executives to meaningfully challenge the rigour and robustness of the process.

## 2 UPDATE

2.1 At its meeting in January 2018, the Working Group received information regarding the processes to date and that the preferred bidder has been identified.

2.2 In discussing the information provided, the Working Group agreed that from the information provided to it, providing the information was accurate, that the processes to date have been robust and carried out with due diligence. The Working Group had received full, clear updates.

2.3 The Working Group then considered the following notice of motion:

“Councillor Haque, as the proposer of the motion accepted an alteration to the motion submitted by the Conservative Group.

Upon a vote, Council accepted the alteration of the motion.

i) Councillor Haque proposed and Councillors Smith seconded:

This Council notes the new contractor for Environmental Services will be announced in January 2018. A new contractor will take over the running of Environmental Services from June 2018.

This Council believes that Residents, Resident Associations and Parish Councils understand best the environmental challenges in their area such as fly tipping hot spots and overgrown grass verges. They should be able to fully share their views with both the Contractor and Borough Council so that information can be acted on promptly and effectively.

This Council therefore commits to positive and productive collaboration with Residents, Resident Associations and Parish Councils. Further to the new Contractor being chosen, the Cabinet will ask Overview and Scrutiny to determine the most effective process for the sharing of the views of members of the public and community groups with the Contractor and report back before June 2018.”

Council debated the motion.

Upon a vote, the motion was carried.

2.4 The Working Group will look at the motion, then report back to the Overview and Scrutiny Committee.

- 2.5 The Working Group further agreed that it would schedule in two further meetings.
- 2.6 The Chair of the Working Group will continue to provide progress reports to the Overview and Scrutiny Committee.

### **3 RECOMMENDATION**

- 3.1 That the information is noted.

Author: Tracy Tiff, Overview and Scrutiny Officer, on behalf of Councillor Dennis Meredith, Chair, O&S Re-provision of the Environmental Services Contract Working Group

11 January 2018