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Meeting: Executive

Date: Thursday 18th January, 2024


Time: 10.00 am

Venue: Council Chamber, Corby Cube, George Street, Corby, NN17 1QG

To members of the Executive

Councillors Jason Smithers (Chair), Helen Howell (Vice-Chair), Matt Binley, David Brackenbury, Lloyd Bunday, Scott Edwards, David Howes, Harriet Pentland and Mark Rowley

Agenda			
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02	Members' Declarations of Interest		
03	Notifications of requests to address the meeting		
Items Requiring a Decision			
04	Performance Indicator Report 2023/24 (Period 8 - November 2023)	Cllr Lloyd Bunday	5 – 20
05	Culture, Tourism and Heritage Business Plan 2024-2025	Cllr Helen Howell	21 - 138
06	Northamptonshire Tourism Strategy and Local Visitor Economy Partnership for Northamptonshire	Cllr Helen Howell	139 - 184
07	Specialist Drug and Alcohol Treatment for Rough Sleepers, or at risk of Rough Sleeping	Cllr Jason Smithers	185 - 216
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09	Adoption of the Corby Local Walking and Cycling Infrastructure Plan	Cllr Matt Binley	253- 444
10	Cleaning Service Contract Procurement	Cllr Matt Binley	445 - 454

11	Budget Forecast Update 2023-24 - Period 8	Cllr Lloyd Bunday	455 - 502
Urgent Items			
To consider any items of business of which notice has been given to the Proper Officer and the Chair considers to be urgent, pursuant to the Local Government Act 1972.			
<p>Adele Wylie, Monitoring Officer North Northamptonshire Council</p>  <p>Proper Officer Wednesday 10th January 2024</p>			

This agenda has been published by Democratic Services.

Committee Administrator: David Pope

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Public Participation

The Council has approved procedures for you to request to address meetings of the Council.

ITEM	NARRATIVE	DEADLINE
Members of the Public Agenda Statements	Members of the Public who live or work in the North Northamptonshire council area may make statements in relation to reports on the public part of this agenda. A request to address the Executive must be received 2 clear working days prior to the meeting at democraticservices@northnorthants.gov.uk Each Member of the Public has a maximum of 3 minutes to address the committee.	5.00pm Monday 15 th January 2024
Member Agenda Statements	Other Members may make statements at meetings in relation to reports on the agenda. A request to address the committee must be received 2 clear working days prior to the meeting. The Member has a maximum of 3 minutes to address the committee. A period of 30 minutes (Chair's Discretion) is allocated for Member Statements.	5.00pm Monday 15 th January 2024

If you wish to register to speak, please contact the committee administrator

Members' Declarations of Interest

Members are reminded of their duty to ensure they abide by the approved Member Code of Conduct whilst undertaking their role as a Councillor. Where a matter arises at a meeting which **relates to** a Disclosable Pecuniary Interest, you must declare the interest, not participate in any discussion or vote on the matter and must not remain in the room unless granted a dispensation.

Where a matter arises at a meeting which **relates to** other Registerable Interests, you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but must not take part in any vote on the matter unless you have been granted a dispensation.

Where a matter arises at a meeting which **relates to** your own financial interest (and is not a Disclosable Pecuniary Interest) or **relates to** a financial interest of a relative, friend or close associate, you must disclose the interest and not vote on the matter unless granted a dispensation. You may speak on the matter only if members of the public are also allowed to speak at the meeting.

Members are reminded that they should continue to adhere to the Council's approved rules and protocols during the conduct of meetings. These are contained in the Council's approved Constitution.

If Members have any queries as to whether a Declaration of Interest should be made please contact the Monitoring Officer at – monitoringofficer@northnorthants.gov.uk

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If you make a representation to the meeting, unless you have specifically asked not to appear on the webcast, you are taking positive action to confirm that you consent to being filmed. You have been made aware of the broadcast and entering the Council Chamber you are consenting to be filmed by North Northamptonshire Council and to the possible use of those images and sound recordings for webcasting.

If you do not wish to have your image captured, you should sit in the public gallery area that overlooks the Chamber. The Council is obliged by law to allow members of the public to take photographs, film, audio-record, blog or tweet the proceedings at public meetings.

The Council will only seek to prevent this should it be undertaken in a disruptive or otherwise inappropriate manner. The Council intends to webcast all of its public meetings held at the Corby Cube, but if it is unable to do so, for the avoidance of doubt, the meeting will continue as scheduled and decisions and minutes made available on the Council's website in the normal manner. If you have any queries regarding webcasting or the recording of meetings by the public, please contact democraticservices@northnorthants.gov.uk

EXECUTIVE 18th January 2024

Report Title	Performance Indicator Report 2023/24 (Period 8 – November 2023)
Report Author	Tom Barden, Head of Performance, Intelligence and Partnerships Tom.Barden@northnorthants.gov.uk
Lead Member	Cllr Lloyd Bunday, Executive Member for Finance and Transformation

Key Decision	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	

List of Appendices

Appendix A – Detailed Performance Indicator Report Period 8 2023/24 (November 2023)

1. Purpose of Report

- 1.1. To provide an update on the Council's performance across a range of indicators as measured by the Council's suite of Key Performance Indicators for period 8 (November) 2023-24.

2. Executive Summary

- 2.1. This report provides an assessment of the Council's performance in respect of the Key Performance Indicators for 2023/24 as at period 8.
- 2.2. A detailed assessment of the performance of services as measured by key performance indicators for period 8 has been included as **Appendix A**.

3. Recommendations

- 3.1. It is recommended that the Executive note the performance of the Council as measured by the available indicators at Period 8 (November) 2023/24, set out in **Appendix A** to this report.
- 3.2. Reason for Recommendations – to better understand the Council's performance as measured by Key Performance Indicators as at Period 8 (November) 2023/24.
- 3.3. Alternative Options Considered: Reporting performance data on a less frequent basis is an option but monthly reporting is considered useful at this stage of the Council's existence, reporting alongside budget information.

4. Report Background

- 4.1. A detailed assessment of the performance of services as measured by Key Performance Indicators for period 8 has been included as **Appendix A**. This includes comments / exception reports on each of the performance indicators reported.
- 4.2. 56 Key Performance Indicators are reported for this period, of which 53 are reported on a monthly basis and three are reported on an annual basis.
- 4.3. The list of Key Performance Indicators, to be reported throughout this financial year (2023-24) was approved by the Executive Committee at their meeting on 16th March 2023 and can be found in minute number 405 ([Performance Management and Reporting Arrangements 2023-24](#)).
- 4.4. Queries raised by Members on the content of this report will be responded to within 12 working days of the Executive meeting, as agreed with the Executive Member for Finance and Transformation.

5. Issues and Choices

- 5.1. It is important that the format and presentation of performance data meets the needs of its audience. Therefore, the Council will always welcome any feedback and/or suggestions on how the performance report could be further developed to help facilitate understanding and performance improvement.
- 5.2. It is envisaged that additional indicators will be added to the Key Performance Indicator set as time goes on. Any changes to indicators will be reported to the Executive and Corporate Scrutiny committee.

6. Next Steps

- 6.1. To continue to develop and embed a strong performance management framework and culture at North Northamptonshire Council.
- 6.2. To continue to embed and review the suite of Key Performance Indicators so that the Council can more effectively measure how it is performing against its vision and key commitments outlined within its Corporate Plan.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

- 7.1.1. Performance monitoring allows the Council to drive continuous improvement for North Northamptonshire and identify areas of concern early. Services that submit data returns have many projects that are subject to the Council's Transformation Plan. Accurate and consistent corporate performance data may also assist the compilation of, and aid the success of, external funding bids.
- 7.1.2. This report should be read alongside the Budget Forecast 2023/24 monthly reports once available. By considering both reports together, a broader view of the Council's performance and the relationship between resource allocation and service delivery can be understood.

7.2. Legal and Governance

- 7.2.1. The Council is required to provide statutory monitoring and funding returns to central government departments and their agencies. The Council is currently on course to comply with these requirements. Note that the workload and deadlines for achieving these statutory and mandatory deadlines can prove challenging, particularly where returns are significantly increasing in complexity (this is currently the case for Adult Social Care and Education returns).
- 7.2.2. Monitoring performance is a key element of the Council's Governance Framework. The Council has made performance measurement and management a priority and views it as central to both Council transparency and to the Council's improvement agenda. The Council has adopted a written [Performance Management Framework](#) which describes its principles and processes for Performance Management.

7.3. Relevant Policies and Plans

- 7.3.1. Effective performance management directly contributes to the delivery of the key commitments set out within the Council's Corporate Plan.

7.4. Risk

7.4.1 There are a number of risks relating to performance information:

(a) Poor data quality – Inaccurate data will inevitably lead to less accurate decision making.

(b) Lack of data – Failing to measure key service activities can leave the Council without a clear view of its performance. This prevents the effective oversight of key services, including those affecting the safety and wellbeing of residents.

(c) Incorrect interpretations – Caution should be applied to the interpretation of performance data, particularly given the adjustments that have been made by services to adapt when there was a COVID pandemic. Misunderstanding the performance picture can lead to ineffective decision-making, reputational damage, and inaccurate resourcing.

7.5. Consultation

7.5.1. Formal consultation was carried out in the development of the Corporate Plan.

7.5.2. Informal consultation with relevant stakeholders, including Executive Members and Scrutiny Members (through the scrutiny committees) was completed for the Key Performance Indicators included in this report and for the development of the new suite of Key Performance Indicators for 2023/24.

7.5.3. Informal consultation with relevant stakeholders will continue to take place as we continue to develop the Council's Performance Management Framework.

7.6. Consideration by Executive Advisory Panel

7.6.1. This report serves as information in respect of the Council's performance for Period 8 (November) 2023/24, therefore consideration by the Executive Advisory Panel was not necessary.

7.7. Consideration by Scrutiny

7.7.1. Performance reports will be considered by future meetings of the Corporate Scrutiny Committee, following reports to the Executive.

7.8. Equality Implications

7.8.1. Equality-related performance indicators are in development.

7.9. Climate and Environment Impact

7.9.1. The Council continues to develop its set of indicators that provide information about how it is meeting its key commitment to helping deliver a green and sustainable environment.

7.9.2. For 2023-24, the Council is measuring and reporting on the following Green, Sustainable Environment key performance indicators:

Indicator Reference Number	Indicator Name	Frequency
GSE01	Number of E-Scooter trips	Quarterly
GSE02	Number of E-Scooter users	Quarterly
GSE03	Co2 savings from E-Scooters	Quarterly
GSE04	Number of electric vehicle charging points publicly available	Quarterly (in arrears)
GSE05	Number of electric vehicles per charge point	Quarterly (in arrears)
GSE06	Fly tipping: number of fly tips reported	Quarterly (in arrears)
GSE07	Percentage of waste diverted from landfill	Quarterly
GSE08	Co2 saving from Delivery Robots	Quarterly
GSE09	Volume of pesticides used within NNC grounds services operations	Quarterly
GSE10	Habitat area improved for pollinators (hectares)	Annually

7.9.3. The Assets & Environment service area have developed a Carbon Management Plan which was considered and approved by Executive at their meeting on 22nd December 2022. The Tree Management and Care Policy and Pollinator Strategy was considered and approved by the Executive at an earlier meeting on 25th August 2022. These policies will consider the Council's commitment to achieving Net Zero by 2030 and provide appropriate performance indicators to measure progress to achieving this target. This will include indicators that measure the councils carbon emissions along with other environmental projects currently being developed.

7.10. **Community Impact**

- 7.10.1. Effective policy and decision-making, and scrutiny, guided by good quality, timely and relevant performance data can make a significant difference to the delivery of public services and therefore have an equally significant impact on the local communities.

7.11. **Crime and Disorder Impact**

- 7.11.1. No crime and disorder impacts have been identified.

8. Background Papers

- 8.1. [Performance Indicator Report Period 7 \(October\) 2023-24](#) reported to the meeting of the Executive on 21st December 2023.
- 8.2. [Performance Management and Reporting Arrangements 2023-24](#) reported to the meeting of the Executive on 16th March 2023.
- 8.3. The Corporate Plan, reported to the meeting of the [Executive on 18th November 2021](#), adopted by Council on the 1st December 2021.

North Northamptonshire Council Performance Report - November 2023

Key to Performance Status Colours

Progress Status Key:
Green - On target or over-performing against target
Amber - Under-performing against target but within 5% corporate tolerance (or other agreed tolerance as specified)
Red - Under-performing against target by more than 5% (or other agreed tolerance as specified)
Dark Grey - Data missing
Grey - Target under review
Turquoise - Tracking Indicator only
Children's Trust Progress Status Key:
Green - At target or better
Amber - Below target - within tolerance
Red - Below target - outside tolerance
Grey - No RAG

Direction of Travel Key	
An acceptable range = within 5% of the last period's performance	
↑G	Performance has improved from the last period – Higher is better
↓G	Performance has improved from the last period – Lower is better
↑	Performance has deteriorated but is still on or above target or within an acceptable range of 5% of the last period – Lower is better
→	Performance has stayed the same since the last period
↓	Performance has deteriorated but is still on or above target or within an acceptable range of 5% of the last period – Higher is better
↑R	Performance has deteriorated from the last period – Lower is better
↓R	Performance has deteriorated from the last period – Higher is better
↑	Actual increased - neither higher or lower is better
⇌	Actual has stayed the same since the last period - neither higher or lower is better
↓	Actual decreased - neither higher or lower is better

Children's Trust Direction of Travel Key	
↑G	Performance improved since last month
→	Performance the same as last month
↓A	Performance declined since last month

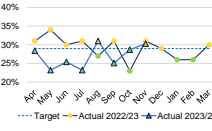
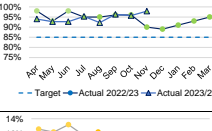
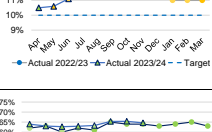
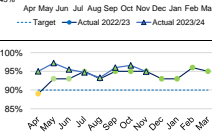
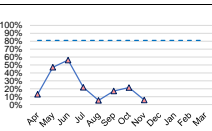
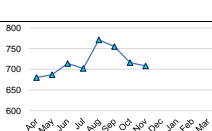
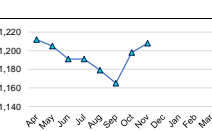

Performance Terminology key

TBC	To be confirmed
TBD	To be determined
n/a	Not applicable
Actual	The actual data (number/percentage) achieved during the reporting period
Benchmark	A comparator used to compare the Council's performance against. The 2020/21 average for Unitary Councils in England has been used where available unless otherwise stated.
Numerator	Number as part of the percentage calculation which shows how many of the parts indicated by the denominator are taken. See example below.
Denominator	The total number which the numerator is divided by in a percentage. See example below.
EXAMPLE Performance Indicator	% Calls answered
Numerator	Number of calls answered
Denominator	Total number of calls received

Place & Economy															
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Quarter 1 23-24	Quarter 2 23-24	Year to Date 2023-24	October 2023/24	November 2023/24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Growth & Regeneration															
Safe and thriving places	STP15	Percentage of major planning applications determined within 13 weeks (or within agreed extension of time)		Yes (we have set the target higher than statutory level)	94% (Mean Average CIPFA Near Neighbours - LG Inform Q4 2022/23)	92.31%	82.35%	82.00%	83.33%	62.50%	↓	Higher is better	90%	85% - 90%	Performance this month has dropped. The percentage performance is influenced by the higher number of decisions issued within the last two months as officers work to clear applications from the backlog of those in hand. The relatively small number of major decisions overall also means that percentage performance remains volatile.
						12 out of 13	14 out of 17	41 out of 50	10 out of 12	5 out of 8					
Safe and thriving places	STP16	Percentage of minor planning applications determined within 8 weeks (or within agreed extension of time)		Yes (we have set the target higher than statutory level)	87% (Mean Average CIPFA Near Neighbours - LG Inform Q4 2022/23)	73.91%	84.54%	79.09%	82.05%	74.29%	↓	Higher is better	85%	80% - 85%	Performance this month has dropped, although a significant number of applications have been determined again this month. Planning officer capacity remains challenging, but a recruitment campaign is in progress to increase the number of permanent planning staff which it is hoped will assist in improvements with longer-term performance.
						68 out of 92	82 out of 97	208 out of 263	32 out of 39	26 out of 35					
Safe and thriving places	STP17	Percentage of other (including householder applications) planning applications determined within 8 weeks (or within agreed extension of time)		Yes (we have set the target higher than statutory level)	88% (Mean Average CIPFA Near Neighbours - LG Inform Q4 2022/23)	83.81%	85.83%	81.34%	75.27%	69.72%	↓	Higher is better	88%	83% - 88%	Performance has dropped this month but a significant number of applications have been determined during the period, as officers work to clear the backlog of applications in hand. Planning officer capacity remains challenging, but a recruitment campaign is in progress to increase the number of permanent planning staff which it is hoped will assist in improving longer-term performance.
						233 out of 278	218 out of 254	597 out of 734	70 out of 93	76 out of 109					

Place & Economy															
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Quarter 1 23-24	Quarter 2 23-24	Year to Date 2023-24	October 2023/24	November 2023/24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Highways & Waste															
Safe and thriving places	STP29	Number of Defects Outstanding on the network (at end of period), split by category		No - Contractual	n/a	4069	1982	1804	1788	1804	↑	Lower is better	No target-tracking indicator or only	N/A	The total number of defects increased a little in November, which is to be expected over the winter. There was an increase in P2 from 15 to 37 and an increase in P3 from 147 to 195. This reflects the defect mix rather than contractor performance as STP31 shows that the contractor is meeting target performance for repair timescales.
		0				0	0	0	0	→					
		0				2	37	15	37	↑R					
		608				91	195	147	195	↑R					
		3461				1889	1572	1626	1572	↓G					
Safe and thriving places	STP30	Number of Defects Repaired in the network in period, split by category		No - Contractual	n/a	4953	3957	11141	1348	883	↓R	Higher is better	No target-tracking indicator or only	N/A	The number of P2 and P3 repairs completed this period has increased compared to the previous month, this is in response to the increase in the number of P2 and P3 defects on the network, as reported in STP29 above. Given the winter weather, this increase was anticipated, and the service has been able to respond to this demand because they completed considerably more P4 repairs in October in order to have sufficient capacity to focus on P2 and P3 defects in November. Generally, fewer repairs are made during the winter months as resources are required to be redirected to respond to weather events including flooding and winter gritting.
		6				0	6	0	0	→					
		217				202	442	23	87	↑G					
		2863				1410	4544	271	409	↑G					
		1867				2345	5266	1054	387	↓R					
Safe and thriving places	STP31	Percentage of defects responded to within the timeframes specified, split by category		No - Contractual	n/a	86.81% (3737 out of 4305)	97.28% (3178 out of 3267)	96.39% (9169 out of 9685)	98.31% (1278 out of 1323)	98.58% (976 out of 990)	↑G	Higher is better	P1 and P2 97.5% P3 and 97.5% No Tolerance	All targets have been met again this month. P2's have increased which is to be expected over the winter.	
		100% (6 out of 6)				100% (0 out of 0)	100% (6 out of 6)	100% (0 out of 0)	100% (0 out of 0)	→					
		99.09% (217 out of 219)				100% (209 out of 209)	99.66% (528 out of 530)	100% (23 out of 23)	100% (79 out of 79)	→					
		86.72% (2293 out of 2644)				95.53% (1132 out of 1185)	92.68% (4030 out of 4454)	96.8% (333 out of 344)	96.8% (272 out of 281)	→					
		85.03% (1221 out of 1436)				98.08% (1837 out of 1873)	93.23% (4605 out of 4895)	97.94% (822 out of 956)	99.21% (625 out of 630)	↑G					

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	November 2022/23	Quarter 1 23-24	Quarter 2 23-24	Year to Date 2023/24	October 2023/24	November 2023/24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Revenues & Benefits																
Modern Public Services	MPS05	% of council tax collected in the year debit raised		Yes, reported on a quarterly basis but no target set by government	95.97% (Mean Average CIPFA Near Neighbours - LG Inform 2022/23)	77.02% (YTD) 102.69% achieved of the monthly target (75.00%) £20,814,051.72 (collected in Nov)	28.30% (YTD) 104.96% achieved of the target (28.00%) £71,233,944.18 (collected YTD)	56.36% (YTD) 101.75% achieved of the target (56.00%) £57,038,947.66 (collected in Q2)	75.30% (YTD) 100.40% achieved of the monthly target (75.00%) £192,862,573.32 (collected YTD)	66.25% (YTD) 100.38% achieved of the monthly target (66.00%) £22,584,968.75 (collected in Oct)	75.30% (YTD) 100.40% achieved of the monthly target (75.00%) £22,002,213.23 (collected in Nov)	↑ G (Cumulative KPI so direction of travel is based on the % achieved of the target)	Higher is better	98% (Annual target)	No tolerance	Performance is above target but below the same point in time last year. We will continue to monitor closely. Data for the Corby area was taken early (27th November) as the system was closed down due to the conversion of the system taking place. The monies collected for the period 27 - 30 November will be reflected in December figures.
Modern Public Services	MPS04	% of business rates collected in the year debit raised		Yes, reported on a quarterly basis but no target set by government	97.13% (Mean Average CIPFA Near Neighbours - LG Inform 2022/23)	75.44% (YTD) 100.59% achieved of the monthly target (75.00%) £12,980,314.14 (collected in Nov)	28.92% (YTD) 103.29% achieved of the target (28.00%) £47,156,437.48 (collected YTD)	55.72% (YTD) 99.50% achieved of the target (56.00%) £42,709,697.20 (collected in Q2)	72.32% (YTD) 96.43% achieved of the monthly target (75.00%) £116,022,542.7 (collected YTD)	64.02% (YTD) 97% achieved of the monthly target (66.00%) £13,368,317.14 (collected in Oct)	72.32% (YTD) 96.43% achieved of the monthly target (75.00%) £13,620,180.85 (collected in Nov)	↓ (Cumulative KPI so direction of travel is based on the % achieved of the target)	Higher is better	98% (Annual target)	No tolerance	Performance has dropped slightly below target, this was anticipated due to the the cost of living issues and current economic climate. We will monitor this closely. Data from Corby was taken early (27th November) as the system was closed down due to the conversion of the system taking place. The monies collected for the period 27 - 30 November will be reflected in December figures.

Children's Services															
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Quarter 1 2023-24	Quarter 2 2023-24	Year to Date 2023-24	October 2023/24	November 2023/24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Children's Trust (This data is for the whole of Northamptonshire)															
Better, brighter futures	BBF05 (KPI 2)	% of referrals with a previous referral within 12 months		Yes (also contractual) - target is contractual but not statutory	21.9% Mean for Northamptonshire Children's Services LAIT near neighbours 2021/22	25.4% (2,585)	26.2% (1,986)	26.9% (6,269)	28.7% (882)	30.3% (792)	↓ A	Lower is better	29%	25% - 40%	Re-referrals have increased this month above target but within tolerance. It remains an area of ongoing focus with audit and review for learning. The dedicated education roles in MASH (Multi-Agency Support Hub) are working positively with schools to ensure appropriate referrals and compliments from schools about their roles are increasing. Work with all partners continues to ensure appropriate and robust application of thresholds, and right support at right time for families. Steps have been taken to strengthen the Early Help partnerships with Partnership Support Team (Early Help MASH) being placed in the MASH pods and a leaner step down process. Stepdown practice has been reviewed and warm handovers promoted. Transformation activity in response to the peer review and findings from Ofsted focused visit expected to enable reduction in re-referral rates and further improvements. COVID-19 and cost of living crisis has an impact on volume and quality of re-referrals (Trust commentary, November 2023).
Better, brighter futures	BBF06 (KPI 3)	% of single assessments authorised within 45 working days		Yes (also contractual) - target is contractual but not statutory	85% We are in the process of identifying more up to date benchmark data for this PI.	92.9% (2,792)	94.3% (2,695)	94.4% (7,286)	95.7% (830)	97.9% (969)	↑ G	Higher is better	85%	85% - 95%	Assessment timescales remain consistently above target and national average, increasing to 97.9% this month. All managers monitor this very closely via daily reports. A narrative is provided for cases that go beyond 45 days and this remains a very small minority. Whilst staffing has presented challenges due to vacancies and staff performance issues in DAAT (Duty and Assessment Team), there is now a positive move towards more appropriate staffing levels being achieved and sustained. In addition to timeliness, we work on increasing the quality of assessments and more effective use of SoSf in our interventions (Trust commentary, November 2023).
Better, brighter futures	BBF07 (KPI 8)	% Children in care with three or more placements in the previous 12 months		Yes (also contractual) - target is contractual but not statutory	10% Mean for Northamptonshire Children's Services LAIT near neighbours 2021/22	11.1% (1,191)	12.4% (1,165)	11.9% (1,209)	12.0% (1,198)	11.9% (1,209)	↑ G	Lower is better	10%	5% - 15%	Performance has improved to 11.9% this month after an increase in children in care since last month. Consideration of various options to improve sufficiency is continuing, including exploration of capital investment, additional in house resources, as well as improved engagement with the market. Planning permission granted for two new emergency homes and valuing care project progressing successfully. Through improved edge of care arrangements, the close oversight on admissions to care, and the developments within placement sufficiency, we are confident we can reduce the need for child to move home as frequently. Positively, Children's Home Capital Programme application with the DIE has been successful, and that should also support progress in this area. COVID-19 Placement sufficiency remains a challenge, sustained performance in this work should also have a positive impact on KPI 7 (Trust commentary, November 2023).
Better, brighter futures	BBF08 (KPI 9)	% of young people now aged 17 - 21 and living in suitable education or training who were looked after when aged 16		Yes (also contractual) - target is contractual but not statutory	56.95% Mean for Northamptonshire Children's Services LAIT near Neighbours 2021/22	62.7% (684)	65.3% (678)	64.6% (689)	65.4% (677)	64.6% (689)	↓ A	Higher is better	55%	50% - 60%	This month has seen performance decline slightly to 64.6%, comparing favourably with 58% across England. Focus in this area continues to be driven through arrangements with local colleges, the virtual school and the senior personal advisor (Education and Employment) with further review of contracted arrangements (Prospects) to be undertaken to ensure we have the best approach/s support for young people. Work with councils to ensure EET (Education, Employment & Training) opportunities and support in place for our care leavers. West Northants Council have signed up for care leaver's covenant offer. COVID-19 has had a significant impact on the mental health and wellbeing of care leavers, targeted work support care leavers to access EET (Trust commentary, November 2023).
Better, brighter futures	BBF09 (KPI 10)	% of young people now aged 17 - 21 and living in suitable accommodation who were looked after when aged 16		Yes (also contractual) - target is contractual but not statutory	89% (All English Authorities 2020/21 - LG Inform)	95.5% (684)	96.0% (678)	94.9% (689)	96.6% (677)	94.9% (689)	↓ A	Higher is better	90%	85% - 95%	Performance for this month declined to 94.6%, still above the target of 90%. We know that we have some young people in unsuitable accommodation, including a number of young people sentenced to custody, and some who have no accommodation at all. We work hard to address this, tenaciously seeking to engage with young people who may see our attempts at support as interference. The care leavers housing protocol is in place and work is being progressed under the governance of a strategic group; this includes a review of the housing panels and engagement with the housing associations. Helpful discussions with colleagues in the Councils is placing the housing sufficiency needs of care leavers as central to their housing strategies. The Accommodation Transitions Panel is now in operation and ensures all young people have a comprehensive, accommodation-focused, shared, and timely transition plan (Trust commentary, November 2023).
Better, brighter futures	BBF27 (KPI 5)	% of initial child protection conferences held within 15 days of a strategy discussion being initiated		Yes (also contractual) - target is contractual but not statutory	84.3% Mean for Northamptonshire Children's Services LAIT near neighbours 2021/22	36.4% (343)	13.2% (288)	23.2% (810)	21.5% (93)	5.8% (86)	↓ A	Higher is better	81%	66% - 86%	For November, performance is negatively impacted by chair capacity to manage initial and review conferences and business support vacancies in SQAS (Safeguarding & Quality Assurance Service), Child Protection (CP) Chair average caseload remains above 100 (well above recommended levels); additional temporary CP Chair resource has been recruited and expected to have positive impact in the next couple months. Recruitment is in progress for business support in SQAS. Average no. days from strat. to Initial Child Protection Conference (ICPC) in November = 32. Multi-agency safety plans in place for families waiting for a conference. There are now lower numbers of conferences late due to delayed convening requests from DAAT (Duty and Assessment Team) and Safeguarding, which is positive. All ICPCs are tracked and referring managers are challenged to identify causes of delay and ensure individual, team or whole-service learning is addressed. DAAT managers support SWs with additional training on process, recording and requesting strategy discussions and convening conferences. A refreshed duty CP Chair flowchart is in place to assist referring managers with threshold decision-making and this has been shared with all teams. Additional work has been completed with the CP Chair to ensure consistency of the discussion with managers (Trust commentary, November 2023).
Better, brighter futures	BBF28	Number of children with a Child Protection Plan		Yes	565 Mean for Northamptonshire Children's Services LAIT near neighbours 2021/22	714	755	708	716	708	↓	No polarity	TBD		October comment: 716 children were subject to a Child Protection Plan in October 2023. The cohort has decreased by 39 children since last month. Yet, there were 47 children less in the cohort twelve months ago. Prior to June 2023, there were less than 700 children were in the cohort. June-October 2023 have produced the highest number of Child Protection Plans of the last three financial years. An average of 732 children had a Child Protection Plan in the last five months. By comparison, an average of 643 children were subject to Child Protection Plan during the same period of last year. There are now 44 children more in the cohort than in October 2022, and 98 children more than in October 2021. An average of 670 children were subject to a Child Protection Plan in the last twelve months. This marks an increase from last year when an average of 620 children had a Child Protection Plan. 85.3% of children on Child Protection Plan had up-to-date CP visits in October 2023, a slight decline from last month's performance of 88.5%. In the last twelve months, an average of 86.6% of children on CP plans has up-to-date CP visits. This is slightly behind the average during the same period of last year (88.6%) and two years ago (87.7%) (Intelligent Client Function commentary, October 2023).
Better, brighter futures	BBF29	Number of children in care		Yes	1,050 Mean for Northamptonshire Children's Services LAIT near neighbours 2021/22	1,191	1,179	1,208	1,198	1,208	↑	No polarity	TBD		October comment: 1,198 children were in care in October 2023, 33 children more than last month. Following a short period of decrease between March and September 2023, the population of children in care grew again this month. October 2023 marks the highest record in five months. Even so, there are now 23 children less in the cohort than a year ago. Prior to July 2022, the cohort had never exceeded 1,200. October 2023 marks the fifth consecutive month where less than 1,200 children have been recorded in this cohort. So far in 2023-24, an average of 1,191 children have been reported to be in care. September 2023 accounts for the lowest volume of children in care of the last twelve months. An average of 1,209 children have been reported to be in care in the last 12 months. This is slightly higher than the average during the same period of last year (1,192) and two years ago (1,153). At the end of October 2023, 120 children in care were also identified in the EHC cohort. The number of children in care who were also in the EHC cohort has decreased by 2 since June 2023 (Intelligent Client Function commentary, October 2023).

Children's Services

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Quarter 1 2023-24	Quarter 2 2023-24	Year to Date 2023-24	October 2023/24	November 2023/24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Learning, Skills & Education															
Better, brighter futures	BBF18b	% of EHC (education health care) plans completed in month issued within 20 weeks (including exceptions)		Yes (part of SEN 2 return)	37.8% Mean for NNC Children's Services LAIT near neighbours 2021/22	66.7%	74.2%	70.6%	66.7%	55.9%	↓R	Higher is better	Target under review	n/a	The summer has allowed the team to focus on writing and finalising plans. Again, this is the impact of the new assessment team which has been piloted as part of the new EHC Team reorganisation. Whilst the team have written and finalised plans, many are finalised on type due to late lead professional advice not allowing the EHC Team time to consult. RSA (referral for Statutory assessment) decisions are being made by week 6 (no decisions have been made after 6 weeks), advice is requested but often not returned until Week 16-17 of the process leaving the EHC team a few days to write the plan and 15 days for the draft to be commented on by the parent. To meet the statutory 20 week timescales, there is no time to send consults for pupils and staff have to amend plans naming a school once they are finalised. The EHC Team are working collaboratively with the EP (Educational Psychology) service and health to try to improve this (Service commentary, November 2023).
Better, brighter futures	BBF22	Number of children missing education (previously named Number of children without a school place)		No		274	313	242	226	242	↑R	Lower is better	Target under review	n/a	A total of 242 children were missing education at the end of November 2023, 7% more children missing than last month. 46.7% of children missing education are in SEN (Special Educational Needs) Support/ EHC (Education Health Care) Services, 33.9% are in School Admissions and 19.4% are in EIP Services. So far, August 2023 accounts for the highest proportion of children missing education. While the lowest proportion of children missing education was recorded in May 2023. An average of 278 children were missing education in the last five months (Children's Performance Team commentary, November 2023).
Better, brighter futures	T49 BBF23	% Children achieving a good level of development in Early Years Foundation Stage Profile (EYFSP)	66.1%		64.9% Mean for NNC Children's Services LAIT near neighbours 2021/22	n/a annually reported in Dec	n/a annually reported in Dec	66.1%	n/a annually reported in Dec	66.1%	↑G	Higher is better	N/A - Tracking	n/a	EYFSP good level of development has increased by 4.0% from 62.1% in 2021/22 to 66.1% in 2022/23. This is equivalent to approximately 163 more pupils achieving a good level of development in 2022/23 compared to 2021/22.
Better, brighter futures	T50 BBF24	% Children achieving Age Related Expectations or above in reading, writing and maths at Key Stage 2	55.6%		58% Mean for NNC Children's Services LAIT near neighbours 2021/22	n/a annually reported in Dec	n/a annually reported in Dec	55.6%	n/a annually reported in Dec	55.6%	↓	Higher is better	N/A - Tracking	n/a	Expected standard percentage in Reading, Writing & Maths has decreased by 0.3% from 55.8% in 2021/22 to 55.5% in 2022/23. This is equivalent to approximately 14 fewer pupils achieving the expected standard in 2022/23 compared to 2021/22.
Better, brighter futures	T51 BBF25	Percentage of children achieving grade 9-4 in English and Maths (previously A*-C)	61.0%		68.6% Mean for NNC Children's Services LAIT near neighbours 2021/22	n/a annually reported in Dec	n/a annually reported in Dec	61.0%	n/a annually reported in Dec	61.0%	↓R	Higher is better	N/A - Tracking	n/a	English & Maths 4+ percentage has decreased by 3.3% from 64.3% in 2021/22 to 61.0% in 2022/23. This is equivalent to approximately 129 fewer pupils achieving a grade of 4 or more in 2022/23 compared to 2021/22.
Better, brighter futures	BBF32	Current number of home educated children		Not yet statutory but reported as part of "Elective Home Education/ Children missing in education" data return to DfE.		855	837	899	854	899	↑	No polarity	N/A - Tracking	n/a	899 children were electively home educated in November 2023, of which 32.5% children home educated for 2+ years, 18.6% home educated between 1-2 years, 19.8% home educated between 3-6 months and 21.1% home educated between 0-3 months. The children electively home educated cohort has increased by 5% since last month. There are now 22 children more than in October 2023. There were less than 750 electively home educated children twelve months ago. The population of home educated children has increased by 25% (177) in twelve months. So far in Autumn Term 2023, an average of 863 children were home educated. By comparison, an average 680 children were home educated during the same period of last year. An average of 822 children were electively home educated in the last twelve months. This is 18.1% higher than the average during the same period of last year (671). In November 2023, 21 home educated children were also in the social care caseload, 18 were in the children in need cohort, 3 were in the child protection cohort, 6 were in the children missing education cohort and 62 were in the children with EHCPs (Education Health Care Plan) cohort. The latest recording in November is higher than the East Midlands and England's average in Spring 2023, but lower than the statistical neighbours' average (Children's Performance Team commentary, November 2023).
Better, brighter futures	BBF33	Number of children who are absent from education for prolonged periods (Previously named Number of children currently missing from education (Year 1-11))		Not yet statutory but reported as part of "Elective Home Education/ Children missing in education" data return to DfE.		103	225	111	114	111	↓G	Lower is better	N/A - Tracking	n/a	111 children were absent from education for prolonged periods in November 2023. 73.9% of children have been absent between 0-3 months (82), 13.5% of children have been absent between 3-6 months (15), 7.2% of children have been absent between 6-12 months (8), 5.4% of children have been absent between 1-2 years (6). The population of children absent from education has slightly decreased. There are now 2 children less in the cohort than last month. So far in Autumn Term 2023, an average of 150 were absent from education for prolonged periods. By comparison, an average of 199 children were absent from education during the same period of the academic year 2022-23. The cohort has decreased by 18% since December 2022. An average of 139 children were absent from education for prolonged periods in the last twelve months. In November 2023, 4 children absent from education were also in the social care caseload, 1 child was in the children in need cohort, 3 children were in the child protection cohort, 6 children were in the electively home educated cohort and 2 children were in the children with EHCPs (Education Health Care Plan) cohort. The latest recording in November is lower than the East Midlands and England's average in Spring 2023 (Children's Performance Team commentary, November 2023).
Better, brighter futures	BBF36	% Education Health Care Plan Annual Reviews completed within 4 weeks of meeting		Statutory Duty but not reported		66.7%	58.3%	63.0%	55.2%		↑G	Higher is better	N/A - Tracking	n/a	A new Annual Review (AR) template has been designed and training organised for all settings (Early Years (EY), primary, secondary, college, Out of Authority (OOA), independent, special) for the 26th September. The team feel that updated training is needed to all settings to improve the standard of annual reviews being returned to the team. Clear expectations and a consistent approach will be shared - this should make the amendments completed by the EHC (Education Health Care) team much more streamlined. The weekly data dashboard illustrates the returned annual reviews and we can see the types of settings where annual reviews are not being completed - again with the new team organisation, we will be able to contact settings and challenge this. The caseworkers have been allocated a group of settings and have issued a spreadsheet of the Annual Review's due date for 2023-24 academic year and highlighted if previous Annual Review's are out of time. The annual review team manager has developed a system for monitoring these moving forward. The annual review team leader will complete the weekly data dashboard and capture any issues arising - these will be discussed at the weekly leadership team meeting. This system will enable the team to give a % for each setting of the return AR data which again will enable the team to challenge and ensure that Annual Review's are taking place consistently in all settings. A small percentage of this is also due to a decrease in the number of staff employed and staff absence in the annual review team. There is also an impact seen of not being able to access the EHC plans due to the difficulties in moving them from Sharepoint. The team were unable to update plans following the review as they were unable to access the plans. The plans have now been moved and there are only a small number of plans (less than 30) that we are trying to locate. The restructuring of the EHC Team and the work of the annual review team and Provision and Placement team have really supported this improvement in timeliness. The team have developed clear monitoring processes which are also working well (Service commentary, November 2023).

Adults & Housing

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Quarter 1 23-24	Quarter 2 23-24	Year to Date 2023-24	September 2023/24	October 2023/24	November 2023/24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments	
Adult Social Care																	
Active, fulfilled lives	AFL03	Percentage of New Requests for Services (all ages) where Route of Access was Discharge from Hospital, that had a sequel of short term services to maximise independence (ST-MAX i.e. reablement)		No	The source data is from the SALT (Statutory) return. There are no gov targets. This indicator is included in our regional benchmarking.	2021/22 SALT Report: - England: 37%	37%	40%	39%	40%	40%	41%	↑G	Higher is better	35%	5% points	BI comments: There were 41 new requests for people aged 18-64 and 584 for people aged 65 and over. There is positive growth year to date, with the rate higher than those reported throughout 2022/23 and above year end target.
						229 out of 622	472 out of 1184	2785 out of 7128	472 out of 1184	541 out of 1358	625 out of 1509						
Active, fulfilled lives	AFL04	Number of new safeguarding concerns received per month		Yes	(Annually in the SAC (Safeguarding Adults Collection) return)	n/a - there are differences in what authorities record as a 'concern'	1129	1098	3002	386	389	N/A Reporting one month in arrears	↑	No polarity	No target - tracking indicator only	N/A	BI comments: The number of new concerns received remained stable from the previous period and remains notably higher than the average seen over the previous financial year (318).
Active, fulfilled lives	AFL05	New safeguarding concerns determined to be enquiries (both s42 and other) *A s42 enquiry must take place if there is reason to believe that abuse or neglect is taking place		Yes	(Annually in the SAC (Safeguarding Adults Collection) return)	n/a	161	195	502	67	68	N/A Reporting one month in arrears	↑	No polarity	No target - tracking indicator only	N/A	BI comments: There was only a slight increase in the proportion of concerns determined to be enquiries (+1). It is still higher than the YTD average of 61
Active, fulfilled lives	AFL06	Total number of open Deprivation of Liberty Safeguard (DoLS) cases		Yes	(Annually)	n/a	1267	1305	1336	1305	1373	1336	↓G	Lower is better	No target - tracking indicator only	N/A	BI comments: The number of open DoLS cases decreased by 37. This still remains notably lower than the average observed across the previous financial year (299 fewer).
Active, fulfilled lives	AFL07	Long-term support needs met by admission to residential and nursing care homes, per 100,000 population (older people 65 years +)		No	The source data is from the SALT (Statutory) return. This indicator is included in ASCOF (Adult Social Care Outcomes Framework) and BCF (Better Care Fund) returns.	546.17 (Mean Average CIPFA Neighbour - LG Inform) 2021/22 SALT Report: - East Midlands: 562 - England: 539	135.6	263.7	323.1	263.7	300.2	323.1	↓G (Oct-Nov compared to Sep-Oct)	Lower is better	Year-end target: 564 Monthly target: 47	TBD - for now applied standard 5%	BI comments: This is a cumulative measure which increases throughout the financial year, resetting in April. Admissions year to date total 212; 161 following an assessment for new people, 5 following an episode of reablement for new people, 2 following an episode of reablement for existing people, and 44 as a result of change in setting following a review. Average monthly growth has reduced again this month; now at 40.9 which is positive and suggests the year end rate will be lower than planned.
Active, fulfilled lives	AFL08	Number of people who were prevented from requiring statutory care, or whose need was reduced Delaying and reducing the need for care and support having received short term services to maximise independence (ST-MAX) services*		No	The source data is from the SALT (Statutory) return. There are no gov targets. This indicator is included in ASCOF and regional benchmarking.	84.6% East Midlands Average, we are in the process of identifying more up to date benchmark data for this PI. This is an 'Office for Local Government' OFLOG Metric.	71.40%	73.0%	74.1%	73.0%	73.5%	74.1%	↑G	Higher is better	80%	5% points	BI comments: The rate shows positive growth April - August with a slight reduction in September and October. The rate has improved this month but remains lower than expected compared to 2022/23 trends, which typically ranged between 74-77%.
						152 out of 213	348 out of 477	468 out of 632	348 out of 477	416 out of 566	468 out of 632						

Adults & Housing

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Quarter 1 23-24	Quarter 2 23-24	Year to Date 2023-24	September 2023/24	October 2023/24	November 2023/24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Housing Services																
Active, fulfilled lives	AFL12	Number of rough sleepers - single night snapshot		Yes (DLUHC monthly rough sleeping survey, and target agreed with our RSI adviser from DLUHC)	7 (Mean Average CIPFA Near Neighbours - LG Inform)	16	13	n/a	13	19	9	↓G	Lower is better	9	9 to 12	During the month of November, we have seen a reduction in numbers (9 single night). The reason for the reduction in numbers is due to the continuation of positive work the rough sleeping team are doing with securing accommodation for individuals direct from the streets, a total of 8 people were helped to leave the streets and placed direct into a suitable provision. The team also helped to accommodate 7 people into discretionary temporary accommodation to ensure their time on the streets is brief whilst we continue our support work. The team have also secured moves on accommodation from our discretionary rough sleeper accommodation for 3 people and have already in the month of December have positive move on's planned for the other individuals being supported.
Active, fulfilled lives	AFL13	Number of households whose homelessness was prevented		Yes (DLUHC - quarterly H-CLIC returns, no target set)	101 (Mean Average CIPFA Near Neighbours - LG Inform) Demand in some areas must be much higher.	75	63	167	22	32	17	↓R	Higher is better	252 (21 per month)	18-21	Performance continues to fluctuate between months due to a variety of factors. This reflects the difficulties the Housing Options Team are having trying to secure accommodation solutions, particularly in the private sector in order to prevent or relieve households homelessness locally. There is a recognised need for the team to move its focus further upstream to maximise homelessness prevention opportunities and action plan is being developed in this regard.
Active, fulfilled lives	AFL14	Number of households whose homelessness was relieved		Yes (DLUHC - quarterly H-CLIC returns, no target set)	75 (Mean Average CIPFA Near Neighbours - LG Inform) Demand in some areas must be much higher.	86	82	219	36	30	21	↓R	Higher is better	300 (25 per month)	22-25	Performance continues to fluctuate between months due to a variety of factors. This reflects the difficulties the Housing Options Team are having trying to secure accommodation solutions, particularly in the private sector in order to prevent or relieve households homelessness locally. There is a recognised need for the team to move its focus further upstream to maximise homelessness prevention opportunities and action plan is being developed in this regard.
Active, fulfilled lives	AFL15	Total number of homeless approaches		Yes (DLUHC - quarterly H-CLIC returns, no target set)	n/a	1468	1404	3954	430	528	554	↑	N/A	Tracking - monitoring levels of demand only	N/A	3,863 households approached the Council as homeless during 2021/22, which is an average of 320 approaches per month. 4,778 households approached the Council as homeless during 2022/23. This is an increase of just over 900, and an average of 400 approaches per month. Currently the Housing Options Team have a live caseload of 1006 cases. During November there was a further increase in the number of approaches from 528 to 554. Please note the figure for October has now been updated to include 31/10/23.
Active, fulfilled lives	AFL17	Total number of households living in temporary accommodation		Yes (DLUHC - quarterly H-CLIC returns, no target set)	202 (Mean Average CIPFA Near Neighbours - LG Inform)	n/a	n/a	n/a	239	239	248	↑	Lower is better	245	No tolerance	The number of new households entering temporary accommodation remains high, with the highest number of new placements recorded this month (as was the case for last month). The team is doing all it can to meet the demand, and increase supply options, as well as support housing options colleagues to ensure that households can be moved on from temporary accommodation as quickly as possible. Please note that this figure includes 9 units through the Local Authority Housing Fund (LAHF) programme for homeless Afghan and Ukrainian families. As these placements will need to be retained on homelessness and temporary accommodation caseloads because of tenancy/letting issues, a future rise in the number of households living in temporary accommodation should be expected (LAHF Round 1 and 2 will deliver 41 units altogether). *This figure is for statutory duty placements only and does not include the additional cohort of rough sleepers accommodated using discretionary powers*
Active, fulfilled lives	AFL18	Number of households with family commitments* living in bed and breakfast accommodation		Yes (DLUHC - quarterly H-CLIC returns, no target set)	11 (Mean Average CIPFA Near Neighbours - LG Inform)	n/a	n/a	n/a	1	4	0	↓G	Lower is better	5	No tolerance	As a result of the team's efforts, there are no households with family commitments placed in B&B. * Households with family commitments are a) a pregnant woman; (b) with whom a pregnant woman resides or might reasonably be expected to reside; or (c) with whom dependent children reside or might reasonably be expected to reside.

Adults & Housing

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Quarter 1 23-24	Quarter 2 23-24	Year to Date 2023-24	September 2023/24	October 2023/24	November 2023/24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Active, fulfilled lives	AFL24	Number of Temporary Accommodation placements out of NN area		Yes (DLUHC - quarterly H-CLIC returns, no target set)	TBD	n/a	n/a	n/a	1	0	0	→	Lower is better	3	No tolerance	As a result of the team's efforts, there are no households placed out of area as at the end of November 2023.
Safe and thriving places	STP38	Percentage of rent collected		No	n/a	96.37	97.28%	96.87%	97.28%	96.77%	96.87%	↑G	Higher is better	97%	5%	This is a cumulative rent collected as a percentage of rent owed figure. There has been a higher collection rate in November due to 5 week reporting month.
						14564310.81 out of 15112272.58	45456854.22 out of 46729345.20	75281173.82 out of 77713350.80	45456854.22 out of 46729345.20	58946042.43 out of 60913738.56	75281173.82 out of 77713350.80					
Safe and thriving places	STP12	Number of (council house) dwellings vacant and ready to let at month end		Yes (Annual LAHS return to DLUHC, no target set)	n/a	n/a	n/a	n/a	8	3	6	↑	Lower is better	10	10 to 15	At the end of November there were 6 properties Ready to Let. The weekly void meetings are helping to ensure that this number is kept to a minimum.
Safe and thriving places	STP36	Number of voids - Kettering Area		No	n/a	n/a	n/a	n/a	69	63	54	↓G	Lower is better	No target - tracking indicator only	N/A	This indicator provides a snapshot at the month end of the number of live Housing Revenue Account (HRA) voids. At the end of November there was a reduction in the number of voids. The overall NNC snapshot was 111 compared with 122 at the end of October. Note: This is the number of HRA voids only and does not include non-HRA temp, acquisitions or Out of Management properties.
		Number of voids - Corby Area		No	n/a	n/a	n/a	n/a	57	59	57	↓G				

Adults & Housing

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Quarter 1 23-24	Quarter 2 23-24	Year to Date 2023-24	September 2023/24	October 2023/24	November 2023/24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Safe and thriving places	STP37a	Average time taken to re-let NNC standard void properties		Yes (Annual LAMS return to DLHC)	8 weeks (56 days) House Mark	60.9 days	57.8 days	54.5 days	57.8 days	55.1 days	54.5 days	↓	Lower is better	56 days	56 to 60 days	From April 2023 onwards, void turnaround time is reported by standard and major properties for NNC. The figure reported is the cumulative average turnaround time for those properties let in the month. This will help remove the impact of a long-term major void when it has been empty for a long time and provide a more accurate reflection of void turnaround for standard properties. In November 2023 there were 44 standard void properties let. The total number of void days for these 44 properties was 2234 days, which provides a monthly average turnaround for November of 50.8 days. This has given a cumulative average turnaround time of 54.5 days, which is within the target for the second consecutive month.
Safe and thriving places	STP37b	Average time taken to re-let NNC major void properties		No	n/a	217 days	248 days	254 days	248 days	252 days	254 days	↑	Lower is better	No target - tracking indicator only	N/A	In November 2023 there were 7 major void properties let. These 7 properties had a total number of void days of 1927. The number of void days for these properties meant there was a slight increase in the overall cumulative average void days to 254 days. Using turnaround days for major voids at the present time is not the best indicator as there is no set approach to how major voids are resourced has been agreed. Number of major voids may be a more appropriate indicator to monitor.
Safe and thriving places	STP08	% of properties with a valid gas safety certificate		Yes (Regulator of Social Housing - TSM, no target set)	n/a	99.8%	99.8%	n/a	99.8%	99.7%	99.7%	→	Higher is better	100%	99.5% and above is green, 99% and above is amber	As at the end of November, 17 out of total 7,900 properties did not have a valid gas certificate. Of the 17 properties outstanding, the 8 outstanding properties in the Kettering area are going through the legal process to gain access. In the Corby area, 1 property has since been serviced, 4 properties have court dates booked for 05/12/23 and 4 properties have court dates booked for 19/12/23.
Safe and thriving places	STP04	Number of active households on Keyways (as at 1st month)		No	n/a	5263	5642	5785	5642	5650	5785	↑	N/A - Tracking	N/A - monitoring levels of demand	N/A	This provides a snapshot of the number of applicants active on the Council's housing Register (Keyways). New applications being received remains high (see KW2). Please note that as applications are made active, previously active applications have the status changed to pending, suspended, closed, and housed. This figure therefore is not how many applications are being assessed in total. Annual renewals are currently suspended due to staff resources. Once in place this will reduce the active total due to applicants non-contact and change of circumstances.
Safe and thriving places	STP05	Number of new Keyways applications received		No	n/a	1850	1793	4710	568	575	492	↓	N/A - Tracking	N/A - monitoring levels of demand	N/A	492 new applications last month which was a decrease on the previous month. Remains high figure of new applications each month. Average for the year to date 588 (last year for same period was 503).
Safe and thriving places	STP39	Number of repair jobs awaiting completion		No	n/a	n/a	n/a	n/a	Data unavailable	Data unavailable	Data unavailable		N/A - Tracking	N/A - monitoring levels of demand	N/A	On review of the data, an error in the figures has been picked up. The 2023-24 data is currently being reviewed by the team and we will begin reporting in April 2024.
Safe and thriving places	STP40	Number of repair jobs awaiting completion which are outside of target timescale		No	n/a	n/a	n/a	n/a	Data unavailable	Data unavailable	Data unavailable		N/A - Tracking	N/A - monitoring levels of demand	N/A	On review of the data, an error in the figures has been picked up. The 2023-24 data is currently being reviewed by the team and we will begin reporting in April 2024.



EXECUTIVE 18th January 2024

Report Title	Culture, Tourism and Heritage Business Plan 2024-2025
Executive Director	Jane Bethea, Director of Public Health and Wellbeing
Report Author	Jack Pishhorn, Head of Culture, Tourism and Heritage, Communities and Leisure
Lead Member	Cllr Helen Howell – Executive Member for Sport, Leisure, Culture and Tourism

Key Decision	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	

List of Appendices

Appendix A: Culture, Tourism and Heritage Business Plan.

1. Purpose of Report

- 1.1. This report presents the new unified Culture, Tourism, and Heritage Business Plan for 2024/25. Developed collaboratively by the Service leads, department heads and our valued partners within the culture, tourism and heritage industry, education, and commercial partners. The report sets out a strategic blueprint for the future of the service.
- 1.2. The Plan articulates a clear vision. It outlines the future strategic direction and highlights significant achievements to date. The operational model is detailed along with a strategic framework for sustainable growth. This plan also anticipates future challenges and presents ambitious infrastructure projects to improve the future North Northamptonshire Culture, Tourism and Heritage offer.
- 1.3. The Executive is asked to approve the new Business Plan.

2. Executive Summary

- 2.1 This report introduces the Culture, Tourism and Heritage Business Plan for 2024/2025. In September 2022, North Northamptonshire Council took a significant stride in reorganising this service, creating the Culture, Tourism, and Heritage Service. This strategic approach streamlined various departments under the Communities and Leisure Directorate, including the Chester House Estate, Corby Heritage Centre, Cornerstone, The Northamptonshire Archaeological Resource Centre, the North Northamptonshire Greenway Project, Discover Northamptonshire and theatre and land-based contracts. Managed under a new unified business plan, this approach optimises revenue generation, expenditure control, and efficient resource sharing across departments.
- 2.2 The Plan sets out the vision for the Culture, Tourism and Heritage Service:
- “North Northamptonshire will develop a sustainable, operationally efficient, and immersive Culture, Tourism and Heritage Service for both residents and visitors. We are resolutely focused on illuminating the unique cultural treasures within North Northamptonshire while preserving these valuable legacies for the benefit of future generations. Our collaborative efforts with partners are geared towards revitalising the tourism economy through infrastructure enhancement and innovative marketing strategies, with the overarching goal of attracting investment and visitors.”*
- 2.3 The financial targets for the fiscal year 2024/25 reflect a robust approach, with a revised baseline budget of £760,000 (now £855,890 following the recent 2023 pay award). In 2022/23 this baseline budget was reduced by £172,000 (originally £932,000). This reduction results from anticipated savings and a comprehensive reorganisation of resources. Income generation goals are set to counterbalance a decrease in council contributions in future years, taking a prudent financial outlook considering the UK economic climate.
- 2.4 Over the past two years, the service has already achieved much public and stakeholder engagement and education/learning successes, this Plan explores how we can build sustainably on these. This includes schemes such as the Creating Tomorrow Trust Partnership, the University of Leicester Field School, the mobilisation and development of the Northamptonshire Archive, the learning outreach programme from Cornerstone and the newly developed Discover Northamptonshire Tourism Hub.
- 2.5 In addition to ongoing initiatives, the Business Plan explores opportunities for various capital projects. These include the Kettering Library Roof replacement and Art Gallery roof repairs, Chester House Estate Greenhouse restoration, Kettering Museum project development, the relocation of the Corby archive, repairs to the Chester House Garden wall, the Corby Priors Hall archaeology project, and the Discover Northamptonshire high street interactive screens. The proposed projects reflect a commitment to enhancing facilities, supporting education, preserving historical landmarks, and fostering community engagement. Capital funding, or external funding has been or will be sourced to fund these initiatives, to ensure future investment contributes to continuous

development, with which the service anticipates sustained growth and innovation.

- 2.6 The business plan delves into a transformative vision for North Northamptonshire's heritage, culture, and tourism assets. Through strategic utilisation of the Heritage Fund Resilience Grant, we aim to establish new governance models, including charitable trusts and community-led organizations for key landmarks such as Chester House, Corby Heritage Centre, and the Cornerstone. This forward-looking approach is underscored by careful examination of short-term investments, exemplified by the relocation and expansion plans for the Corby Heritage Centre. Moreover, the report highlights our commitment to enhancing the governance of the tourism sector through collaboration with the Local Visitor Economy Partnership (LVEP). Ultimately, this multifaceted strategy not only seeks to reduce subsidies significantly, but also ensures the continued prosperity and positive impact of these cultural assets for the residents of North Northamptonshire in the years to come.

3. Recommendations

3.1. It is recommended that the Executive:

- a) Approve and adopt the Culture, Tourism and Heritage Business Plan for the 2024/2025 financial year.
- b) Delegate authority to the Executive Member for Sport, Leisure, Culture and Tourism, in consultation with the Director of Public Health and Wellbeing to take the actions necessary to ensure successful delivery of the Business Plan.

3.2. Reasons for Recommendations:

- 3.2.1. Approval of the Business Plan will facilitate the integration of the new Plan into the service, marking a significant milestone as we enter the 24/25 financial year, a period poised for continued achievement, growth, and sustained success.
- 3.2.2. The Business Plan outlines a clear and strategic vision for the Culture, Tourism, and Heritage departments, providing a roadmap for their development and growth. It ensures that the council has a well-defined direction to safeguard, promote, and celebrate the cultural heritage and tourism assets of North Northamptonshire.
- 3.2.3. The Plan consolidates various departments under a unified approach, fostering operational efficiency through streamlined processes and resource sharing. Adopting this plan enhances collaboration, leading to cost savings and optimised service delivery.

3.2.4. The Plan focuses on creating a seamless and immersive experience for both residents and visitors. By integrating educational programs, cultural events, and tourism promotion, the plan enhances the overall visitor experience, contributing to the attractiveness of North Northamptonshire as a destination.

3.3. Alternatives Options Considered:

3.3.1 The primary alternative considered was to forego the development of a new single Business Plan for Culture, Tourism, and Heritage, opting to run the departments individually. However, this approach is not recommended due to significant cost and performance implications. Operating the departments independently would likely result in increased expenses, reduced operational efficiency, and a lack of cohesive strategic direction. By consolidating efforts, resources, and strategies under a cohesive plan, North Northamptonshire Council and the Culture, Tourism and Heritage Service is better positioned to achieve its goals. It will make best use of resources to optimise income and provide a seamless and integrated experience for both residents and visitors.

4. Report Background

- 4.1. The Chester House Estate and the Northamptonshire Archaeological Archive heritage regeneration project was initially conceived by the former County Council and taken forward by North Northamptonshire Council at a cost of £17.5 million. There was also an investment in excess of £10m from the National Lottery Heritage Fund. The project reached completion in October 2021. The site has attracted 500,000 visitors over the past two years, (based on ticket sales and that during the first 6 months car parking spaces had to be booked for planning purposes to monitor vehicular access) and has had a successful first two years of operation. It has met income targets and has won numerous awards, including the 'Best Northamptonshire Visitor Attraction' at the Northants Life 2022 awards. The site has also experienced ongoing development and expansion to its offer.
- 4.2. Formerly known as GLAM, the Cornerstone project received funding of £4.5 million from the Government's Get Building Fund via SEMLEP. Completed in the autumn of 2022, it encompasses improvements to the Alfred East Art Gallery, including a new state of the art store for the collection, a new café, multi-functional conference and community facilities, offices, a new Business and Intellectual Property Centre supported by the British Library to support new and small businesses, and enhanced public accessibility. The mobilisation of the Cornerstone project has been delayed due to the Library Roof Replacement project.
- 4.3. Established in 2008 by the former Corby Borough Council, the Corby Heritage Centre, located in the heart of the Old Village and supported by a Heritage Fund grant of £480,500, currently attracts an estimated 600 visitors annually.
- 4.4. Launched in March 2023 with the support of the Shared Prosperity Fund, the Discover Northamptonshire Hub operates seven days a week from 10 am to 5 pm. Serving as a dedicated space for residents and visitors, the Tourism

Information Centre showcases the cultural offerings and attractions of Northamptonshire through interactive tools, exhibits and events.

- 4.5. Initiated by the former East Northamptonshire Council, the East Northamptonshire Greenway programme which focused on green infrastructure development along the Nene Valley, has seen strategic developments. The Greenway Programme Board and North Northamptonshire Council approved a new strategy in September 2023, outlining long-term objectives and individual dynamic plans for the network.
- 4.6. North Northamptonshire Council also inherited two further destination sites from the former East Northamptonshire Council. Both are owned by North Northamptonshire Council but are operated through long term leases by independent operators. Stanwick Lakes is run by Rockingham Forest Trust and Twywell Hills and Dales by the Land Trust. The service manages the contractual and funding relationships with these organisations on behalf of the Council.
- 4.7. In September 2022, North Northamptonshire Council established the Culture, Tourism, and Heritage Service. The service has undergone a recent staffing restructure, which has streamlined various departments under the Communities and Leisure Directorate. This includes the Chester House Estate, Corby Heritage Centre, Cornerstone, The Northamptonshire Archaeological Resource Centre, the North Northamptonshire Greenway Project, Discover Northamptonshire and theatre and land-based contracts. It has resulted in the development of this new Business Plan.

5. Issues and Choices

- 5.1. The Business Plan outlines, in detail, the strategic vision and operational delivery of the newly established Culture, Tourism, and Heritage Service for North Northamptonshire Council. This entails a thorough exploration of key elements of the service:
 - A detailed delineation of the new service areas, outlining the departments and providing insight into recent achievements, developments and future plans for each.
 - An in-depth examination of the current operational status of the Archaeological Resource Centre (ARC), showcasing recent accomplishments. Additionally, the plan introduces progressive strategies for the ARC, outlining forthcoming engagement initiatives and interpretative enhancements.
 - Presentation of the existing and future education and learning programmes for the Chester House Estate, including the successful collaborative partnership with the Creating Tomorrow College.

- Highlights the ongoing and prospective collaborations with universities, featuring upcoming events, collaborative ventures, and potential funding opportunities.
 - A comprehensive explanation of the commercial offers at the Chester House Estate, covering its events program, catering services, weddings, volunteer programs, conferencing and other space rentals.
 - Details on the operational aspects of Discover Northamptonshire, encompassing the new Tourism Hub at Rushden Lakes, upcoming Council run events, the envisioned Local Visitor Economy Partnership, and a broad outline of the evolving long-term tourism strategy. The Tourism Strategy will be presented to the executive early in 2024.
 - A concise overview of the current functions of the Corby Heritage Centre and future aspirations for the venue.
 - Details future governance models for departments to support the reduction of council funding moving forwards.
 - An explanation of the Cornerstone project, including its current mobilisation plan, associated challenges, and future aspirations.
 - Unveiling the framework for the new shared business operations for the service.
 - A presentation of forthcoming development projects and opportunities.
 - A summary of the financial projections for the entire service.
- 5.2. Education and learning programs are woven into the Business Plan, ensuring accessibility for schools, colleges, and lifelong learners. The service actively engages with the community, fostering a sense of ownership and pride in the cultural assets of the area.
- 5.3. Through careful planning for museums, archaeological stewardship, and heritage sites, the Plan ensures the preservation of North Northamptonshire's rich cultural heritage. Investments in repairs, maintenance, and future strategic projects contribute to the long-term conservation of valuable artifacts and historical records.
- 5.4. The Plan actively promotes the revitalisation of the tourism economy through infrastructure enhancement, marketing strategies, and collaborations with local businesses. A unified approach ensures a coordinated effort to attract investment and visitors, contributing to the economic growth of North Northamptonshire and beyond.
- 5.5. Our flexible event spaces, year-round cultural engagement, and diverse offerings cater to a wide range of events and audiences. This adaptability

ensures the service remains dynamic and responsive to the changing needs of residents and visitors.

5.6. The Plan will align with a future heritage masterplan for North Northamptonshire, considering and actively exploring funding opportunities for capital projects such as the Kettering Museum, Northamptonshire Greenway Chester House Estate Greenhouse and others.

5.7. **The Chester House Estate Achievements and Financial Performance:** At the forefront of the service's financial performance is the Chester House Estate, as it contributes significantly to both income and expenditure.

5.7.1. In the fiscal year 2023-2024, the comprehensive portfolio, encompassing core and commercial elements, is poised to generate a total revenue of £1,727,658. This includes a Council baseline budget of £298,244 and an income of £1,727,658, offset by an expenditure of £1,992,147.

5.7.2. The total council contribution of £289,224 set in 2021-22 for the operation of the estate for its opening 5 years, will no longer be needed from the 27/28 financial year, as the site is projected to be financially self-sufficient.

5.7.3. Starting from the financial year 2023/2024, the proposed budgets for the Chester House Estate have been divided into two distinct cost departments – 'Core' and 'Commercial'.

5.7.4. The 'Core' department is dedicated to the operation and advancement of the onsite learning programs, university partnerships, and the Archaeological Resource Centre. Projections indicate a targeted income of £118,800 for this area, derived from sources such as school visits, box depositions, talks and lectures, and the Inter Authority Agreement with West Northamptonshire Council. The 'Core' department will operate within an expenditure budget of £295,311, which includes salaries and associated costs for five positions (3 full-time and 2 part-time).

5.7.5. The 'Commercial' department oversees the operation and development of the broader estate, including the artisan shopping village, accommodation, retail offerings, food and beverage services, events, conferencing, other space rentals, and weddings. Anticipated revenue aligns with the successful performance observed in 2021/2022, totalling £1,418,627. The commercial department's operating budget is set at £1,313,687, covering repairs and maintenance, salaries for 15 full-time positions, and up to 50 casual and part-time roles, as well as stock purchases and ongoing development projects.

5.7.6. A snapshot of the bustling and demanding 8 weeks spring and early summer 2023 period at the Chester House Estate includes:

- Excavating the site for 3 weeks with our partners at the University of Leicester. The excavations produced five complete pots, 14 burials and a whole host of other archaeological finds including coins, broaches and an unexpected Neolithic arrowhead. 88 volunteers contributed 1841 hours of their time uncovering the history of Roman Irchester. In total over 7000 people engaged with our excavation this year.
- Welcoming more than 1800 primary and secondary school students to engage in our archaeological dig and explore the Archaeological Resource Centre.
- Washed thousands of archaeological objects with over 40 volunteers contributing their time.
- Hosting a two-day Roman Festival that saw over 4000 attendees, allowing them to immerse themselves in an encounter with the Romans. This was over double the number of visitors we had for the event last year.
- Facilitating the creation of 540 Roman helmets by families participating in the Kids Festival.
- Undertaking 12 comprehensive bee surveys as an integral facet of our Geography learning initiative.
- Receiving 72 heart-warming letters from local school children who greatly enjoyed their visits to the estate.
- Welcomed 3695 visitors to the ARC or who engaged with our finds handling stalls at various events to discover more about Northamptonshire's Archaeology.
- Received over 300 boxes of archives in the ARC from sites in Brackley, Brixworth, Daventry and Harpole.
- Hosting our first two ARC work experience students ever to get an insight into what a career in archaeological curation is like.
- Providing 600 hours of invaluable food and beverage work experience to students from the Creating Tomorrow College, within our café.
- Guiding 18 students through their placement year at the estate, a testament to our ongoing partnership with the Creating Tomorrow College.
- Celebrating 6 weddings within the Threshing Barn and securing reservations for an additional 23 wedding bookings for the remainder of this year and next.

- Hosting a momentous corporate event, The Northants Life Awards, right in our main courtyard, where we expertly catered (in-house) for an impressive gathering of over 300 attendees. This was followed by being the host for the Northamptonshire Business Network Summer party the next week.
- Revelling in the rain during sold-out Abba and Queen tribute nights, with ticket sales surging by over 50% compared to the previous year.
- Achieving a new milestone in attendance with our largest-ever audience on a single day at Kids Fest 2023.
- Hosting over 2000 people at the Air Ambulance Day in support of this important charity.
- The Farmhouse café achieved an income of over £71,000 in July alone, compared to £34,500 in 2022.

5.7.7. The 2022/23 outturn and the forecast for 2023/34 are shown here:

Chester House	2022-2023 Actual	2023-2024 Forecast
Council Contribution	£ (298,224)	£ (298,244)
Income	£ (1,022,026)	£ (1,727,658)
Expenditure	£ 1,292,906	£ 1,992,147
Total Cost	£ (27,344)	£ (33,755)

5.7.8. Whilst the Estate has experienced substantial income growth between 21/22 and 22/23, we approach the future with a prudent outlook. The Business Plan forecasts reflect a conservative estimation, prioritising stability to ensure the sustainability of our income and expenditure for the years ahead, especially with the current UK economic climate.

6. Next Steps

- 6.1. To implement the Business Plan for 2024-2025 and to continue to monitor progress against the new business plan fortnightly.
- 6.2. A refreshed Plan will be brought to Executive once a clear timeline and plan for the opening and mobilisation of Cornerstone is known, with updated financial projections.
- 6.3. Whilst many benefits are set out in the business plan around how the wider offer benefits local communities, future updates will set out the benefits specifically seen by harder to reach communities, including those that experience greater levels of deprivation.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

7.1.1. The financial targets for the fiscal year 2024/2025 are based on our past accomplishments and the future strategies outlined in the Business Plan.

7.1.2. In 2024/2025 the baseline budget will be £855,890, in line with 2023/2024 and including the recent 2023 staff pay awards. This is a decrease from the £932,667 allocated in 2022/2023. This reduction was identified when we initiated the new Culture, Tourism and Heritage service, resulting in anticipated savings of £172,171 (before the pay award uplift was added). This has been achieved through a comprehensive reorganisation of resources, including a restructuring of service staffing to ensure the right roles for financial sustainability. This included introducing additional income generation roles and establishing the new shared Business Operations Team. Financial projections by department are shown below.

Dept	Income £	Staff Costs £	Utilities £	Operating Costs £	Repairs & Maintenance £	Invest- ment £	Dept Cost £
CTH Service	(855,890)	(84,780)	-	-	-	-	(771,110)
Chester House Commercial	(1,418,627)	799,034	97,992	341,500	92,385	28,000	(59,711)
Chester House Core	(118,786)	174,190	18,000	86,980	6,000	20,000	186,385
Business Operations	-	228,362	-	62,040	-	-	290,402
Corby Heritage Centre	(600)	37,932	2,400	6,000	2,400	3,600	51,732
Cornerstone	-	218,773	27,000	1,200	-	48,000	294,973
Discover Northamp- tonshire	(185,100)	147,669	24,744	17,016	3,000	-	7,329
	(2,579,003)	1,690,745	170,136	514,736	103,785	99,600	(00)

7.1.3. In the current financial year, both the Chester House Estate and Discover Northamptonshire are projected to generate an income of £59,711 for the broader service. This funding will be allocated to support departments that are anticipated to operate at a loss during the financial year, such as Cornerstone and Corby Heritage Centre. With the £855,890 base budget contribution from the Council, the service is expected to cover all its costs.

7.1.4. The business plan designates 35% of costs as controllable, which includes expenses related to such areas as catering stock, casual wages, and event resources. The service management team will convene on a fortnightly basis to review income and make informed decisions on when to allocate this budget.

In case of a drop in income, the team can allocate reserved expenditure to counterbalance the shortfall.

7.1.5. It is essential to note that the current service plan and financial projections do not encompass the mobilisation and launch of the Cornerstone. The Cornerstone's initiation will entail significant expenses related to both the core operations and commercial elements, including staff wages and catering stock. Once a definitive opening timeframe for the Cornerstone is established, a comprehensive business plan will be developed for the department. This will lead to a revision of the overall Business Plan finances to incorporate the additional income and expenditure associated with the Cornerstone's operations.

7.1.6. Any surplus generated within the service prior to this milestone will be actively reinvested back into the continuous development of the service.

7.1.7. It should also be noted that the costs to the Council for support to external providers who operate Council assets on our behalf, which is facilitated through the Culture, Tourism and Heritage Service, are not included in the table above. These include the 3 theatres, Stanwick Lakes and Twywell Hills and Dales and all arrangements were inherited by the Council from the former sovereign councils under lease, contractual or grant arrangements.

7.1.8. The costs for these services are shown here:

	Revenue Allocation	Capital Allocation
Stanwick Lakes	-	Up to £110,000
Twywell Hill and Dales	£36,000	-
Core Theatre	£297,500	-
Castle Theatre	£225,408	-
Lighthouse Theatre	£30,000	-
Total	£588,908	£110,000

7.2. Legal and Governance

7.2.1. There are no legal implications arising from the Business Plan

7.3. Relevant Policies and Plans

7.3.1. The Business Plan aligns with the Council's commitment to strategic development, maximising commercial opportunities, financial prudence, and preservation of the area's unique cultural identity.

7.3.2. The North Northamptonshire Councils Corporate plan adopted in 2021 has key commitments which are key to this project. These include:

- Active, fulfilled lives :- supporting people to live healthier more active lives. Active travel schemes and use of our green heritage spaces supports commitment.
 - Safe and thriving places:- thriving economy that shapes great places to live, learn work and visit which can be achieved within this service plans.
 - Green, sustainable environment:- the vision is to develop a green infrastructure for walking, cycling and use of our waterways.
- [Corporate plan | North Northamptonshire Council](https://www.northnorthants.gov.uk/corporate-plan)
([northnorthants.gov.uk](https://www.northnorthants.gov.uk))

7.4. Risk

7.4.1. Whilst successful delivery of the Business Plan is dependent on meeting income targets which can be affected by a range of factors outside of our control, such a further economic downturn, this risk has been carefully considered in setting of the financial forecasts. The financial targets for the fiscal year 2024/2025 have been meticulously crafted and are firmly grounded in our past accomplishments and the future strategies outlined.

7.4.2. The Business Plan designates 35% of costs as controllable, which includes expenses related to such areas as catering stock, casual wages, and event resources. The service management team will convene on a fortnightly basis to review income and make informed decisions on when to allocate this budget. In case of a drop in income, officers can allocate reserved expenditure to counterbalance the shortfall.

7.5. Consultation

7.5.1. The Business Plan has been co-produced with a range of stakeholders, including academic and commercial partners.

7.6. Consideration by Executive Advisory Panel

7.6.1. This report has not been considered by the Executive Advisory Panel as it is not a policy or strategy.

7.7. Consideration by Scrutiny

7.7.1. This report has not been considered by Scrutiny, but will be subject to call in.

7.8. Equality Implications

7.8.1. There are no equality implications from this report. The service always seeks to make an inclusive offer, as demonstrated for example by the free to access

arrangement at Chester House and the ongoing partnership with the Creating Tomorrow College and our broader offer to SEND children and their families.

- 7.8.2. Future development of quantitative and qualitative performance indicators provides an opportunity to set out benefits to particular target communities that may have less opportunity to access culture and heritage learning opportunities.

7.9. **Climate and Environment Impact**

- 7.9.1. Capital works undertaken to date have been focused on heritage buildings, some of which have listed building status. Whilst heritage buildings create limitations in relation to 'green' modifications that can be made, the service, for future capital projects and targeted improvements will consider the use of greener technologies wherever possible.

7.10. **Community Impact**

- 7.10.1. The service plan highlights the need to maximise the value of our cultural, tourism and heritage assets which have positive effects for our communities in terms of economic and mental, health and wellbeing.

7.11. **Crime and Disorder Impact**

- 7.11.1 None identified

8. **Background Papers**

- 8.1 None

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**CULTURE,
TOURISM AND
HERITAGE**

2024/25

BUSINESS PLAN



**CULTURE
TOURISM
HERITAGE**

Report Contents

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"As we embark on this exciting journey, I am thrilled to introduce the new Culture, Tourism, and Heritage Business Plan. Our vision for North Northamptonshire is clear: to celebrate the rich tapestry of our heritage, ignite a passion for culture, and invite visitors to experience the unique treasures that grace our region. The launch of this plan marks a significant step in our commitment to preserving our legacy while paving the way for a vibrant, sustainable future.

In a world of ever-evolving demands and expectations, our multifaceted approach is a testament to our dedication to making North Northamptonshire a premier cultural and tourist destination. We understand that our heritage is not confined to the past but serves as a guiding light for future endeavors. Our goal is to inspire, educate, and invigorate our community while extending a warm invitation to visitors from near and far.

This plan encapsulates the culmination of meticulous planning, strategic thinking, and unwavering dedication from our team. I would like to express my heartfelt gratitude to all the staff, partners, and stakeholders who have played an integral role in shaping this vision into a reality. Your unwavering support and collaborative spirit have been instrumental in crafting a plan that reflects the diverse offer of North Northamptonshire's culture, heritage, and tourism.

We envision a North Northamptonshire where culture, heritage, and tourism thrive together, igniting economic growth, fostering inclusivity, and nurturing a deep sense of pride in our shared legacy and in our communities. I invite you all to join us on this remarkable journey as we shape the future while honouring our past, preserving our treasures, and inviting the world to experience the beauty and charm of North Northamptonshire."

Cllr Helen Howell, the Executive Member for Sport, Leisure, Culture and Tourism and Deputy Leader of North Northamptonshire Council.



Introduction to Report

In September 2022, North Northamptonshire Council undertook a significant reorganisation with the establishment of the 'Culture, Tourism, and Heritage' Service. This strategic initiative streamlined multiple departments under the umbrella of the Communities and Leisure Directorate. This move underscores our unwavering commitment to safeguarding, promoting, and celebrating the rich cultural heritage and vibrant tourism assets that distinguish North Northamptonshire.

Our Vision

Our vision is based on by a resolute commitment to developing a sustainable, operationally efficient, and immersive experience for both residents and visitors. We are resolutely focused on illuminating the unique cultural treasures within North Northamptonshire while preserving these valuable legacies for the benefit of future generations. Our collaborative efforts with partners are geared towards revitalising the tourism economy through infrastructure enhancement and innovative marketing strategies, with the overarching goal of attracting investment and visitors.

Service Area

The 'Culture, Tourism, and Heritage' Service is an comprehensive and intricately linked network encompassing a multitude of departments, each serving a specific function in realising our overarching vision. This approach ensures the strategic and sustainable management of North Northamptonshire's cultural and historical assets.

The Culture, Tourism and Heritage Service includes the following areas:

- The Chester House Estate (CHE)
- Corby Heritage Centre
- Cornerstone (Alfred East Art Gallery and Kettering Museum)
- Northamptonshire Archaeological Resource Centre (ARC)
- North Northamptonshire Council Events
- Discover North Northamptonshire
- Local Visitor Economy Partnership
- Destination Nene Valley (DNV)
- The Northamptonshire Greenway Project
- Theatre Contracts for the Corby Core Theatre, The Lighthouse Theatre and The Castle Theatre.
- Visitor Attraction / Park contracts for Stanwick Lakes and Twywell Hill and Dales
- Cultural, Heritage and Tourism Partnerships

The management of all sectors will now be consolidated under a unified business plan, under the diligent oversight of a newly appointed Head of Service. This cohesive approach combines the business plan with operations, benefiting from an innovative strategy that optimises revenue generation and expenditure control, including the efficient sharing of resources across departments. Our primary objective is to optimise asset utilisation and space allocation, ensuring a varied range of offerings that cater to a diverse audience throughout the year, even during off-peak seasons. Our comprehensive service portfolio encompasses both commercial and core components, listed below:

Education and Learning: Our commitment to education and learning extends across all venues. We offer engaging and informative programs designed for schools, colleges, and lifelong learners, fostering a deeper understanding and appreciation of North Northamptonshire's rich cultural heritage. These programs are tailored to accommodate various learning styles, ensuring accessibility for all visitors. This inclusive approach reflects our dedication to making the region's history and culture accessible to everyone. By offering hands-on educational experiences, we aim to create a sense of ownership and pride in the cultural assets of the region while providing valuable learning opportunities in cultural, heritage and environmental management.

Archaeological Stewardship: As stewards of the County's Archaeological Depositary at the Northamptonshire Archaeological Resource Centre (ARC), we manage and safeguard a diverse range of archaeological artefacts, some dating back thousands of years. Collaborating with local, national and international universities, scholars, and experts, we support ongoing research and academic works. The ARC is a centre of archaeological research excellence, contributing to a broader understanding of the region's history. Additionally, we actively engage the community through public lectures, workshops, field school experiences and guided tours, promoting a deeper connection between the public and their archaeological heritage.

Museums and Art Gallery: Our free-to-enter museums and Art Gallery - the Chester House Estate, Corby Heritage Centre, Kettering Museum and Alfred East Art Gallery - serve as repositories of history and culture. We prioritise meticulous preservation and employ state-of-the-art techniques to protect valuable artifacts and historical records. Our commitment extends to improving and introducing climate control, security systems, and fire prevention, ensuring long-term conservation. Beyond static displays, our museums will offer interactive exhibits and educational programs suitable for all ages, making learning engaging and immersive. Our curators and historians continually update exhibits to ensure accuracy and relevance. Over the coming months, we will be working with Museums Development East Midlands to renew and introduce museum accreditation (from Arts Council England) status.

Tourism Promotion: The Tourist Information Centre at Rushden Lakes, operated by Discover Northamptonshire, is more than an information desk; it's a data-driven hub for tourism. It collects and analyses data on tourism trends and visitor preferences, allowing us to tailor marketing strategies and offers to evolving customer needs. Furthermore, it collaborates with local businesses to ensure visitors have access to the best accommodation, dining, and recreational options, strengthening North Northamptonshire's appeal as a tourist destination. We are also in the process of developing a new Local Visitor Economy Partnership for Northamptonshire, working with Visit England.

Commercial Catering: At the Chester House Estate, we will prioritise an authentic culinary experience that showcases locally sourced produce. We collaborate with local suppliers and farms, emphasising sustainability and supporting local businesses. Our menu features a range of dishes, from traditional to contemporary, to represent the diversity of North Northamptonshire's cuisine. We are committed to accommodating dietary preferences for inclusivity. In our retail spaces, we curate unique, locally sourced products that reflect the artistic and cultural traditions of the region while promoting sustainable consumer choices, fostering economic development in the community. Following the opening of the Cornerstone in Kettering, will model will be replicated.

Flexible Event Spaces: Our venues are adaptable and multifunctional, serving as spaces for a wide range of events, from corporate conferences and weddings to art exhibitions and community gatherings. These events contribute to the area's economic growth by attracting visitors and facilitating business activities. Moreover, they foster a sense of community and cultural cohesion, allowing residents and visitors to come together and celebrate North Northamptonshire's heritage.

Year-Round Cultural Engagement: Our year-round events program is diverse and inclusive, offering something for everyone. Music and art festivals celebrate the region's cultural heritage, providing platforms for local talent and offering immersive experiences. These events serve not only as entertainment but also as educational opportunities, fostering an appreciation for the region's cultural heritage and contributing to the service's economic sustainability.

Land Management: free-to-enter country estate at The Chester House Estate offers a peaceful escape from urban life. Environmental stewardship ensures the preservation of its natural beauty. Educational programs and guided nature walks provide insights into the diverse ecosystems of North Northamptonshire, and the estate serves as a hub for outdoor enthusiasts, with trails, picnic areas, and educational signage enriching the visitor experience.

Future Capital Projects: In addition to our core initiatives, the service is committed to managing several ongoing and upcoming capital projects, enhancing the region's appeal and infrastructure.

The North Northamptonshire Greenway project is set to create an extensive network of walking and cycling routes, enhancing connectivity and accessibility. These routes will not only promote active lifestyles but also provide an eco-friendly mode of transportation for residents and visitors, reducing the carbon footprint and showcasing the natural beauty of the region.

The restoration of the Manor House at Kettering Museum is a significant undertaking to preserve and revitalise a historical landmark. This project will not only restore the structural integrity of the building but also enhance its role as a cultural and educational centre, creating an enriching environment for visitors and residents.

The replacement of the Kettering Library roof is a critical maintenance project to ensure the longevity and safety of a valuable community resource.

Conclusion

In conclusion, the 'Culture, Tourism, and Heritage' service is committed to enriching North Northamptonshire with a comprehensive and multifaceted approach to cultural preservation and tourism. Our dedication to preservation, education, and community engagement underscores our commitment to a prosperous and sustainable future for heritage, culture, and tourism in the region. We continuously seek opportunities for growth and innovation while preserving the treasures of our past to illuminate the path forward for residents and visitors alike. Through these strategic efforts, we aim to foster a vibrant, culturally rich, and economically robust North Northamptonshire, ensuring a sustainable and enriching future for all.

Finance Summary

Department	Income	Staffing Costs	Utilities	Operational Costs	Repairs and Maintenance	Investment	Department Cost (+/-)
Culture Tourism and Heritage Service	£ (855,890.00)	£ 84,780.00	£ -	£ -	£ -	£ -	£ (771,110.00)
Chester House Estate (Commercial)	£ (1,418,627.00)	£ 799,038.98	£ 97,992.00	£ 341,500.00	£ 92,384.96	£ 28,000.00	£ (59,711.06)
Chester House Estate (Core)	£ (118,785.66)	£ 174,190.48	£ 18,000.00	£ 86,980.50	£ 6,000.00	£ 20,000.00	£ 186,385.32
Business Operations	£ -	£ 228,362.16	£ -	£ 62,040.00	£ -	£ -	£ 290,402.16
Corby Heritage Centre	£ (600.00)	£ 37,932.00	£ 2,400.00	£ 6,000.00	£ 2,400.00	£ 3,600.00	£ 51,732.00
The Cornerstone	£ -	£ 218,772.68	£ 27,000.00	£ 1,200.00	£ -	£ 48,000.00	£ 294,972.68
Discover Northamptonshire	£ (185,100.00)	£ 147,668.90	£ 24,744.00	£ 17,016.00	£ 3,000.00	£ -	£ 7,328.90
Total	£ (2,579,002.66)	£ 1,690,745.20	£ 170,136.00	£ 514,736.50	£ 103,784.96	£ 99,600.00	£ (0.00)

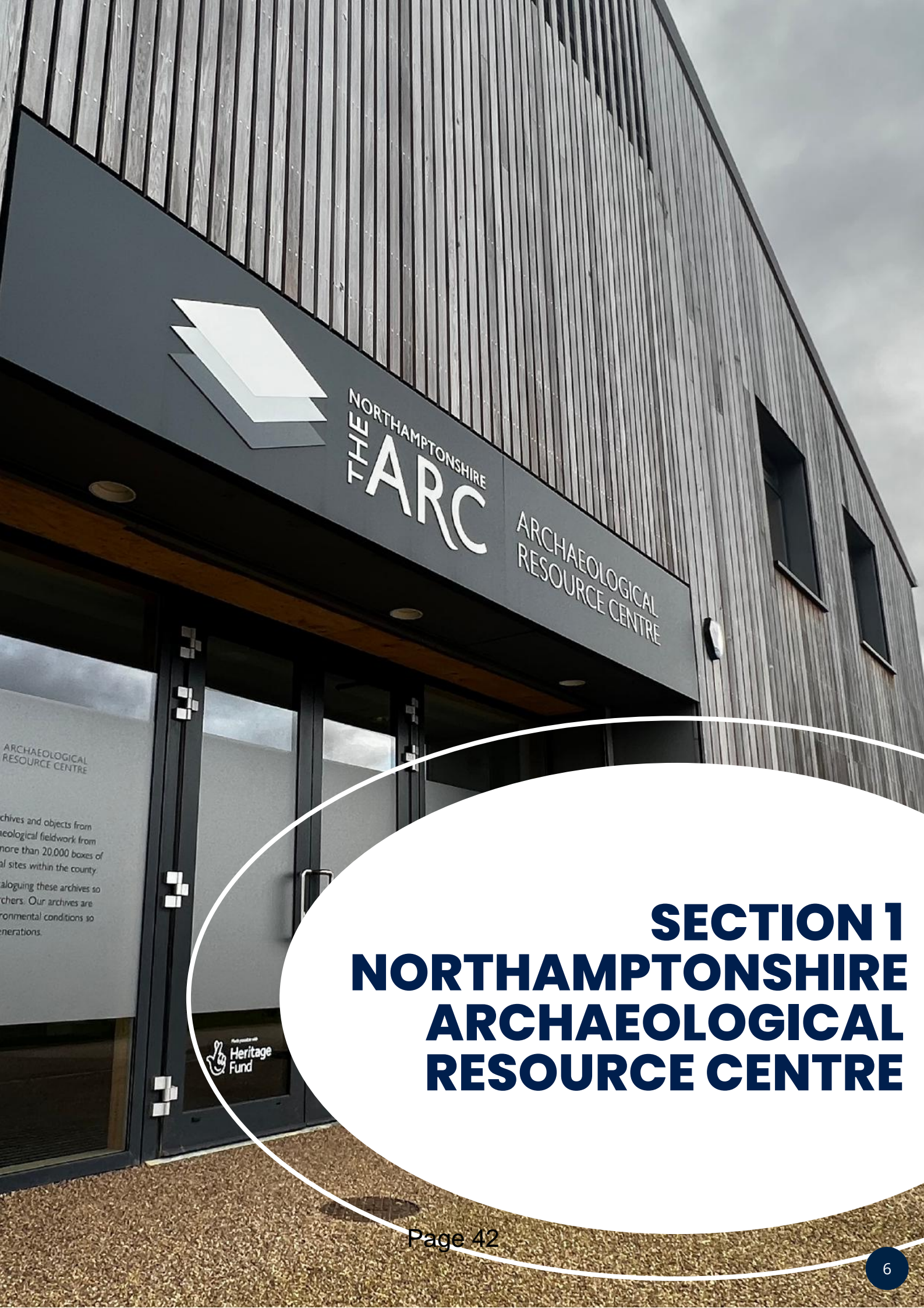
This report presents the finances for the 24/25 financial year. In the table above the finances for each service are presented. We forecast that with the council contribution of £855.890, the service will cover all costs.

The income and expenditure targets for the 2024/25 fiscal year have been meticulously crafted and endorsed by our Head of Service and department managers. These targets are rooted in our past achievements and the future strategies outlined in this report.

Throughout the fiscal year 24/25, a primary focus is dedicated to investigating diverse governance alternatives for various assets and departments. This includes exploring opportunities within the voluntary sector and establishing charitable trusts, as detailed in Section 10 titled 'Future Development.' It is anticipated that these efforts may yield a positive impact on the baseline budget provided by the council to the service for years to come.

Moving forwards from 25/26 if we do not implement new governance models and initiatives that are set out within section 10, we anticipate an annual average decrease of 2.5% in council contributions from 2024 to 2029. To counterbalance this reduction in our budget, we have set a goal of increasing income generation by an average of 4% each year.

It's essential to note that the current service plan and financial projections do not encompass the mobilisation and launch of the Cornerstone. The Cornerstone's initiation will entail significant expenses related to both the core operations and commercial facets, including staff wages and catering stock. Once a definitive opening timeframe for the Cornerstone is established, a comprehensive business plan will be crafted for the department. This will lead to a revision of the overall service finances to incorporate the additional income and expenditure associated with the Cornerstone's operations. Any surplus generated within the service prior to this milestone will be actively reinvested back into the continuous development of the service.



SECTION 1 NORTHAMPTONSHIRE ARCHAEOLOGICAL RESOURCE CENTRE

Northamptonshire Archaeological Resource Centre

The Northamptonshire Archaeological Resource Centre (ARC), located at the Chester House Estate, is a state-of-the-art climate-controlled facility that acts as the publicly accessible archaeological archive store for both North Northamptonshire and West Northamptonshire Councils. The ARC is an almost unique facility with only one other local authority area (Greater London) in the UK boasting a specialist archaeological store that is easily accessible to the public.

The core aims of the Northamptonshire Archaeological Resource Centre are:

- Connecting the people of Northamptonshire to their archaeological past and helping provide a sense of place to the county's residents.
- Providing open public access to these collections to all to ensure that Northamptonshire's heritage is both at the forefront of national research and easily accessible by local people.
- Facilitating archaeological displays for museums and other organisations within Northamptonshire and beyond.
- Caring long term for these collections to national standards to they are still accessible for future generations.
- Providing hands on opportunities for the public to engage with archaeology and archaeological objects through volunteering, tours, and engagement events.
- Fulfilling the need for a publicly accessible archaeological archives for projects resulting from the requirements of the National Planning Policy Framework.
- To be recognised as a leading model for access and care for archaeological collections within the United Kingdom.

The ARC provides free and open access to archaeological collections for all, regardless of background. Researchers and users of the ARC include members of the public interested in their local history, school groups, university students, professional archaeologists and academic researchers (see accessibility & engagement section for further details on users). The ARC also carries out public tours of the building showing members of the public highlights of Northamptonshire's archaeological past allowing us to engage a non-specialist audience. In most other areas of the UK, these archaeological collections are usually very limited in their accessibility or completely inaccessible to the general public. It is a key part of our core offer that we make these collections accessible to all.

The ARC cares for and curates the Northamptonshire's archaeological collections. Our collections are curated in the perfect environmental conditions for archaeological objects within our state-of-the-art facility. This will ensure they will be accessible and useable long into the future. Currently, as of November 2023, the store holds over 21,000 boxes of archaeological objects from over 4,000 pieces of archaeological fieldwork that has taken place within the county with another 4,000 boxes due to arrive over the coming years from existing archaeological projects.

The vast majority of our archaeological collections are the result of the planning process (e.g. housing developments, infrastructure projects, quarries) and the ARC fulfils the requirement within the National Planning Policy Framework for developers to create a publicly accessible archive for any archaeological mitigation work they undertake as a result of development. Each year Northamptonshire generates on average between 350 and 400 boxes of archaeological archives as a result of the planning process. We also engage with community groups within Northamptonshire who undertake archaeological fieldwork in their area to help ensure that their hard work and research is accessible to the wider public.

The ARC facilitates loans of objects to other museums, heritage organisations and venues in Northamptonshire and beyond to engage the public with their local heritage. Archaeological archives take up a lot of space and none of the museums or other heritage organisations within Northamptonshire are able to store this material themselves, especially as many are voluntary run organisations without the capacity. Instead, the ARC is able to loan objects directly to local museums so that the public are able to directly engage with them within the communities that they were found.

The ARC is currently open 10am to 4pm Monday to Friday for researchers and tours and is open on some weekends throughout the year.

Funding

The ARC's annual running cost (including staffing) is £117,555. As a joint service the ARC receives £61,000 in funding from West Northamptonshire Council which is covered by Inter Authority Agreement between North and West Northamptonshire Councils as we store and make publicly accessible archives on behalf of them.

The ARC also generates income from a box deposition charge for commercial archaeological projects taking place within Northamptonshire (current charge is £120 + VAT per box for archaeological projects taking place between 2020 and the present, £20 + VAT for those pre 2020). This figure is charged for each box that is deposited within the ARC as a result of developer funded projects (e.g. housing developments, infrastructure schemes, quarries). Currently the majority of archives being deposited are from pre-2020 schemes of fieldwork as it can take over 5 years for a site archive to be ready for deposition. The ARC also seeks to gain additional income through grant funding applications (see Partnerships and Grants for further details).

Staffing

The ARC is served by two full time curators.

The Archaeological Curator takes on the overall responsibility of the collections and the strategic direction for the ARC. They are responsible for ensuring policy documentation is up to date and they liaise with internal and external stakeholders. Along with the Head of Service they are overall responsible for the application for and maintenance of Arts Council England museum accreditation.

The Archaeological Curator line manages the Assistant Archaeological Curator and the CHE Learning team and supports the Learning and Engagement Manager at a strategic level ensuring that they are fulfilling their key aims. They are responsible for the interpretation elements of the CHE estate. They are also the co-director of the Irchester Field School working on the strategic direction of it along with our academic partners at the University of Leicester.

The Assistant Archaeological Curator assists the Archaeological Curator with the day to day management of the ARC collections', accessing new and legacy archives while ensuring they meet the highest possible standards of collections care. They also co-ordinate and lead the volunteers working within the ARC on collections based tasks. They facilitate research visits to the collections from the public and professional researchers. They deputise for the management of the ARC in the absence of the Archaeological Curator.

To help care for our collections, the ARC provides many volunteering opportunities to a large team of nearly 100 volunteers (see volunteering for further details).

The ARC's opening two years

Mobilisation: The ARC inherited a disparate collection of archives that were stored across the UK. Archaeological collections from Northamptonshire were stored in over 90 different locations ranging from warehouses to people's garages. There were 5 main legacy stores that had the bulk of the material which were in the care of the former Northamptonshire County Council, the former Northampton Borough Council, Historic England and Museum of London Archaeology but the remainder was stored by either professional archaeological companies or members of the public. The storage conditions were often very poor with pests, mould, damp, and light damage all known issues within the stores. The humidity and temperature controls in the other stores were also not suitable for storing archaeological objects.

Over the last 2 and a half years we have moved over 21,000 boxes to the store with another 4,000 being deposited by professional archaeological companies, community groups, and private individuals. Much of this material was in a poor condition when we received and between 65-70% of the entire collection requires some element of re-packaging to ensure it will be accessible in the future and that its condition would not worsen. Almost all the collection had no previous cataloguing.

Therefore, a key part of the ARC's role has been to re-package and catalogue these archives to ensure they are fully accessible to the public. This is a long term task due to its scale and as of November 2023, a total of 1,700 boxes have been re-packed. A rapid catalogue has been undertaken of the archive with more detailed cataloguing forthcoming. We have also replaced all the silica gel for metal objects (including a large amount of gel that is a known carcinogen) so those collections will be now accessible to the public.



Volunteers with 2022 Volunteering Award from Society of Museum Archaeology

Accessibility & engagement: Since opening, we have had over 9,000 people visit the ARC building and many more we have engaged with at events either at Chester House or elsewhere. These visits range from academic researchers researching a specific object or archive through to interested local people attending a tour. We also put on a number of open days where we have archaeological activities aimed at engaging the public taking place within the store. The number of visits is far higher than other similar archaeological stores within the UK. Our visitor profile of visit is also unusual within the sector as only around 6% of our visitors fit the profile of a professional researcher (e.g. professional archaeologist, museum professional or academic researcher). Instead the vast majority of the people who engage with our collections in the store are local people interested in their archaeology. This is highly unusual within the archaeological archive sector where most visitors to stores are professionals.

We still get a large number of academic and professional researchers visiting the ARC and within the first 6 months of opening, the ARC has had more than double the number of researchers access archaeological archives from Northamptonshire than the previous 12 years combined. We have facilitated research into Northamptonshire's history by students or academics from 14 universities within the UK (of c.30 universities that teach archaeology), 1 university in Canada and 1 university in Portugal who have used our collections for research. We are still in the process of engaging more universities with our collections as they are learning that they are now accessible for research. Highlights of their research include taking ancient DNA samples to learn more about the lives of the Anglo-Saxon populations of Northamptonshire and research on diseases in cat bones that may inform changes in the modern pet food industry.

As we store the counties archaeological archive, we are able to loan to other organisations for display without those organisations taking on the storage burden. We have provided material for displays for 11 museums and other heritage organisations within Northamptonshire and 1 museum outside of Northamptonshire. We also developed a display at the Discover Northants hub at Rushden Lakes, this is ensuring our collections are reaching a much wider audience than before we begun moving the objects to the ARC. We have also loaned material for research to 5 universities where the techniques they were undertaking required specialist equipment located at the university.

“Oundle Museum has been able to deposit archaeological items from the museum store at the ARC. This has freed up space in the store which is hugely beneficial to the museum as we are volunteer run and have limited storage space. Being able to borrow objects from the ARC widens the range of objects that the museum can display, which in turn is likely to attract more visitors to the museum and widen our audience.”

Museum Trustee and member of the Oundle Museum Organising Committee

One of the highlights of our engagement has been Operation Phoenix which we have been involved with for the past 18 months. This is a project where we are working with Northamptonshire Fire and Rescue using archaeology engagement as a form of mental health therapy for fire service staff who are suffering. Our part of the project has been engaging the Fire and Rescue staff with archaeological objects within the store. The other project partners include University of Leicester, Rockingham Forest Trust and Breaking Ground Heritage. This project has been a huge success and clear health benefits have been measured amongst the participants. We are intending to continue this project in 2024 with all the project partners and to build upon the first years success. The intention is to include a display element in the project where the Fire & Rescue staff develop a display for the general public using objects within the ARC.

“The Team at the ARC have been instrumental in the setting up and running of our Pilot Scheme for Operation Phoenix to support Northamptonshire Fire and Rescue Service staff who are dealing with difficult emotions and wellbeing issues often caused by our line of work. Without the ARC team we would not have been able to offer such a comprehensive and fascinating agenda! Our participants were enthralled and absorbed in equal measure by the range of activities that the ARC Team managed to put on for us. Our participants were totally captured by their experiences, and they all attested to the huge benefits they all felt from their time with the ARC! The team are owed a debt of gratitude and I hope they are proud of what they helped facilitate and of the support they gave to people who needed it!”

Operation Phoenix Lead, Northants Fire and Rescue Service

As the ARC uses their archive collections to reach a wide range of audience, it was selected for a study undertaken on behalf of the Society of Museum Archaeology looking at how different museums and archive stores engage audiences with their archaeological archive collections. The work of the ARC using archaeological archives to engage non-specialist audiences is to also form the basis of research for a PhD as this is an overlooked area within the heritage sector.

“The ARC is without a doubt the premier resource for archaeological research in Northamptonshire. Not only does the ARC curate an enormously valuable collection of archaeological archives, through the efforts of its staff this collection is helpfully made easily accessible to professional archaeologists and members of the public. As a professional researcher who has worked with the ARC since its opening, the team and their volunteers have regularly been pivotal in not only facilitating my research but also in actively promoting impactful archaeological work and engagement initiatives. Through their efforts, the ARC has effectively developed into a hub through which diverse commercial, educational, and community groups can share expertise and develop close relationships, to the benefit of local communities.”

Professional Archaeologist, Museum of London Archaeology

Volunteering: Volunteering is at the heart of what we do at the ARC. Since the ARC opened in October 2021, we have had over 5900 hours of volunteer support from 97 individuals who have spent at least one day helping support the ARC (average of 10 days of 6 hours per volunteer). Their tasks include assisting re-boxing collections to ensure they are meeting national collections standards, cataloguing collections, and running tours of the store for the general public. Our volunteers have a wide range of prior experience, from those where this is their first experience engaging with archaeology or collections, through to those with 40 years of experience working with archaeology. Our volunteers range from ages 16 to 84. The vast majority of our volunteers live within 15 miles and, in particular, live around Wellingborough, Rushden, Higham Ferrers, Raunds, Kettering and Northampton.

We also offer a successful archaeological archive work experience placement over two weeks during the summer holidays for those studying GCSE, A-Levels and undergraduate degrees who would like experience within the archaeological sector. Students from Creating Tomorrow College, the SEN college based at CHE, also work within the ARC, providing an opportunity that they would likely otherwise never have.

Many of them had not engaged with archaeology before and we have been working with them developing their skills. In particular, we have had a group of 16 volunteers working with an experienced volunteer who has a background in human osteology. They have been intensively working on our skeletal remains collections and ensuring they are properly catalogued and sorted. Many of these collections we have never had any information about so their work has been instrumental in making them more accessible for researchers. This has led to them developing a completely new skill and it has inspired many of them to undertake further studies in this area that they would never have considered without volunteering in the ARC.

Working with archaeology has been proven to have mental health benefits for those involved (such as our work with Operation Phoenix) and this has also been a benefit on our volunteering programme. A sizable group of our volunteers, many of whom are retired, have noted that volunteering in the ARC helped them with post-covid anxiety. Volunteering has also helped several with difficult situations such as loss or dealing with a loved one who is long term ill. This can be summarised by a quote from one of our volunteers:

“I began volunteering at the ARC at Chester House a couple of years ago. At that time I knew my husband was terminally ill. The days I spent volunteering gave me respite from caring for him and a chance to concentrate on things that I enjoyed rather than dwelling on my personal circumstances. Since my husband’s death earlier this year, the ARC has continued to provide me with regular opportunities to get out of the house and spend time with sympathetic and caring people who have offered me so much support, whilst doing work I love. It has all had a very positive impact on my mental health and helped me cope throughout an incredibly difficult time”

Our volunteering programme was awarded the Society of Museum Archaeology Volunteering Award in 2022. This was a testament to the fantastic work that they are undertaking. One of the judges’ comments was ‘the sheer scale of this volunteering project is amazing’ which highlights how professionals within the archaeological and museum sector appreciate how unusual it is to have so many volunteers working with archaeological collections within an organisation.

Partnership & Grants

During our first two years we have been able to receive £119,000 of grant funding from Historic England. This grant was associated with the ARC being able to receive the archives from the excavations of a Roman Villa at Stanwick and a large number of smaller archaeological sites. This one off grant allowed the ARC to purchase new shelving for the paper store and metal store and to build a specialist shelving unit to store 16 partially complete pieces of Roman mosaic. We have also received a smaller funding grant from Nene Rivers Trust worth £3000 to provide equipment to support our volunteering programme.

Over the last 2 years we have built partnerships with several different universities and professional archaeological companies which have led to benefits for wider public. In particular we have built a strong partnership with the University of Leicester (see also Irchester Field School). The ARC has been approached to be a collaborating organisation for funding applications from 3 universities (Leicester, Exeter, Sheffield) and one professional archaeological company (MOLA). The successful projects have been worth over £75,000 of funding. While this money does not come directly to the ARC, these grants provide opportunities that facilitate public engagement that would otherwise be impossible for us. For example, one grant was associated with a project where collections in the ARC were x-rayed and that research led to a practical pottery project where local people were able to make their own pots based upon the research and some of which were later displayed at CHE. We are currently project partners for 5 separate current applications from universities with the Arts and Humanities Research Council and other funding bodies which are worth a combined total of £3m.

Due to the unique nature of the ARC, how accessible our collections are and our building of relationships, it is clear that universities and other heritage organisations want to work with us. These relationships are able to provide opportunities for the public, volunteers and staff that otherwise would not be possible through our own means. Universities have also provided training and engagement opportunities for our volunteers, community archaeology groups and the wider public within Northamptonshire.

Model of best practice

The sustainable business model for CHE and the ARC, the state-of-the-art facility we have, and the levels of our public engagement has generated significant interest amongst professionals working within the heritage sector within the UK. We have had visitors from many other museums, heritage organisations and national heritage bodies around the United Kingdom who have come to further understand how we operate. The ARC has recently been cited as a case study for a project commissioned by Arts Council England and Historic England looking at storage solutions for archaeological collections within the UK. Organisations from across the UK have visited and discuss with us how we do things to inform their planning and development for similar projects in the future.

Future Challenges

During the survey work for the ARC before it was built, it was anticipated there were around 15,000 boxes of material. Instead there are currently 25,000 boxes of archives in total that are either already within the collection or are due to be deposited. This substantially impacted the long term storage projections. In order to maintain sustainability and to ensure there is space for future archives in the future, there is some work that can be undertaken within the next two years to ensure space for the next few decades. This work includes:

- Moving the stone from the existing store into a separate building at CHE. Stone does not require the conditions that other archaeological objects do but does take up a substantial amount of space. With the stone in the store it takes up the equivalent of 3,500 boxes worth of space that is long term worth £420,000 of future income over a long term period (based on current box charges). The investment into additional storage at CHE would cost substantially less than this (estimate of £15,000).
- Addition of extra archive shelving within the ARC can be added through the additional of roller racking replacing static shelving. This would account for around 6,000 extra boxes worth of space. This space would be worth £720,000 of future income (based on current box charges). The investment for this is estimated to be around £100,000. We look to attain external grant funding to help secure this long-term storage over the coming years.

Future Vision

The ARC would look to continue its positive work engaging the people in Northamptonshire and reach more diverse audiences within the county and beyond. This would include further engagement and the use of the archives in pop-up events at Chester House and beyond while continuing to facilitate loans to museums and other organisations.

A key element of furthering this engagement would be to develop the lobby of the ARC. This is currently underutilised space within the building that could be better used for public engagement. Due to the nature of the collections, the ARC remains locked when not facilitating researchers or tours. We could transform this by making the lobby a display space which would contain display cabinets which would rotate objects from within the store. We would also place an internal window into the store room on the ground floor so the public can see into the store if visiting without needing to enter the room. This would transform the visitor experience for our audience. This work has been costed to be around £15,000.

We will look to complete the rapid catalogue of the archive and to develop research questions that universities and other local researchers could potentially target within our collection. This would encourage their use and improve knowledge about the history and archaeology of Northamptonshire. We would continue to work in partnership with universities and other research institutions to maximise the reach of our collections and the historic understanding they can contribute to.



SECTION 2 HERITAGE LEARNING CHESTER HOUSE AND ARC

Heritage Learning and Engagement - Chester House Estate and ARC

The Chester House Estate Learning department is a team of dedicated professionals who are passionate about bringing history to life for learners of all ages. We are committed to providing high-quality educational experiences for students of all ages. We offer a variety of programs and workshops that are designed to engage students, develop their critical thinking skills, and help them to gain a deeper understanding of history and culture.

The core aims of the Chester House Estate Learning Department are:

- Provide high-quality educational experiences for students of all ages that engage them with history and culture, develop their critical thinking skills, and help them to gain a deeper understanding of the past.
- Support the teaching of the National Curriculum through a variety of programs and workshops that are aligned with the curriculum's objectives.
- Make the Chester House Estate's rich heritage accessible to the wider community through outreach programs, loan boxes, and other public events.
- Inspire the next generation of historians and archaeologists by providing hands-on learning opportunities and encouraging students to explore their own interests.
- Be a leading model for access and engagement in the heritage sector.

The Chester House Estate Learning Offer is a suite of educational resources and experiences designed to engage visitors of all ages with the rich history and heritage of the site. The offer is divided into two main strands: formal and informal learning.

Formal Learning: Formal learning is offered in three strands: onsite facilitated learning, outreach, and loan boxes. All these programs are designed to support the National Curriculum and are accompanied by in-classroom resource packs with a selection of activities that teachers can incorporate into their teaching. The program covers all key stages, from early childhood to post-secondary education, and is also open to other groups such as home-school groups, childcare providers, and scouting groups.

Onsite facilitated learning visits: Onsite learning visits to Chester House typically take place during term time and last for four hours. They are scheduled to fit within a school day to minimize disruption and to avoid conflicts with coach pickup and drop-off times. Excluding the Irchester Field School (the learning programme which runs alongside the excavation), a visit typically costs £175 for a class of up to 32 students (excluding the Irchester Field School Learning Programme), which is roughly £5.80 per student. During a typical visit, a class experiences:

- An interactive enquiry-based workshop session, in which students interrogate original and replica objects to develop an understanding of the lives of the people who lived in the Nene Valley, why they settled here and how the landscape shaped the way they lived. Primary workshops include a historical craft element to the programme in which children get the opportunity to create their very own replica item to take home with them whereas Secondary workshops focus in on the objects in greater detail.
- A guided tour of the wider site, providing students with the opportunity to learn more about the history of Chester House Estate and the occupation of the site throughout history.
- Self-guided time during which groups can explore the exhibitions using our on-gallery resource packs, and shop.

The onsite learning programme covers several subjects which is split into a further 11 topics. Where appropriate, programme strands are replicated across different key stages and activities and outcomes are adapted for the education level and needs of the students participating.

Topics include:

- History (the most popular and extensive subject taught, due to the nature of the site)
- Museum maths (EYFS)
- Changes in farming (EYFS and KS1)
- Prehistory in the Nene Valley (KS1 and KS2)
- Nene Valley Romans (KS2)
- Nene Valley Saxons (KS2)
- How do we know about the past? (KS2, KS3, and KS4)
- Irchester Field School (KS2, KS3, and KS4)
- Where can heritage take you? (KS5)

Geography (developed in response to the Ofsted 2023 report that found that fieldwork is often underdeveloped in schools):

- Hedgerow Habitats (EYFS and KS1)
- Habitat classification survey (KS2 and KS3)
- GCSE rivers fieldwork study (KS4 and KS5) – Currently in development with Nene Rivers Trust in response to teachers getting in touch – taking students out of county to collect fieldwork is becoming less affordable and feasible.

The Irchester Field School: The Irchester Field School Learning Programme is a unique opportunity for students of all ages to learn about archaeology through hands-on experience. The programme is run by the Chester House Estate Learning Department in partnership with the University of Leicester and the Northamptonshire Archaeological Resource Centre (ARC).

The Irchester Field School is an active archaeological excavation site where students can learn about the different stages of archaeological research, from excavation to post-excavation analysis. Students can work alongside professional archaeologists to discover and record archaeological remains. They also learn about the different methods of archaeological excavation and recording, and how to interpret archaeological evidence.

Outreach visits: We have developed an outreach program to engage schools during our off-season (October half term to February half term) and to address the main barriers to our learning program: the cost of coach hire, disruption to the wider teaching schedule, and the outdoor nature of Chester House.

- Coach hire costs: Coach hire can be prohibitively expensive (£375 per class of 32 students), which more than doubles the cost of a school trip.
- Disruption to the wider teaching schedule: A school trip can disrupt the teaching of the wider curriculum, as children miss lessons.
- Outdoor nature of Chester House: Chester House is an outdoor site, which can make it difficult for schools to visit, especially during bad weather.

Our outreach program addresses these barriers by bringing our workshops to the school. A member of the Chester House Estate Learning Team visits a school with a selection of original objects and delivers at least two practical workshops. The workshops are flexible and can be adapted to fit each school timetable. The topics covered are history-based and replicate program strands across different key stages, with activities and outcomes adapted to the educational level and needs of the participating students.

Topics offered:

- Unveiling Ancient Secrets: Life in prehistory (KS1 and KS2)
- Unveiling Ancient Secrets: Romans (KS2)
- Unveiling Ancient Secrets: How do we know about the past? (KS2, KS3, and KS4)

Loans boxes: In addition to our onsite and outreach programs, we also offer loan boxes. Loan boxes contain around 15 original and replica objects from either the Roman or pre-history era. Schools can borrow loan boxes for half a term and receive a resource pack that includes background notes on the objects and a selection of suggested activities. Loan boxes are a great way to bring history to life for students and to help them develop their critical thinking and problem-solving skills. Some of the benefits of using loan boxes in the classroom:

- Hands-on learning: Loan boxes allow students to handle and examine real and replica objects, which can help them to better understand and appreciate the past.
- Inquiry-based learning: Loan boxes encourage students to ask questions and investigate the objects, which can help them to develop their critical thinking and problem-solving skills.
- Differentiated instruction: Loan boxes can be used to differentiate instruction by providing students with a variety of activities and resources to choose from.
- Cross-curricular learning: Loan boxes can be used to teach across a variety of subjects, including history, science, and art.

Informal Learning: Informal learning covers family-based workshops typically delivered in school holidays. Activities are designed to be a fun way for children to either learn about their local heritage, practice a skill, or enjoy an activity with their family groups. These workshops are run concurrent to (or as part of) wider events.

Funding

The Learning Department generates income from its core offer which has been designed to be both affordable to local schools and sustainable for the department:

School trips to and from Chester House: Schools can book a facilitated visit to Chester House for £175 per class of 32 students (excluding the Irchester Field School), or £120 per class (with a minimum of two classes) for an outreach visit.

Loan boxes: Schools and other organisations can borrow loan boxes from the department for £70 per half-term. This fee covers the cost of packing, checking, and storing the loans boxes in addition to repairing or replacing any items that may be damaged or lost during borrowing period.

Working with our local SEND community

The Chester House Estate Learning Programme is committed to providing an inclusive learning environment for all learners, including those with Special Educational Needs and Disabilities (SEND). The department has a growing number of SEND schools and adult SEND centres (such as Spectrum and Northants Cube Disability Trust) that engage with both its formal and informal programmes, as well as its events.

The partnership with the Creating Tomorrow Trust has also helped to increase the number of SEND learners participating in its programmes. The department's status as a Disability Confident site has also helped to raise awareness of its SEND offer and to encourage more SEND learners to visit.

The wider Chester House Estate is now also incorporating SEND sessions into its events programme. This is a positive development that will help to make the estate more accessible and inclusive for all visitors.

Staffing

The Learning Department is served by a full time Learning and Engagement Manager, a part time Learning Engagement Officer and casual facilitators.

The Learning and Engagement Manager is responsible for the management of the Learning Department. They line manage the Learning Engagement Officer and lead on the development of new programs, internships, and the family learning program. They also oversee the safeguarding of visitors on site and coordinate the work of volunteers in the Learning Department. The Learning and Engagement Manager is a key figure in ensuring that the Learning Department is providing high-quality educational experiences for all visitors. They are responsible for developing and implementing a strategic plan that aligns with the overall goals of the Chester House Estate. They also work closely with schools and other organisations to create and deliver programs that meet the needs of their learners.

The Learning Engagement Officer is responsible for engaging with schools and filling the bookings diary. They also generate new business, process bookings, and are the first point of contact for schools. Additionally, they generate itineraries for school groups. The Learning Engagement Officer plays a vital role in ensuring that the Learning Department is accessible to all schools. They work closely with schools to understand their needs and develop programs that meet those needs. They are also responsible for marketing the Learning Department's programs and promoting them to schools in the local area.

The Learning Facilitator is part of the visitor experience team and is responsible for delivering the learning programs and ensuring that students achieve the learning outcomes advertised. They also provide a fantastic learning experience for all learning visitors. The Learning Facilitator is the person that students will interact with most during their visit to the Learning Department. They are responsible for delivering engaging and informative workshops and activities. They also use their knowledge of the site and its collections to create a memorable and educational experience for students.



Volunteers

Volunteers play a vital role in the Learning Department at the Chester House Estate. They support the delivery of both formal and informal learning programmes, as well as events, and help to create a welcoming and inclusive learning environment for all visitors.

The Learning Department values the contributions of its volunteers and is committed to providing them with a positive and rewarding experience. "I love volunteering at the Chester House Estate because I enjoy interacting with people of all ages and helping them to learn about the estate's history and heritage. It is also very rewarding to see the children's faces light up when they make a new discovery."

Volunteers receive training and support, and they have the opportunity to develop their skills and knowledge. "I am passionate about education and I believe that everyone should have the opportunity to learn. Volunteering at the Learning Department allows me to share my knowledge and passion with others. I also enjoy working with the other volunteers and staff, who are all dedicated to providing a high-quality learning experience for visitors."

The Learning Department is grateful for the contributions of its volunteers. They make a significant difference to the department's ability to provide high-quality learning experiences for all visitors.

Marketing and Engagement Strategies

The Chester House Estate Learning Programme is marketed and promoted to local teachers and schools through a variety of channels, including:

- Word-of-mouth: Teachers are encouraged to refer other teachers to the programme
- Networking: The Learning Department maintains a network of contacts within the teaching community, which is used to promote the programme. We support local business and education conferences as part of our network offer.
- Teacher Event: The Department hosts termly teacher events to highlight upcoming events and changes to the programming.
- Educational Events: The Learning Department regularly supports local educational events, such as the Milton Keynes Education Awards and the Northampton Education Awards. At these events, the department distributes promotional materials and speaks to teachers about the programme.
- Advertising: The Learning Department takes advertisements in the headteacher bulletin and sends emails to its teacher mailing list. These advertisements promote upcoming events and workshops, as well as special offers and the wider site.
- Rebooking incentives: Schools are encouraged to rebook visits by offering a discount on future visits. A follow-up email is also sent after a visit to thank the school for their participation and to remind them of the benefits of the programme and request feedback.
- Teacher training: The Learning Department offers free teacher training events on a variety of topics related to teaching and learning. One free teacher place is offered per school per booking.

The Learning Department currently offers two strands of teacher training, which were developed at the request of schools:

- How to plan your first school trip: This strand is targeted at trainee teachers and early career teachers and provides them with the knowledge and skills they need to plan and deliver a successful school trip to the Chester House Estate.
- How to incorporate original sources into your teaching: This strand is suitable for any non-subject specialists and provides them with the knowledge and skills they need to use original sources, such as artifacts and documents, in their teaching.

The Learning Department collaborates with other specialist suppliers, such as Classics for All (a charity that promotes the teaching of classical subjects in state schools) and Historic England, to offer a broad range of training opportunities to teachers.

The Learning Department's marketing and engagement strategies have been successful in reaching a wide range of potential participants and building relationships with teachers. The department's focus on responding to the needs of schools has helped to make the programme a success.

The Development of the Learning programme since opening in 2021

The Chester House Estate Learning Programme opened in 2021, facing the challenges of the COVID-19 pandemic. Schools were not taking part in school trips, and there was a risk of trips being cancelled, resulting in lost transportation fees. However, the programme began to gain traction in Easter 2022, as all restrictions were lifted, and schools began to feel more confident about booking trips.

In the 2021/22 financial year, the primary income for the Learning Department came from informal family learning. During the 2022/2023 academic year, the department had welcomed over 10,000 learners through its formal and informal programmes, the majority of whom were from informal programmes. At the time of writing this report, a total of 26954 learners have engaged with the learning programme through either formal or informal learning strands.

Family learning has continued to grow, with 6009 participants in the 2021/22 financial year and 6071 in the 2022/23 financial year, despite the department pausing family learning for six months to focus on developing formal learning programmes. Family learning recommenced for the October half term of the 2022/2023 financial year, and during this nine-day period, family learning activities engaged with 3150 children and their parents and generated £6300 income for the department.

The formal learning offer has also grown significantly. The department began with a limited two-strand programme due to limited capacity in the team, but the offer has now expanded to include a 14+ strand onsite programme. As a result of this development and investment, the department has grown from 964 children visiting by the end of the 2021/22 academic year to 3853 visiting by the end of the 2022/23 academic year. In response to the needs and demands of local schools, the department is continuing to develop and expand its onsite, loans, and outreach offering.

The Learning Department has also grown in terms of staffing. The department opened with a single Learning and Heritage Officer, but the team has now expanded to include a Learning and Engagement Manager, a Learning Engagement Officer, and casual Learning Facilitators.

Future Vision of the Department

The Learning Department at the Chester House Estate has a bright future ahead. The department is committed to:

- **Increasing engagement:** The department aims to increase the number of visitors who participate in its programmes and events. The department will do this by developing new and innovative programmes, as well as by making its programmes more accessible and affordable.
- **Increasing outreach:** The department aims to expand its outreach programme to reach more schools and communities. The department will do this by developing new partnerships and by offering more outreach workshops and activities.
- **Broadening the programme:** The department aims to broaden its programme to include a wider range of topics and themes. The department will do this by consulting with schools and other stakeholders to identify their needs and interests.
- **Improving gallery resources:** The department aims to improve its gallery resources to make them more engaging and informative for visitors. The department will do this by developing new interpretive materials and by creating more interactive exhibits.
- **Developing of a bank of online resources:** The department aims to develop a bank of online resources for teachers and educators. These resources will help teachers to deliver engaging and informative lessons about the history and heritage of the Chester House Estate.

Teacher Feedback

"We had the most amazing trip, all thanks to your team and especially Natasha who pitched the whole day perfectly. She quickly assessed that it was a high ability group and fitted all activities to satisfy their thirst for knowledge. She was also so passionate about history and make it all come alive, cross curricula also!"

"All the staff were really enthusiastic, eager and friendly. the organisation worked well. They enjoyed the museum activity and listening to the experts."

"It all worked well, was good to have time in the play area factored in to the timetable. Resources sent to school were useful for creating own worksheets in the galleries that met the children's needs."

"Age-appropriate activities, well-pitched, plenty of resources for every child, hand-on, right time, good facilities - room was well kitted out and everything was on hand, not too much talking before we got started."

"Strong leader within the classroom session who was great at engaging the class. The different activities were informative and age-appropriate. The handling of real artefacts was a great link to the work we have been doing. The worksheets were age-appropriate. The opportunity to take home something made was a real plus for the children too and something we can look at using within school (the importance of replicas). Timings were good for the session too."

"The learning sessions was fantastic, allowed the children to show off what they already knew, and they also learnt new facts."

Heritage Events Delivered by the ARC Team

Chester House Roman Festival: During the last two years CHE has run a weekend Roman Festival aimed at families and the wider public to engage with Northamptonshire's Roman heritage. It has already become CHE's premier heritage engagement event and it is already one of the largest heritage events taking place within Northamptonshire. It developed out of the Nene Valley Festival of History and Archaeology that was run in partnership with University of Leicester and Rockingham Forest Trust and involved a series of heritage events along the Nene Valley in 2022. Roman Fest is run in partnership with University of Leicester, and It is timed to take place during the Irchester Field School so visitors can also see the active archaeological excavations.

The first Roman Fest on Saturday 25th June 2022 attracted over 2,000 people to CHE and this engagement grew to 4,500 people attending on the weekend of 24th and 25th June 2025. Tickets for this event are kept to free to ensure that the widest possible audience could attend and ensure that it would be easily accessible anyone can engage with the Roman heritage of the Nene Valley. Visitors predominately came from Northamptonshire and the surrounding counties, but some came especially to this event from further afield including London and Manchester.

The event involves historic re-enactments, historic crafts, talks from leading archaeological specialists, pop up stalls and tours of the ARC and excavation area. Many local and regional museums, community archaeological groups, professional archaeological companies, heritage organisations and commercial companies based at Chester House are now involved with the event. These organisations include: Community Landscape and Archaeology Survey Project (CLASP), Corby Heritage Centre, Cornerstone, Eden Wild, Ermine Street Guard, Fane Road Archaeological Group, Higham Ferrers Archaeological Society, Leicestershire Museums, Leicester Museums, Middle Nene Archaeological Group, Museum of London Archaeology, My Ancient World Learning Ltd, Northamptonshire Archaeological Society, Peterborough Museum, Piddington Roman Villa Museum, Roman Trader, Saxby Cider, Trinity Court Potteries, University of Leicester School of Archaeology and Ancient History, University of Leicester Archaeological Services, and Upper Nene Archaeological Society.

The event has been highly successful for engaging the public with their archaeology and the public feedback has been overwhelmingly positive. One of the re-enactor groups involved commented:

“Roman Fest was an excellent event as it combined re-enactment, historical crafts, academics, professionals and amateur archaeologists and was aimed at engaging the public with all of this work. This combination is unusual in re-enactment events and worked well”

The intention is to continue to grow this event in 2024 and beyond with more local heritage stakeholders being involved while maintaining the excellent visitor experience.



Roman Festival, 2023

Young Persons Archaeology Days: During the past two years of the Irchester Field School, we have along with our partners at University of Leicester, have trialed a Young Persons Archaeology Day where young people aged 8 to 17 are able to get a chance to have a go at excavating on the site. This is not possible as part of the regular digging days and instead we aim the event at young people. These events took place on weekends when young people and their parents and guardians were able to give it a try.

The days consist of a 90-minute session digging supervised by professional archaeologists and volunteers and a 30-minute session in the ARC analysing archaeological finds. The ARC also runs an open day on the same day. The event inspired many of the attendees and over 50% of those who attended have signed up for the Young Archaeologists Club that is due to open at CHE/ARC in 2024. The events are very well received with feedback from parents including:

“The staff and volunteers were brilliant with the kids, and there was a lot to do and get involved in. My son has already decided we’re coming back for the event next year!”

“My child is hoping to study archaeology at university and this opportunity has provided them with some experience and they came away 100% sure that this is the career that they wish to undertake”

Going forward the intention is to do at least 4 of these events during the summer which would ensure 240 young people (60 for each event) are able to participate. It is costed sustainably to ensure that we can bring in support from professional archaeologists to ensure the young people get the maximum experience from the day. The chance for young people to get hands on experience undertaking an excavation is a rare opportunity and very few other sites across the UK are able to offer this experience to young people.

Heritage Open Days: Every September thousands of volunteers across England organise events to celebrate our fantastic history and culture as part of Heritage Open Day. It's a chance for residents and visitors to see hidden places and try out new experiences, all of which are free to explore. 2024 is the 30th anniversary year (6 – 15 September), and the aim will be to encourage visitors to explore the history of routes, networks and connections. West Northamptonshire Council has been successful in delivering events and activities over the last few years and opportunities exist to deliver a unified and countywide approach given the delivery of a new tourism strategy and the development of a new Local Visitor Economy Partnership for Northamptonshire.

We would be looking to start engaging with this event within North Northamptonshire and the ARC, Discover Northamptonshire and CHE will be working together to develop an offer as part of this event for 2024. This series will also link in with the Destination Nene Valley Festival.

Archaeological Talks: In 2022, a series of free talks were trialed at CHE as part of the Nene Valley Communities Past and Present: Festival of History, Archaeology and Heritage event. These talks covered many recent archaeological discoveries within Northamptonshire such as those found at the Stanton Cross development in Wellingborough and those from the Priors Hall Estate in Corby. These talks were very well received by the public and between 40 and 80 people attended each talk within the series. This demonstrated a clear public desire to learn more about the archaeology of their local area. The CHE team would look to expand on these talks and develop a yearlong programme where the public can learn more about archaeological excavations in their area through monthly lecture.

The CHE team will also look to start a lunchtime lecture series. This will involve a talk on local or regional history, tea, cake, and lunch. Similar lunchtime offers have been shown to be successful at other heritage organisations within the UK and would bring in a daytime audience to the site while enhancing our visitors knowledge of their local area.

Archaeological Courses: There is currently a skills gap for those participating in archaeology within Northamptonshire. Since it has opened, the ARC and CHE teams regularly field questions for people who want to get involved with local groups but many of the local groups do not have capacity and those interested may not have the current skillset themselves to start a group or undertake a project on their own. Archaeology is known to have a positive benefit for people's health and wellbeing and CHE would look to host courses run by professionals in the field to upskill local people in undertaking different aspects of archaeological fieldwork so they could go back and do it in their local area. This would likely have a wider appeal as there is a shortage of courses providing information how to undertake an archaeological project for the public within the UK.

Museum Accreditation Plans

The Chester House Estate (CHE) and Northamptonshire Archaeological Resource Centre (ARC) would look to attain Arts Council England (ACE) museum accreditation within the next 3 years. The intention would be that it would be a joint application as between them they meet the key criteria of what a museum is in terms of accessibility to collections and the existing staffing and standards in place would ensure that a joint application would be beneficial.

ACE museum accreditation is the national industry standard within the UK for museums, galleries and organisations engaging the public with collections. There are more than 1700 museums and galleries participating within the scheme across the UK ranging from national organisations such as the Science Museum through to small voluntary run museums.

Museum accreditation ensures that museums and galleries meet agreed national standards in how they are run, how their collections are managed and how they engage with their users. These are all key areas for CHE and the ARC already. The requirements include the creation of policy documentation on how the collections are managed and used, and collections and audience development planning. It also covers organisational health including future business planning.

Both organisations already fulfil many of the requirements for accreditation through their existing policy documentation and planning, but it would ensure they build public confidence in how the collections are managed in trust for society as it would underline that national standards are being met.

CHE/ARC would apply for the scheme and following an initial assessment of governance by ACE, they would then have 3 years to complete the application. It is anticipated that accreditation would be achievable in a shorter time frame as much of the documentation required already exists. Once an organisation has achieved accreditation, it would then be valid for approximately 5 years, after which point, they'd have to re-submit.

Along with having the benefit in increasing public confidence that CHE/ARC are meeting the national standards for museums and galleries, it would also open potential funding opportunities for the organisation as there is funding pots specifically for those that have achieved ACE Museum Accreditation that currently CHE/ARC are not eligible for. These grants can include support for acquiring objects, exhibitions, and training.

To achieve ACE museum accreditation the leads would be the Head of Service and the Archaeological Curator. The CHE General Manager, Learning and Engagement Manager, Facilities & Estates Supervisor and Assistant Archaeological Curator would all feed into different aspects of the process. As part of the process, the organisation would need to engage with an external museum professional who would act as an Accreditation Advisor. Several potential candidates for this role working within the wider region have already been identified.

Heritage Interpretation

The Chester House Estate (CHE) is looking to build upon its successful existing interpretation offer to further engage the public with the historic landscape of the upper Nene valley, the Roman town of Irchester and the historic farm buildings that form the estate. This interpretation scheme would have four main strands:

- Development of the Chester House Museum to further tell the 10,000 year story of the estate, the Nene valley and Roman Irchester. This would build upon the existing museum in place and be based upon the regular discoveries taking place during the Irchester Field School excavations.
- Transform the field that contains the Roman town within it by planting a wildflower meadow and constituting a path around the field following the plan of the Roman streets. This would be complemented with interpretation boards at the locations of key locations within the town. The field currently is very difficult for the public to understand what lay beneath and this work would transform the visitor experience at Chester House.
- Increasing the offer covering the later history of the site. Currently the offer is limited in this regard, but the next phase of interpretation would look to develop this area and tell the stories of the buildings and the people who lived and worked within them.
- Improve the online interpretation offer through the CHE website and look to create a digital museum based on the finds made on site. This would ensure that the story is accessible even to those who are not able to actively visit regularly.

It is understood that there is not the current funding available to support this work. Therefore, the project team would look to engage with the National Lottery Heritage Fund and develop a funding application. The CHE team has a strong track record of delivery of NLHF projects given the success of the CHE scheme.

This work would be led by the Archaeological Curator, who along with the Head of Service, would look to develop the grant application required for this work. Their work would be supported by the Assistant Archaeological Curator and the Learning and Engagement Manager. This would ensure that the National Curriculum would be integrated throughout the text to ensure that school groups can use it as a resource.

The project team would look to survey the public and our volunteers to see what stories they may want to be told during this phase of the interpretation scheme. Historic England would be engaged from an early point to ensure their support and approval given the complexities of the Chester House landscape and its Scheduled Monument status. The project team would work extensively with external partners including the University of Leicester School of Archaeology and Ancient History and other historical organisations to ensure that the information being included is correct. Nene Rivers Trust CIC would also be engaged in relation to the natural environment side of things. Following the securing of funding, a museum design company would be procured to assist with the development of this project.

The Creating Tomorrow Trust Partnership

The partnership between The Chester House Estate and The Creating Tomorrow Trust and Creating Tomorrow College stands as a remarkable partnership, deeply committed to the realms of education, heritage preservation, and community enrichment. In this unique collaboration, students with special educational needs and diverse ages, find themselves at the heart of an extraordinary educational ecosystem. As part of the growing partnership, they are granted invaluable opportunities for hands-on learning within the authentic setting of Chester House, where they actively engage in roles that span customer service, education delivery, archaeology, events delivery, food preparation, and retail management. This immersive learning experience not only enriches their academic knowledge but also equips them with practical skills that are essential for future employment.



At the core of this partnership lies a strong emphasis on mentorship. The dedicated team at The Chester House Estate play a pivotal role in guiding and nurturing the students, offering insights, knowledge, and practical training in their respective fields. This mentorship approach extends beyond the transfer of skills; it instils a sense of responsibility, encourages teamwork, and fosters a steadfast commitment to excellence.

Students, regardless of their barriers, have the unique privilege of learning from seasoned professionals who are deeply passionate about preserving and promoting cultural heritage.

The decision to establish this partnership at Chester House was deliberate, rooted in a profound commitment to hands-on learning and mentorship. With its diverse facilities, including a functioning cafe and shop, Chester House provides an ideal environment for students of varying ages and abilities to gain practical, real-world experience. This unique approach to education equips them with valuable skills and knowledge through planned work experience that prepare them for future employment, thus bridging the gap between education and the workforce.

Furthermore, this collaboration has recently been extended for an additional five years following the first two successful years. The decision to continue this partnership underscores the substantial progress made in fostering a vibrant learning environment and promoting the region's rich cultural heritage. It reflects a steadfast commitment to education, heritage preservation, and community enrichment, ensuring that these efforts continue to flourish in the years to come.

There is a pressing need for a national emphasis on the significance of supporting young people with special educational needs in securing fulfilling jobs with a current UK average of only 4.7% of adults with SEN being able to gain paid employment following school or college education. Recent NHS data indicates that this figure is 2.3% in North Northamptonshire for those with a learning disability. Promoting supported internships more widely, particularly among young people with SEN, is crucial, particularly for those with learning disabilities. Additionally, improved careers guidance and better access to apprenticeships, irrespective of where children live or the additional needs they may have, are fundamental aspects of this endeavour.

As The Chester House Estate and The Creating Tomorrow Trust and Creating Tomorrow College continue their journey, we look forward to ongoing growth, innovation, and substantial community impact. Our service commitment to a five-year lease and partnership, which underscores the shared vision for a brighter future, where education, heritage, and community engagement thrive harmoniously, ensuring that these core values remain central to their mission.





SECTION 3 UNIVERSITY PARTNERSHIP



UNIVERSITY OF
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University of Leicester Partnership

In June 2020, a landmark partnership agreement was established between the University of Leicester (UoL) and North Northants Council (NNC) to create a dynamic and transformative alliance that is redefining heritage and community engagement. This report outlines the key objectives, achievements, and future aspirations of this collaborative endeavour, showcasing how it is making a profound impact on archaeology, education, and social well-being.

The partnership aimed to create a collaborative field school and research project, building on the pilot project in June 2019. This initiative serves multiple purposes:

Community Research Project: Establish a long-term, collaborative, inclusive, and sustainable community research project focused on the Roman small town and its wider landscape.

Archaeological Training: Provide accessible archaeological training for UoL students, community volunteers, schools, and young people from diverse backgrounds for at least the next five years.

Post-Excavation Analysis: Complete post-excavation analysis for previous excavations and offer post-excavation experience/training for UoL students and the wider community year-round.

Inclusive Field Work Experience: Provide a wide range of inclusive and accessible fieldwork experience, lifelong learning opportunities, professional development, and training for the wider community.

Enrichment Activities: Develop a program of accessible enrichment activities and resources for local/regional schools, informed by UoL research, facilitating engagement with the Archaeological Resource Centre (ARC).

Publication and Presentation: Facilitate the publication and presentation of previous excavations and wider research in diverse and accessible formats.

Collaborative Grant Applications: Serve as the basis for collaborative grant applications in the field.

The partnership envisioned a collaborative and participatory learning and community engagement program that includes:

School Programs: Develop programs for schools, aligned with the national curriculum, focused on the Roman town and cemetery to raise the site's profile and establish Chester House Estate (CHE) as a hub for archaeology and classical subjects in Northants and surrounding counties.

Mentoring and Professional Development: Provide UoL archaeology/heritage/education mentoring and professional development opportunities for the CHE team to enhance skills, ensure sustainability, and minimise single points of failure.

Co-Production: Engage in co-production of resources, activities, and exhibitions with teachers, young people, and community groups, focusing on archaeology, excavations, local history, and material in the ARC and SAAH research.

Training and Lifelong Learning: Develop a flexible program of training, lifelong learning opportunities, and support for community volunteers to ensure program growth and sustainability, encourage a shift to a participatory approach to research and dissemination, and meet National Lottery Heritage Fund (NLHF) funding requirements.

Stakeholder Engagement: Establish or consolidate links with key stakeholders such as Creating Tomorrow Trust, Moulton College, and a range of heritage and non-heritage organisations to promote the site and resources and establish CHE as a hub for school and community engagement in Northants and surrounding counties.

Joint Funding Applications: Collaborate on joint funding applications for collaborative learning/heritage-related initiatives.

Flexible, Accessible, and Accredited Professional Development Opportunities: Provide a wide range of sector-leading, flexible, accessible, and accredited professional development opportunities and placements for young people, the wider community, and UoL students, aligned with the strategic goals of CHE and the ARC.

This partnership seamlessly combines archaeology, education, landscape history, the study of human communities, social and economic history, and social well-being. The aim is to promote interdisciplinary collaboration, enterprise knowledge exchange, and, most importantly, benefit the health and well-being of diverse communities in Northamptonshire and surrounding counties by facilitating access to and participation in heritage, learning, and professional development opportunities.

Under the leadership of Professor Sarah Scott, the UoL team is composed of academics including Dr. Jeremy Taylor, early career researchers, and students. Together, they have not only developed a successful field school but also engaged in heritage events, enterprise initiatives, volunteering opportunities, collaborative research and learning, and interpreting on-site.

UoL has played a crucial role in brokering partnerships and collaborations regionally and nationally, expanding its reach to organisations such as Stanwick Lakes (Rockingham Forest Trust), Nenescape, Nene Park Trust, the Creating Tomorrow College, Rushden Lakes, Museum of London Archaeology, the Leather Conservation Centre and Museum, Northampton Museum and Art Gallery, Northants Heritage Forum, Northampton General Hospital, the Enabled Archaeology Foundation, Northamptonshire Archaeological Society, Northants Fire and Rescue Service, Saxby's Cider, Eden Wild, the Council for British Archaeology, the Council for British Archaeology East Midlands, the Community Archaeology Geophysics Group, the Council for British Archaeology South Midlands, Classics for All, Leicester City Council, and Leicestershire County Council.

Partnership Priorities

The collaborative activities under this partnership have covered a wide spectrum of priorities, including:

Place-Making: Enhancing community and place-making efforts through initiatives like Roman Fest and the Irchester Field School.

Inclusion and Accessibility: Providing inclusive opportunities for education, especially for Creating Tomorrow College students and School Programs.

Skills Provision, Capacity Building, and Graduate Retention: Offering various training, staff development, volunteer opportunities, student opportunities, and work experience to develop and retain talent in the field.

Health & Wellbeing: Initiating programs like "Operation Phoenix" in collaboration with Northants Fire and Rescue Service, demonstrating positive impacts on health and wellbeing.

Tracking and Evaluation: Piloting a holistic evaluation approach using LeicSurvey to gain a nuanced and holistic understanding of the impact of engagement.

Accessible Archives: Engaging schools and young people with a program informed by UoL research and encouraging participation in archaeology.

Heritage Science: Pursuing Heritage Science Infrastructure funding to purchase equipment for collaborative collections research.

Research & Interpretation: Supporting all aspects of on-site interpretation.

Participatory Research: Emphasising participatory research, especially through the Irchester Field School.

Regional Partnerships: Networking activities and opportunities to cross-promote, including collaborating with Leicester City Council.

Transforming Cultures through Creativity and Innovation: Costing activities to ensure sustainability, enhance income generation, and support innovation.

Partnership Impact



Partnership Impact

The UoL and NNC partnership has delivered a multitude of positive impacts:

- The opening of a museum on time with an estimated cost-saving of £27,000 on research, interpretation and writing alone.
- Collaborative and inclusive programs and events, such as Roman Fest, largely funded by UoL.
- Significant learning and participatory research through the Irchester Field School and related opportunities for volunteers.
- Engaging over 6,000 individuals in archaeology and heritage activities in June and July 2023.
- Involvement of 1,800 children and 39 schools during a three-week period in June and July 2023.
- A national profile for archaeology and heritage, including nominations for the Council for British Archaeology Achievement Awards 2023 in two categories.
- Major funding bids exceeding £2 million and support for NNC bids such as "Levelling Up."
- Leveraging UoL resources and partnerships to develop a sustainable model, with over £30,000 for the school engagement program in 2023.
- Providing professional development opportunities, including fee waivers for practice-based Ph.D. programs.
- Amplification of achievements through awards and support from UoL External Relations, as well as contributions to CHE films and podcasts.

Future Aspirations

The UoL and NNC partnership has ambitious goals for the future. The University of Leicester's Heritage Hub is actively facilitating cross-disciplinary and cross-sector collaborations. They are working towards the holistic and strategic development of a ten-year strategy for collaborative learning, school and community engagement, and participatory research.

This partnership has the potential to bring about transformative change in the region. It is not only about the activities themselves but the opportunity for diverse communities to participate in heritage programs, which can be life-changing. By addressing social and educational disadvantages, promoting well-being, sustainable tourism, supporting local businesses, and helping young people develop transferable skills and confidence, this partnership aims to make a lasting impact.

The UoL's Heritage Hub is closely aligned with the aspirations of SHAPE (Social Sciences, Humanities and Arts for People and the Economy), with a focus on making sense of the human world, valuing and expressing the complexity of life and culture, and addressing global issues. The partnership is aligned with NLHF funding priorities to deliver a place-based approach and establish new partnerships for long-term collaboration.

In summary, the partnership between the University of Leicester and North Northants Council is a transformative collaboration that is making a significant impact on heritage, education, and well-being in Northamptonshire and surrounding counties. It has ambitious goals for the future and aims to continue driving positive change in the region.



Irchester Field School

The Irchester Field School's remarkable journey from a small-scale excavation project to a nationally recognised and sustainable program is a testament to the power of collaboration, community engagement, and a commitment to making archaeology accessible to all. Between 2019 and 2023, this transformation unfolded, and the impact has been profound. This report section outlines the key developments, achievements, and strategies employed by the Irchester Field School to achieve sustainability with the UoL partnership.

The 2020 field school, originally planned to be larger in scale, had to be cancelled due to the COVID-19 pandemic. However, this period of interruption allowed the leadership team at the Chester House Estate to re-evaluate their approach and plan for excavations in 2021. It was during this time that the potential for broader partnerships in research, enterprise, learning, and community engagement was recognised, leading to the establishment of a formal partnership agreement in 2020.

The Field School's goals, as outlined in the partnership agreement, are extensive. They include establishing a collaborative field school and research project focused on a Roman small town and its landscape, providing accessible archaeological training, completing post-excavation analysis, offering a wide range of fieldwork experiences, providing enrichment activities for local schools, and facilitating the publication and presentation of research. The UoL team comprises academics, professional archaeologists, early-career researchers, and students.

The Irchester Field School made significant progress in 2023 with 16 UoL students, 88 volunteers, 1,800 school children and over 4000 visitors participating in the programme. The Field School was also shortlisted for two Council for British Archaeology Awards: Engagement & Participation and Learning & Skills.

UoL provided extensive support, including the school engagement team, excavation team, equipment, and academic time, amounting to a total contribution of £113,324.

The team's impact was not limited to archaeological excavations alone. The Field School, in collaboration with CHE volunteers and students, provided valuable experiences to a diverse group of individuals:

Volunteers: 2023, 88 CHE volunteers participated, accumulating over 2,644 volunteer hours of archaeological experience. For some, it was their first time gaining experience on an excavation.

Youth Engagement: 75 young people aged 8-16, including students with special educational needs, were introduced to excavation work. This program offered accredited archaeological training and school and community engagement experience.

The Creating Tomorrow Trust: The educational institution based at the Estate, allowed young adults with special educational needs to gain experience on-site and develop skills with the support of job coaches.

Community Participation: The Field School attracted over 6,000 people to activities and events in 2023, including school groups, local community organisations, and a well-being project with Northants Fire and Rescue Service, known as **Page 74** on Phoenix.

Co-production: Community volunteers became integral to the Field School's operations, receiving extensive training and mentoring to maximise their involvement. Their contributions, feedback, and input into on-site interpretation, learning materials, and public engagement were highly encouraged and incorporated into the program. These volunteers also played a significant role in supporting post-excavation work, contributing to the sustainability of the Field School.

University of Leicester students contributed to the Chester House Estate through various activities, fostering collaboration and inspiring new collaborations. Notably, this partnership led to students becoming University of Leicester students, further demonstrating the far-reaching impact of the program.

The Field School's sustainability has been underpinned by a comprehensive ten-year strategy focused on collaborative learning, community engagement, and participatory research. This strategy has been informed by collaborations with more than 40 groups and organisations, fostering innovative cross-sector partnerships in the Nene Valley and beyond. The combination of income generation, impact and enterprise funding, grants, teamwork, and contributions from staff, students, and volunteers has allowed for the development of sustainable and scalable working models.

Field School has actively contributed to place-making through a range of events and collaborations with local businesses. The Nene Valley Festival of History and Archaeology in 2022 and Roman Fest in 2023, along with partnerships with local archaeological and historical societies, have amplified local knowledge and research. By making archaeology relevant, accessible, and engaging, the Field School has contributed to community well-being and sense of place.

The transformation of the Irchester Field School over the years showcases the power of collaboration, community engagement, and inclusivity. By fostering partnerships, offering high-quality educational experiences, and embracing a commitment to equality and diversity, the Field School has evolved into a sustainable and nationally recognised program. The journey towards sustainability is ongoing, and the Field School continues to inspire and empower individuals and communities while making archaeology an accessible and meaningful endeavor for all.

“I would like to take this opportunity to thank you all for creating such an inspiring environment for us over the past few weeks! Being in my first year, ... I found the entire experience validating, motivating and an important part of my learning journey. I also really value the ethos surrounding the entire project and am especially grateful for your lecture, Prof Scott. It’s been quite an adjustment tackling a degree in my later years, but my dream is as strong as ever and I look forward to many years, learning from and working with you”.

“I wanted to thank you again for having me over the past three days. This experience has been amazing and I am very grateful for the opportunity. You have all been so friendly and helpful which has made this work experience all the more valuable- I have learnt so much”.

“I just wanted to thank you and the team for an excellent day on Saturday. X was lucky enough to uncover the large broken pots in the far corner of the dig site with X, an experience that they will not forget. X is hoping to study archaeology at university in September 2024 and this opportunity has provided them with some experience and they came away 100% sure that this is the career that they wish to undertake”.



SECTION 4 CHESTER HOUSE ESTATE COMMERCIAL

The Chester House Estate

The Chester House Estate stands as a beacon of heritage, education, and community engagement, offering visitors an extraordinary journey through over 10,000 years of Northamptonshire's rich history. Its unique appeal is encapsulated in the phrase "10,000 years of Northamptonshire's heritage brought to life." This nationally significant site is overseen by North Northamptonshire Council and has undergone a transformative journey supported by the National Lottery Heritage Fund. With its completion in October 2021, it has already welcomed well over 500,000 visitors.

Our Vision: Our vision is to make The Chester House Estate a destination that transcends the ordinary tourist experience. We aspire to create a place where education, learning, and enjoyment add value to people's lives, fostering a deep appreciation for Northamptonshire's outstanding heritage. We are committed to delivering a quality, unique, and sustainable educational offering, championing accessible education for all ages and communities. Our mission is to give everyone the opportunity to engage with The Chester House Estate's past, present, and future.

At the core of The Chester House Estate are the following aims:

- **Connecting the Community:** We aim to forge a profound connection between the people of Northamptonshire and their 10,000-year story.
- **Community-Centric Approach:** The community is at the heart of all we do, ensuring that our endeavours serve the needs and aspirations of the local population.
- **Pioneering Education:** We are dedicated to delivering a diverse and pioneering education program that is accessible to all ages, making learning an enjoyable and immersive experience.
- **Free-to-Enter Estate:** We offer a free-to-enter estate, making it accessible and inclusive for everyone, fostering a sense of ownership and pride among visitors.
- **Financial Sustainability:** Through innovative commercial offerings, we aim to achieve financial sustainability, ensuring the estate's long-term viability.
- **Supporting Local Business:** We actively promote and grow local businesses, products, and tourism, contributing to the economic development of the region.
- **Preservation of Heritage:** Caring for and preserving the natural and historical landscape is central to our mission, ensuring the legacy of Northamptonshire's heritage is safeguarded.
- **Community Well-Being:** We are dedicated to enhancing the well-being of residents, offering a space that fosters engagement, learning, and a sense of community.

The operations of The Chester House Estate are supported by an innovative approach to income generation, ensuring its financial sustainability while fulfilling its commitment to education and community engagement. The estate is open seven days a week, from 10 am to 4 pm. These offerings include the following:

Wedding Venues: The estate offers two exceptional wedding venues, including a charming 100-person threshing barn and an elegant 200-person marquee. These spaces provide the perfect backdrop for couples to exchange their vows in a setting that exudes timeless elegance and charm. Revenue from weddings adds to the estate's financial sustainability and fosters a sense of community celebration. An average wedding at the Chester House Estate achieved an average room booking value (in 2023) of £6000 plus food and beverage which is delivered in house.



Kids Summer Festival, 2022

Farmhouse Café: The Farmhouse Cafe at The Chester House Estate is more than just a place to dine; it's an integral part of the estate's charm and offerings. The cafe provides a delightful culinary experience that celebrates local flavours and ingredients. Our dedication to sustainability and support for local businesses is evident through our collaboration with regional suppliers and farms. The menu offerings reflect the diverse cuisine of North Northamptonshire, from traditional dishes to modern interpretations. Our culinary team takes pride in accommodating dietary preferences and needs, ensuring inclusivity for all visitors. The revenue generated from the Farmhouse Cafe not only contributes to the estate's financial sustainability but also enhances the overall experience for visitors, in 2022 the café achieved an average of £5.60 spend per head. It is hoped over the next 3 years, the café can extend its opening hours into the evenings and early mornings.

Hay-Barn Bar: New for 2023, The Hay-Barn Bar is an integral part of our commitment to enhancing the visitor experience. The bar serves an array of snacks, cold and hot drinks, providing a much-needed oasis for guests exploring the estate. In addition to traditional offerings, the Hay-Barn Bar plays a central role in leading our outdoor catering experience. We take pride in providing a diverse and delightful outdoor dining experience, including stone-baked pizzas, BBQ delights, and savory paella. The Hay-Barn Bar's role in outdoor catering adds to the overall charm of The Chester House Estate. It provides a space where visitors can indulge in culinary delights while surrounded by the estate's natural beauty. The revenue generated from the Hay-Barn Bar and outdoor catering not only contributes to the estate's financial sustainability but also supports the busier days by putting less pressure and footfall within main café and supporting an increased spend per head for weddings and conferences.

Gift Shop: The estate's gift shop goes beyond being a souvenir store; it's a curated space that features unique and locally sourced products. Revenue from the gift shop supports the estate's sustainability and also contributes to local businesses. The estate currently achieves an average spend per head of £1.80 within the gift shop.

Artisan Retail and Leisure Lets: The estate supports local entrepreneurship by offering short-term retail lets to local businesses, providing valuable exposure to a wide and diverse audience. Revenue generated from these rentals benefits local businesses and contributes to the estate's financial sustainability. The current offering is Saxby's Cider, Eden Wild (Florist), The Canine Cottage (Pet Shop) and Trapped Escape Rooms.

Conferences and Space Hire: The estate offers versatile conference and event spaces, catering to a wide range of business and community needs. Hosting conferences and events generates income while enhancing the cultural vibrancy of the region.

Filming Location: The Chester House Estate provides a stunning backdrop for filmmakers and production companies. Our picturesque estate, with its diverse historical and natural settings, offers a unique canvas for a wide range of film and photography projects. Whether it's a historical drama, a period piece, or a contemporary production, our estate's versatility and visual appeal make it a desirable location for creative endeavors.

Events Programme: The Chester House Estate hosts a year-round events program, offering something for everyone. These events celebrate the region's cultural heritage in various forms, fostering an appreciation for the region's history and contributing to the economic vitality of the area. The programme ranges from lambing (cade bottle feeding), Father Christmas visits, Woof-festival, Roman Festival, and a Giant Pumpkin Patch. We also work with a number of event partners on a percentage ticket split arrangement to deliver specialist events such as outdoor concerts and theatres.

Children's Outdoor Adventure Play Area: The estate provides a children's outdoor adventure play area, creating a dynamic space for children to explore and play while learning about the outdoors. This amenity enhances the estate's family-friendly appeal and community engagement. This space, located next to the main café, is designed to increase dwell time and overall visitor spend per head.

Visitor and Corporate Donations: The estate also offers visitors the opportunity to make contactless donations, further supporting its mission of education, preservation, and community enrichment.

Onsite Accommodation: The Chester House Estate offers a unique opportunity for visitors to extend their stay and immerse themselves in the heritage and beauty of the region. Our two-bedroom bed and breakfast accommodation, available via Airbnb, provides a comfortable and historical setting for a memorable stay. The estate's lodging option allows guests to experience the tranquillity and charm of the estate beyond a day visit. The revenue generated from onsite accommodation not only contributes to the estate's financial sustainability but also adds to the allure of The Chester House Estate as a destination that offers more than a day's worth of exploration.

Visitor Reviews

“Wonderful place. Staff very friendly and informative. Lovely shops etc. Ample parking. Clean & well presented WC's. Great place to take the family. Easter egg hunt was well organised my granddaughter loved it and fed the baby lambs”. (Google Reviews, 2023)

Chester House Estate has something for everyone with beautiful walks, unique shops and the Farm House Kitchen serves delicious food at reasonable prices. We've attended many of the events here and enjoyed every one of them. Always so well organised with plenty of friendly and helpful staff available. (Google Review, 2023)

We went to the Kids Festival with our Granddaughter and had an amazing day. Very well organised. Lots of entertainment for the kids. Plenty of space for picnics. All in all a most enjoyable day and excellent value and the sun shone on us all day. Brilliant. (Google Reviews, 2023)

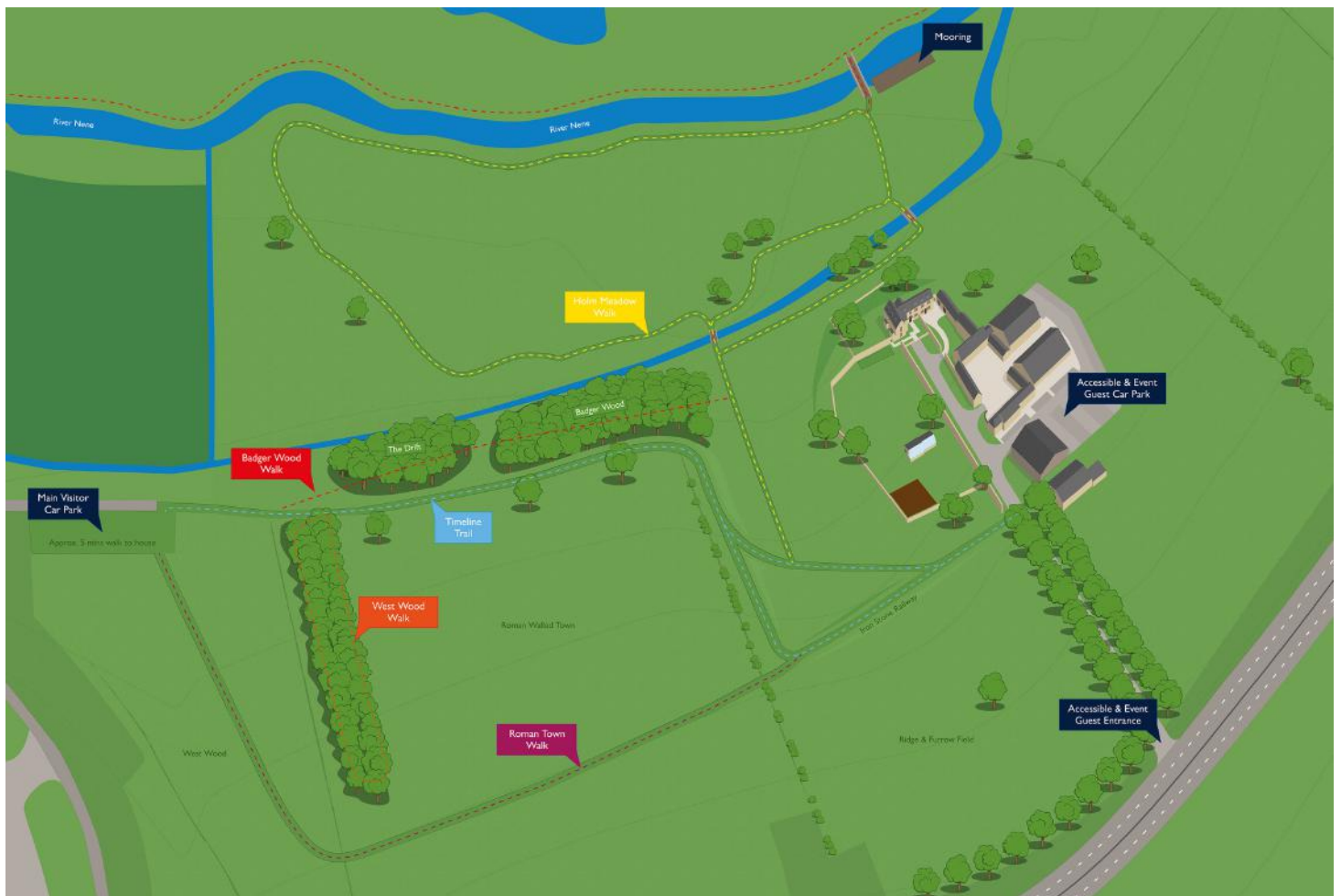
“Spent a week on the Irchester dig site and Chester House is absolutely incredible. Just so many aspects of this place that deserve a visit. Be sure to have lunch there! Museum is great and schedule your visit for an ARC tour” (Google Reviews, 2023)

“Brilliant food, service, incredible learning experience about the excavations and the scenery is beautiful. Lovely garden setting, indoor oak panelled rooms in the restaurant, each with lovely views. There's a dog-friendly and dog-free room as well. Events get organised there to. The food is amazing! They also have a licensed bar and rooms that can be privately rented for weddings and get-together. Lovely outdoor spaces. Children's party area. Farm shop and flower shop etc. Visit the museum!! That's a must”. (Google Reviews, 2023)

Map outlining uses of buildings:



Map outlining land holding, footpaths and car parks:



Marketing the Estate

Our marketing strategy for The Chester House Estate revolves around a cohesive narrative that highlights our unique offerings, community-centred approach, and commitment to preserving heritage. By leveraging online platforms, building local partnerships, and engaging with the community, we are attracting a diverse range of visitors, from history enthusiasts and families to event planners and those seeking a getaway. Our goal is not only to inform potential visitors but also to inspire them to embark on a journey through history, education, and community engagement at this extraordinary destination. The below marketing techniques are used to maximise income for the estate, led by the Marketing Officer:

Crafting the Narrative: At the heart of marketing The Chester House Estate is our compelling narrative. We are sharing the estate's rich history, education, community connection, and sustainability with potential visitors, emphasising its role in preserving heritage, fostering community well-being, and offering an educational and enjoyable experience. We consistently create a blog section on our website to tell captivating stories related to the estate's history, community engagement, and the people behind the scenes. Regularly published articles inform and inspire, connecting readers with our mission.

Engaging Content and Visuals: We are consistently creating high-quality content and visuals that capture the essence of The Chester House Estate. Professional photography, immersive videos, and engaging written content are featured on our website, social media, and promotional materials to highlight the estate's historical significance, landscapes, and diverse range of activities.

Social Media Presence: We actively leverage the power of social media to reach a broader audience. We regularly update platforms like Facebook, Instagram, and Twitter with visually appealing posts showcasing the estate's beauty, events, and visitor experiences. Engaging with our followers, responding to comments, and sharing user-generated content help build an active and involved online community.

Website: Our website is user-friendly and informative, making it easy for visitors to navigate, load quickly, and provide comprehensive information about the estate, its activities, and accessibility. We have implemented effective search engine optimisation (SEO) strategies to boost the website's visibility in search engine results.

Email Marketing: We have built an email list of interested individuals and regularly send newsletters and updates. We share news about upcoming events, special offers, and educational programs. Our personalised emails cater to different audience segments, such as families, history enthusiasts, and event planners.

Collaborations and Partnerships: We collaborate with local businesses, tourism organisations, and historical societies to expand our reach. Cross-promotions and joint marketing efforts attract visitors who may be interested in The Chester House Estate's unique offerings.



Chester House Half Marathon, 2023

Events Promotion: We actively promote the year-round events program through targeted marketing. We create event-specific campaigns, including event listings on local event websites and collaboration with influencers and bloggers to generate buzz.

Online Booking and Ticketing: We facilitate online booking and ticketing to make it convenient for visitors to plan their trips. We offer exclusive online discounts and promotions to incentivise early bookings.

Community Engagement: We actively engage with the local community through outreach programs, partnerships with local schools, and community events. Showcasing the estate's commitment to community well-being builds strong local support.

Visitor Testimonials: We feature authentic visitor testimonials and reviews on the website and promotional materials. Positive feedback from past visitors is a compelling marketing tool.

Data: We have implemented data analytics to assess the effectiveness of our marketing efforts. We monitor website traffic, social media engagement, and email campaign metrics to refine our strategy and focus resources on what works best.

Volunteering

The estate offers a wide range of volunteer opportunities, including support in the café, events, shop, estate maintenance, car parking, and gardening. This variety of roles allows volunteers to choose activities that align with their interests and skills.

With around 200 registered volunteers, the estate has a substantial and active volunteer community. Such a significant volunteer base makes a substantial impact on the estate's daily activities and visitor experience. Full-time staff members support and mentor the volunteers, which is essential for ensuring that volunteers have the guidance and resources they need to perform their roles effectively.

The team actively allocate a budget for training and development shows a commitment to enhancing the skills and knowledge of volunteers. This can lead to a more satisfying and fulfilling volunteer experience. We are currently using an online volunteering system to register opportunities streamlines the process for both volunteers and the organisation. It makes it easier for potential volunteers to find and sign up for opportunities that match their interests and availability.

The estate's intention to develop a wider volunteering strategy over the next 12-24 months is a positive step. This strategic approach can help attract more volunteers will be improve volunteer retention. The recruitment of a dedicated Volunteering Officer can be instrumental in coordinating the program, serving as the main point of contact, and ensuring the program's success.

By focusing on expanding the volunteering program, recruiting a Volunteering Officer, and continuing to support and engage the existing volunteer community, the Chester House Estate can strengthen its operations and the overall visitor experience. This approach can help preserve the estate's cultural and historical significance while also benefiting the local community.



Volunteers, 2021

Chester House Estate Team

The below roles at the Chester House Estate collectively form a dedicated and diverse team responsible for the day-to-day operations, events, catering, and facilities maintenance on the estate. Each role plays a crucial part in maintaining the estate's functions, visitor satisfaction, and overall success.

The General Manager, a full-time position with a 7-day rota, holds a pivotal role in the hierarchy. Reporting to the Head of Service, the General Manager oversees the commercial activities, operations, health and safety, and staff recruitment and retention. They are also responsible for meeting commercial and visitor feedback score targets set monthly by the Head of Service. While they manage the day-to-day business, they also oversee broader estate functions like land management and stewardship.

The Events and Operations Manager, also a full-time role on a 7-day rota, reports to the General Manager. They manage a team that includes an Events Officer and Outdoor Chef. Their responsibilities encompass overseeing income and expenditure for events, as well as planning and delivering various activities and events on the estate. Additionally, they act as a Duty Manager responsible for the daily operation of the visitor attraction, with an annual events target of approximately £400,000.

The Events Officer, another full-time position with a 7-day rota, reports to the Operations and Events Manager. This role is dedicated to planning, delivering, and reviewing all events and programming on the estate and supervises volunteers during events.

The Catering Lead role, with three individuals working 37 hours each, reports to both the Operations and Venue Manager. They are responsible for managing the daily operations of the catering outlets on the estate, including the Farmhouse Cafe and Wagon Hovel. This role also involves overseeing the Visitor Experience Assistants when they support food and beverage activities.

The Visitor Experience Assistants work in a casual role with up to 40 individuals based at the estate. They report directly to the estate's management team and provide support across various areas, including events, weddings, retail, conference/space hire, and catering.

The Operations Manager, who reports to the General Manager, plays a crucial role in the day-to-day operations of the estate. This includes overseeing the gift shop, accommodation offerings, and event delivery. They also serve as a Duty Manager, acting as the primary point of contact for visitors, partners, and managing first aid incidents. This role may require working on weekends, bank holidays, and evenings.

The Venue Officer, managed by the Operations Manager, is responsible for setting up, running, and packing down weddings, conferences, and space hires. They support the manager by preparing quotes and managing bookings, often requiring weekend and evening work.

The Catering Assistants, working in full-time positions with three individuals on a 37-hour rota, report to the Venue and Operation Lead and are indirectly managed by the Catering Lead. Their role involves providing support for all food and beverage activities at the estate.

The Estate and Facilities Officer, along with three full-time Assistants working 37 hours each, is an integral part of the team at Chester House Estate. This role, operating on a 7-day rota with frequent weekend work, is dedicated to maintaining the physical aspects of the estate to ensure its optimal functioning and presentation. They report directly to the Estate Manager and have a significant impact on the overall appearance and upkeep of the estate. Their responsibilities encompass presentation, cleanliness, grounds maintenance, and building repairs across the estate. Additionally, the Estate and Facilities team plays a role in supervising volunteers when they work within the estate department, ensuring a well-attended and preserved estate and fostering community engagement.

Collectively, these roles ensure the efficient and successful operation of the Chester House Estate, from its commercial activities and events to catering, facilities maintenance, and visitor experience. Each role is instrumental in preserving the estate's historical significance, enhancing visitor satisfaction, and contributing to the estate's ongoing success and community engagement.



Heritage Building Management and Scheduled Monument

The team at The Chester House Estate recognises the paramount importance of preserving and maintaining their Grade II* and Grade II listed farm buildings and the wider Scheduled Monument of Irchester Roman Town in collaboration with Historic England. These historical structures and the scheduled monument represents an integral part of the local historic and cultural environment.

A listed building is a structure that has been identified by Historic England as being of historical and architectural interest. A Scheduled Monument the highest level of heritage protection within the UK for archaeological sites is a status given to those deemed to be of national importance by Historic England. Both of these statuses can significantly impact what is possible on site in order to protect the sites historic environment. For example, any works that would penetrate the earth within the landscape (e.g. replacing a fence post), need permissions from Historic England before they can take place.

Prior to the restoration of the Chester House Estate site, the buildings were all included on Historic England's Heritage at Risk's register. This is a list of historic buildings that are at risk because of neglect, decay or inappropriate development or are vulnerable to these risks. In 2022, the buildings were removed from the register, highlighting the importance of the conservation and preservation work that had been undertaken.

Preservation efforts are essential to ensure that both the buildings and land 'stand the test of time', continue to be cherished by future generations and remain off the Heritage at Risk register. By actively engaging with Historic England, The Chester House Estate demonstrates its commitment to safeguarding the nation's historical treasures, thereby serving as a beacon of responsible stewardship for the wider heritage sector and the public.

To facilitate this crucial preservation work, The Chester House Estate has an allocated dedicated budget to deal with these areas. This financial commitment underscores the estate's determination to maintain the necessary skillset and resources required for the task at hand. By earmarking funds for the preservation of these structures, the estate is not only demonstrating its commitment to heritage conservation but also leading by example within the community. This proactive approach sets a standard for responsible management of historical assets and showcases the estate's dedication to the long-term sustainability of the Listed farm buildings and the Scheduled Monument.

We work under the strict guideline Historic England provides The Chester House Estate. The team sometimes must bring in outside expertise and guidance to support navigating the complex landscape of historical preservation, including professional archaeologists and building conservation officers. The team are currently looking at submitting a long-term Heritage Management Plan for the wider estate, which if approved by Historic England, would provide Scheduled Monument Consent for allowing for small level of works to take place without the need for continuous permissions, we hope for this to be set up at some point in 2024.

Discover
Northamptonshire



Discover
Northamptonshire
CULTURE · TOURISM · HERITAGE

SECTION 5 DISCOVER NORTHAMPTONSHIRE

Discover Northamptonshire

The local tourism sector in Northamptonshire is a vibrant and thriving industry that plays a pivotal role in supporting the community. The Northamptonshire Tourism industry sustains 31,000 jobs, boasts 4,500 businesses, and warmly welcomes over 15.8 million visitors, contributing over £500 million annually to the regional economy.

The Discover Northamptonshire Hub stands as a symbol of progress, representing a collaborative effort between The Crown Estate, who are the managing partner at Rushden Lakes, and North Northamptonshire Council. The hub has undertaken the task of establishing a new Tourist Information Centre and community space, ingeniously repurposing a previously vacant unit at Rushden Lakes. This visionary project embodies the core values of North Northamptonshire Council's Corporate Plan, which envisions a community where every resident enjoys the best opportunities and a high quality of life.

The grand opening of the Discover Hub took place on the 20th March 2023 and remains open to the public seven days a week, with operating hours from 10 am to 5 pm, Monday to Saturday, and 11 am to 4:30 pm on Sundays.

The Discover Hub purpose extends far beyond tourism. This establishment creates an avenue for residents to connect with higher and further education partners, such as University of Leicester, through on-site talks, workshops, and captivating traveling exhibitions. The team at Discover Hub is dedicated to forging partnerships with local colleges to provide hands-on tourism and hospitality training. Simultaneously, it offers valuable opportunities for job seekers of all ages to acquire new skills through volunteering and work experiences, as well as providing opportunities to meet with local employers during recruitment days.

The primary objectives of the Discover Northamptonshire Hub are multi-faceted:

Promoting Local Tourism: The hub serves as a dedicated space where both residents and visitors can immerse themselves in the vibrant culture and offerings of Northamptonshire. Equipped with interactive tools and engaging exhibits, the Tourism Information Centre showcases all small and large attractions, museums, and town centres.

Empowering the Community: The hub extends a helping hand to the community by offering information on current employment and volunteering opportunities available within the county. This helps residents find promising prospects that match their skills and interests.

Supporting Local Businesses: The hub serves as a platform to spotlight local Northamptonshire businesses, further boosting their growth and brand awareness. The flexible retail offerings are a testament to the commitment to bolstering the local craft and food and beverage economy.

Community Engagement: Beyond just information, the hub provides a space for various community activities, ensuring that it caters to the diverse interests and needs of all audiences.

Skill Development: For those looking to enter the tourism sector, the hub provides a wide range of work experience and volunteering opportunities. It is an ideal launchpad for individuals eager to gain insights and knowledge about the industry.

Sustainability: As a forward-thinking endeavor, the Discover Hub aspires to become fully self-sustaining by the end of year 3. This self-sufficiency will be achieved through a combination of revenue streams, including retail commission, advertising fees, and room rentals.

2023 witnessed a multitude of accomplishments by the Discover Hub:

- Welcoming an impressive 6000+ residents and visitors (A total of 10,000 is forecast for 2023)
- Offering support to over 450 businesses through interactive screens, the website, and social media platforms.
- Successfully hosting 20 events and activities, adding to the vibrancy of the local community.
- Nurturing 40 local retailers and organising two arts and craft fairs.
- Playing an instrumental role in promoting 50 industry jobs since its grand opening.
- Actively endorsing 1,300 events through a digital screen and website that keeps the community informed about the latest happenings.
- Collaborating with Moulton College to organise an evening drop-in event aimed at inspiring young people to pursue food and drink qualifications.
- Paving the way for internship opportunities through the Creating Tomorrow's Trust partnership.
- Actively supporting the Northants Open Studios throughout the year, with the Discover Hub serving as a central venue during the main event in September.
- Showcasing six heritage exhibitions through cabinet displays, with a dedicated space for the Northamptonshire Heritage Forum. These displays will be rotated every three months to ensure fresh and engaging content. Prominent venues featured include The Arc, Cornerstone, and the Corby Heritage Centre.
- Contributing to the rollout of the new Discover Northamptonshire brand, which includes a comprehensive website and a robust presence on various social media platforms, including Twitter, Facebook, Instagram, and Tik Tok.

Discover Northamptonshire is not confined to the hub's physical space; it extends throughout the region. Here are some of the exciting events and initiatives that the Discover Northamptonshire team is set to deliver in 2024 and 2025 across North Northamptonshire:

The Nene Valley Heritage Festival: This festival is set to take place at iconic locations like Chester House, Rushden Lakes, and Stanwick Lakes, providing a unique opportunity to experience the rich history of the area. While now led by the Nene Rivers Trust, the Discover Northamptonshire team will play a vital role in supporting the delivery of the Nene Valley Festival.

Heritage Open Days: Every September thousands of volunteers across England organise events to celebrate our fantastic history and culture as part of Heritage Open Day. It's a chance for residents and visitors to see hidden places and try out new experiences, all of which are free to explore. 2024 is the 30th anniversary year (6 – 15 September), and the aim will be to encourage visitors to explore the history of routes, networks and connections. West Northamptonshire Council has been successful in delivering events and activities over the last few years and opportunities exist to deliver a unified and countywide approach given the delivery of a new tourism strategy and the development of a new Local Visitor Economy Partnership for Northamptonshire. We would be looking to start engaging with this event within North Northamptonshire and the ARC, Discover Northamptonshire and CHE will be working together to develop an offer as part of this event for 2024.

Tourism, Heritage and Culture-Based Events: The hub is committed to hosting a series of events that celebrate the diversity and cultural richness of North Northamptonshire. These events aim to foster a deeper connection between the community and its heritage.

NN Fireworks: North Northamptonshire Fireworks is an event led and funded by North Northamptonshire Council, attracting an average of 35,000 visitors to the event each year. The event takes place at the Corby Boating Lake, with a large bonfire and 15-minute fireworks display. The team will actively search for sponsorship to support the costs of this event.

North Northamptonshire Festival and Grant Scheme: Funded through Shared Prosperity Funding, this initiative promises to be a dynamic celebration of the region's culture and heritage.

In conclusion, Discover Northamptonshire is more than just a hub; it is a community-driven initiative that embodies the spirit of North Northamptonshire's growth and prosperity. With a deep commitment to promoting local tourism, fostering community engagement, and supporting businesses, the hub is poised to be a pivotal force in the region's continued development. Its dedication to sustainability and its involvement in a wide array of events further underscore its significance. As the hub continues to grow and evolve, it will undoubtedly play an even more central role in the lives of Northamptonshire residents and the broader community.

Northamptonshire Tourism Strategy

The Culture, Tourism and Heritage Service are currently working with West Northamptonshire Council to produce a long term (10+ years) Tourism Strategy which will be finalised and implemented throughout Winter 2023.

This Strategy sets out to transform the fortunes of the visitor economy, currently seen as one of Northamptonshire's unsung economic heroes. Developed over an 18-month period this work has uncovered and drawn on a wide range of evidence that has underpinned the approach and content, supported by a wide range of contributors from across the economic landscape including public stakeholders, businesses and the third sector. A number of key factors have provided the basis on which our strategy is built:

- The county has a wide ranging array of natural and built assets and a particularly strong visitor attractions base which can be a foundation for driving new and repeat business but there is also a need for new investment, in for example, accommodation.
- Visitor perceptions of the County are generally positive but awareness is low.
- Partnership marketing is a key that can help unlock the potential - and stronger collaboration is critical to progressing all four strategic goals.
- Sustainability and accessibility are principles that will be woven into the strategy from the start, underpinned by UN Sustainability Goals and best practice access principles.
- Improving the skills of our people and helping youngsters into the workforce is a fundamental cornerstone for future success.

Our strategic goals are to increase the value that visitors bring, inspire a new and skilled workforce into the industry, support local visitor economy businesses to grow and identify future investments that will help further define and boost Northamptonshire's visitor economy over time.

This strategy has been informed and supported by a great many different people and organisations and for successful delivery will strive to connect, communicate and collaborate with all local, regional and national stakeholders with an interest. A new private sector-led Local Visitor Economy Partnership (LVEP) will be established, made up of a representative group of senior industry figures, to steer the delivery of this plan and make sure that the potential is realised, focussing on four clear objectives:

- Collaboration
- Dynamic & Tailored Marketing
- Planning for the Future, and
- Improving Quality & Skills

A sharp focus on these objectives by the LVEP will help inform and further develop the Draft Action Plan given at the end of this document. Dynamic and tailored marketing will aim to engage and welcome more visitors from far afield but also stimulate a vibrant local market to take more trips in the county, locking in wellbeing benefits for communities and residents alike. There will be a greater effort to join up policies in support of the visitor economy with for example new forms of accommodation, such as glamping sought after by newer markets, prioritised in some of our best blue and green areas, with those areas also better linked by path networks and new travel options. Supporting businesses in their journey towards being ambassadors for the place will help ensure visitors return time and again.

Once implemented, the new strategy will be delivered, with partners, by the Discover Northamptonshire Team along with other departments within North Northamptonshire Council including planning, economic development and communications.

Northamptonshire Local Visitor Economy Partnership

We are currently working in partnership with West Northamptonshire Council and the Northamptonshire Tourism industry to develop a Local Visitor Economy Partnership, with Visit England.

A Local Visitor Economy Partnership is a strategic collaboration between various stakeholders, including local government, businesses, tourism boards, and community organisations, all aimed at enhancing the visitor economy within a specific region. It serves as a unifying force to promote tourism, attract visitors, and stimulate economic growth. Such partnerships are gaining traction in regions seeking to harness the potential of their unique cultural, natural, and historical assets.

In the case of Northamptonshire, developing a Local Visitor Economy Partnership could be a game-changer. This partnership would bring together a diverse range of stakeholders, aligning their efforts towards a common goal: to transform Northamptonshire into a thriving and sustainable tourist destination. By unifying their resources and expertise, the region can effectively market its attractions, provide top-notch services, and create a memorable experience for visitors.

A well-established Local Visitor Economy Partnership in Northamptonshire would not only boost the region's economy but also create numerous employment opportunities, benefiting residents. The partnership would tap into the county's rich heritage, vibrant cultural scene, and natural beauty, drawing travellers from near and far. This influx of visitors translates into increased revenue for local businesses, from accommodation providers to restaurants, artisans, and more. The ripple effect on the local economy would be substantial, promoting economic prosperity throughout the region.

Furthermore, a Local Visitor Economy Partnership would provide a platform for showcasing Northamptonshire's unique assets, helping to preserve and protect its historical and environmental treasures. By promoting responsible and sustainable tourism, the region can ensure that its attractions are cherished for generations to come. In summary, such a partnership is not just an economic endeavor; it's a holistic approach to fostering community pride, enhancing visitor experiences, and securing a brighter future for Northamptonshire.

Following the competition and integration of our long-term tourism strategy, a new organisation will be created with an independent governance from both unitary councils. Our future role will be to support with funding and play a major role in delivering key aspects of the delivery plan including marketing and infrastructure development. We are currently aiming for the creation of the LVEP to be at some point during Spring 2024, with a formal application being submitted on behalf of both councils throughout Winter 2023.

Destination Nene Valley

Destination Nene Valley (DNV) emerged as a ground-breaking partnership initiative inaugurated in 2012, with the primary aim of building upon existing frameworks to promote the Nene Valley and cultivate supportive businesses within the region. The formation of the Nene Valley Partnership was a response to the strong opinions from local stakeholders, partners, and businesses in the tourism sector who were fervent about safeguarding and advancing the industry in the Nene Valley.

The objectives set forth by the DNV project are comprehensive and far-reaching:

- Guide strategic development to reinforce green infrastructure.
- Cultivate a brand that effectively communicates the Nene Valley's geographical location and distinctive identity to visitors.
- Collaborate with partners to fortify the valley's tourism assets and enhance visitor experiences.
- Support both new and existing tourism businesses establishing themselves in the Nene Valley
- Identify opportunities that contribute to social, economic, and environmental welfare.
- Collaborate with partners to foster and champion sustainable tourism principles across all activities.
- Garner funding resources and build partnerships to facilitate the execution of the strategy.

A pivotal endeavor within the DNV's priority projects has been the establishment of the Nene Valley Festival, launched in 2014. This annual celebration commemorates the natural and historic splendour of this picturesque region through a diverse nine-day program of events. The festival, along with initiatives like the Nene Valley website, had previously received funding through the Nenescape Landscape Partnership Scheme.

Currently, the Deputy Leader and Executive Member for Sport, Leisure, Culture, and Tourism at North Northamptonshire Council serves as the Chair of DNV. The Discover Northamptonshire Manager continues to uphold and promote the legacy Nenescape projects, including the Nene Valley website. Moreover, there is active support for the Nene Valley Festival, with partners Nene Rivers Trust taking the lead on this significant event.

Moving forward, the DNV Board eagerly anticipates the primary findings of the new strategy being formulated for Northamptonshire by West and North Northamptonshire Councils. They will play a pivotal role as a key partner in the emergent Local Visitor Economy Partnership being forged for Northamptonshire.

Tourism UK Shared Prosperity Funding

The UK Shared Prosperity Fund stands as a cornerstone of the UK government's Levelling Up agenda. Its primary mission is to enhance a sense of local pride and expand opportunities for individuals across the UK. This mission is achieved through investments in communities, places, local businesses, and the development of people and skills.

In line with our commitment to bolster the local visitor economy, the SPF's allocation for its inaugural year was channelled into the creation of the Rushden Lakes tourism hub. This hub serves as a hub for local attractions, showcasing the distinctive offerings available across a spectrum of local businesses. An enthusiastic Discover Northamptonshire team is stationed at the hub seven days a week, diligently working to entice the six million visitors to Rushden Lakes to extend their stay, explore other attractions in the county, and contribute to the prosperity of local tourism. The hub itself is a fully immersive space, adorned with captivating visual displays that tout the many facets of Northamptonshire and its neighbouring regions, from enticing day trips to captivating attractions.

Looking ahead to Year 2 (2023/4) and Year 3 (2024/5) of the SPF allocation, our commitment to fortifying the visitor economy remains unwavering, with continued investments in the following areas:

- Funding for the development and promotion of the visitor economy, encompassing local attractions, trails, tours, and tourism products more broadly, with an allocation of £60,000 in 2023/24 and £20,000 in 2024/25.
- Support for local arts, culture, heritage, and creative activities, with an allocation of £60,000 in 2023/24 and £50,000 in 2024/25.
- Funding to spearhead expansive campaigns aimed at inspiring people to explore and visit the local area, with an allocation of £20,000 in 2023/24 and an equivalent sum of £20,000 in 2024/25.

Theatre and Land Based Contracts

The Discover Northamptonshire are the responsible first point of contact for the management of 3 theatre contracts and two large parklands:

Castle Theatre: Located in Wellingborough, the Castle Theatre offers an array of facilities and has a seating capacity of 503. Additionally, the Castle Theatre houses an Art Studio/exhibition space, allowing patrons to immerse themselves in the visual arts. The venue also includes a studio with 84 seats for more intimate gatherings. They have a bar offers a wide range of refreshments. The Castle Theatre hosts a diverse range of live performances, including theatre productions, musicals, comedy shows, and music concerts, making it a focal point for the arts in the area. The Castle Theatre plays a pivotal role in enriching the cultural life of Wellingborough and the surrounding region, offering a blend of artistic experiences for its audience. The building is owned by North Northamptonshire Council with a long-term lease with Parkwood Theatres. The council contribute to revenue and capital funding on a year-by-year basis with the performance of the theatre being measured by agreed KPI's.

The Lighthouse Theatre: Located in Kettering, the Lighthouse Theatre has 424-tiered seats at ground floor level with an additional 143 seats available in the balcony. The Lighthouse Theatre features six private boxes, adding an exclusive dimension to the venue. The Lighthouse Theatre hosts a wide array of cultural events, including theatre productions, musical performances, comedy shows, dance performances, and more. These offerings make it a cultural hub in Kettering, enriching the lives of the local community with a diverse and engaging entertainment schedule. The building is owned by North Northamptonshire Council with a long-term lease with Phoenix Leisure Management . The council contribute to revenue funding on a year-by-year basis with the performance of the theatre being measured by agreed KPI's.

The Corby Core Theatre: The Corby Core Theatre, situated in Corby, has a range of distinct features and offerings. The main auditorium has a seating capacity of 450. Complementing this space, the theatre also houses a Studio with seating for 160, catering to smaller, more intimate gatherings. Furthermore, the venue features an Art Studio/exhibition space, offering patrons the opportunity to engage with and appreciate visual arts. The Corby Core Theatre's diverse program encompasses a wide array of live performances, spanning theatre productions, musicals, comedy shows, music concerts, and dance performances, firmly establishing it as a cultural cornerstone in the Corby region. The building is owned by North Northamptonshire Council with a long-term lease with the Royal and Dergate Trust. The council contribute to revenue funding on a year-by-year basis with the performance of the theatre being measured by agreed KPI's.

Stanwick Lakes: Stanwick Lakes, is a nature reserve designed to serve a dual purpose. Its primary aim is to provide a wide range of outdoor activities and environmental education to the public while simultaneously preserving and enriching the natural beauty and ecological significance of the region. The site offers an array of opportunities for outdoor enthusiasts, families, and school groups, including walking and cycling trails, wildlife observation points, adventure play areas, and educational programs. With several designated Sites of Special Scientific Interest (SSSIs) and nature reserves, it plays a pivotal role in safeguarding the local wildlife and attracting migratory birds.

Stanwick Lakes is under the stewardship of the Rockingham Forest Trust, a non-profit organisation that oversees the day-to-day operations of the site. This includes the management of visitor services, maintenance of facilities, and the delivery of educational programs and events. The reserve is equipped with a visitor centre featuring a café and shop, making it a welcoming hub for visitors. The site hosts a variety of engaging events and workshops throughout the year, with a strong emphasis on environmental education and fostering an appreciation for nature among its visitors. North Northamptonshire Council own the site and have leased it to Rockingham Forest Trust on a long-term lease agreement. The council are responsible for a capital budget for key infrastructure items including bridges, drainage systems and fencing. The Executive Member and Lead DN officer attending a quarterly board meeting with the Trust to manage the relationship and funding.

Twywell Hill and Dales: Twywell Hill and Dales, managed by the Land Trust, is a natural landscape in Northamptonshire, England, encompassing approximately 84 acres. This site features rolling hills, meadows, and ancient woodlands, along with facilities like well-maintained paths, information boards, and picnic areas. It is open to the public during typical hours from dawn to dusk. North Northamptonshire Council own the site and have leased it to the Land Trust on a long-term lease agreement. The council are responsible for a capital budget for key infrastructure items including bridges, drainage systems and fencing. The Executive Member and Lead DN officer attend a quarterly board meeting with the Trust to manage the relationship and funding.



Discover Northamptonshire Team

The team at Discover Northamptonshire is structured to efficiently manage tourism, events, and visitor experiences. Here's an overview of the key roles:

The Discover Northamptonshire Manager holds a full-time, 37-hour permanent position, working on a 7-day rota. Reporting to the Head of Service, they play a pivotal role in managing the Tourism Hub located at Rushden Lakes, NNC-based events and programming. The Manager also oversees local theatre contracts and directly manages the Discover Northamptonshire Officer, Events Apprentice, and Visitor Experience Assistant roles. While they are responsible for the day-to-day running of the tourism activities, they also have dotted line management to the Business Operations Manager.

The Discover Northamptonshire Officer, another full-time, 37-hour permanent role, works on a 7-day rota and supports the day-to-day running of the Discover Hub. They also play a key role in the development and implementation of events across North Northamptonshire. Reporting directly to the Discover Northamptonshire Manager, they supervise the visitor experience team and volunteers. This role is primarily based at the Discover Hub at Rushden Lakes.

The Visitor Experience Assistants are in casual roles, working on a 7-day rota. There are up to five casual positions within the department that support the smooth running of the tourism centre and events. Their contributions are essential in creating a positive and engaging experience for visitors to Discover Northamptonshire.

These roles collectively contribute to the successful operation and promotion of Discover Northamptonshire, ensuring that tourism, events, and visitor experiences are effectively managed and presented to the public. The team collaborates to create a dynamic and engaging destination for residents and visitors alike.





SECTION 6 CORBY HERITAGE CENTRE

Corby Heritage Centre

Corby Heritage Centre is in Corby Old Village, Corby, Northamptonshire, it sits in the original and oldest part of what is now Corby New Town. The village of Corby is mentioned in the Domesday book of 1086, it was a survey carried out twenty years after William the Conqueror became King of England and it assessed how much William could demand from his Royal properties.

In the 1000 years since that entry in the Domesday book Corby has been known as a Royal Forest Village, for its Brickmaking, its Iron works and then most notably its Steelworks which became the largest combined steelmaking plant in Europe. Corby Heritage Centre aims to tell that story through exhibitions, talks and outreach work.

The Heritage Centre was established through recognition that although one of Northamptonshire's largest towns, with an established historical importance, it had no Heritage or Museum in place. In the early 2000's National Lottery Heritage Fund approached Corby Borough Council to address the lack of Heritage Fund applications that came from the area, the council with advice from the Heritage Fund consulted local opinions on what they would like to see funded by Lottery money and the feedback suggested a museum or Heritage Centre based in Corby Old Village and they had a location in mind, the oldest surviving residential building in the town simply known as 75-77 High Street, Corby Old Village. So, this small building over 400 years old became Corby's Heritage Centre.

But first the council needed to decide upon how to make this a reality and where to find the funding and on the 24th of June 2008, Corby Borough Councils "One Policy" Committee announced that National Lottery Heritage Fund had awarded Corby Council £480,500 in Capital and Revenue funding towards the project costs of creating a small Heritage Centre at 75-77 High Street, Corby Old Village. The funding was split into £140,763 towards capital costs for the restoration of the building (75-77 High Street, owned by CBC) with council match funding of £200,077. The remaining £339,737 was awarded as revenue funding for the provision of a Heritage Development Worker for five years. In November 2007 a full time post as Heritage Development Worker was introduced and in June 2011 Corby Heritage Centre opened to the public.

One of the earliest and most glaring omissions from Corby's heritage offer was that it had no official recognition of items held by Corby Borough Council and that residents could not donate historical items for the benefit of the community or its historical record. Nearby towns such as Kettering and Market Harborough had museums and with those museums came a collection and collecting policy that offered a place for the towns heritage and history to be kept and cared for in a professional manner. In 2016 began the process of application to Arts Council England to gain National Accreditation for this collection, with the help of volunteers the council gained full accreditation in October 2017.

The principal areas of the collection include Corby Steelworks, Archaeological items from Weldon Roman Villa, Stanion and Priors Hall, Social History items relating to Corby and its residents, Corby's unique Pole Fair history. Items held span Photography, archaeology, Historical documents, Roman Coins, Cinematic Films, Industrial Artwork, and a small collection of Art in general. There are around 1500-2000 items.

The Pole Fair and Steelwork's collections are regionally and nationally important being both unique. Corby Pole Fair can trace its origins back many Hundreds of years with specific Pole Fair written articles as early as the beginning of the 18th century. The Fair's very beginnings go back to Henry III in the 13th Century who awarded Corby the right to hold a Village Fair twice a year, over an exceptionally long period this evolved into the Corby Pole Fair which is now held every 20 years with next fair due in 2042. The Steelworks collection held by Corby is of great significance as there is now truly little physical evidence that Corby once had the largest combined steelworks in Europe and made many millions of tons of Steel tubes sold and used across the world.

The collection is constantly evolving and being added to with the premise that it will be made more accessible and helpful to residents and researchers alike that want to know more about Corby and its fascinating history.

Corby Heritage Centre Operation

Corby Heritage Centre is free to enter and is open to all from Monday to Friday 1pm to 4pm and 11am to 2pm on Saturdays. Its Closed-on Sundays and Bank Holidays (Including the Saturday of Bank Holiday weekends) and for two weeks at Christmas.

The Heritage Centre originally changed its exhibitions four times a year, however, this is not possible anymore as we do not have never recovered the number of volunteers who decided not to return after the Covid Pandemic.

Children's activities take place during spring and summer school holidays and are general crafts and making activities. There are school and club visits, for example Uppingham School sixth form and 1st Corby Scout Group. There is also outreach work such as talks for Lakelands Hospice, Great Easton Village Community Group, Irchester Historical Society, LEO II Society, etc. Corby Heritage Centre has worked with many organisations over the years on internal and external projects. Some of the organisations are Museum Development East Midlands, Northamptonshire Heritage Forum, Made With Many, Corby Community Arts, Association of Independent Museums (AIM), Late Developers Photographic Group, Our Corby Project, Rare Notions, LEO II Society, Cambridge Computer Museum, Corby Pole Fair, Tata Steel, Paula Boulton, HD Media (PLUTO, Pole Fair, etc), Paul Balmer, Judy Caine, KGHL (Kingswood and Hazel Leys project), MBD digital project, Historic England. There are also many individual persons that we have worked with or helped in several ways, through heritage advice, access to information in the council archive collection and help in making funding bids i.e. FOSL 14 Train restoration group, letters of support for Late Developers Photographic group, Deep Roots Tall Trees, Paula Boulton.

Commercial activities are limited, The Heritage Centre is occasionally hired out at £12.50/hour and my outreach work is charged at £25. The centre sells Corby Past and Present books at 10.99 of which we keep £4.99 and £5 is paid to Victoria County History who publish the book on a sale or return basis. The centre also sells the Steelman Statue at £65 each due to increase to £77.

The Heritage Centre is currently managed by the NNC Corby Heritage Centre Officer with occasional cover offered by a volunteer at Corby Collection Room.

Corby Heritage Centre – Looking Forwards

Our aspiration is to enhance the visitor experience and enrich the narrative of our Heritage Centre. Our primary focus areas encompass the historical significance of the old village, the legacy of steelmaking, the colourful Corby Pole Fair, and the intriguing chapters of Roman and Viking history in this region. In addition to these improvements, we aim to cultivate a vibrant hub for local history enthusiasts and organisations engaged in heritage initiatives, offering a dedicated space for collaboration and meetings.

Collaborative Engagement: Embrace partnerships with like-minded organisations, such as Portable Antiquities and Heritage Accelerators, who are already leveraging our facilities for their endeavors. We would also like to host a range of cultural events, including poetry readings and musical evenings, designed to celebrate our shared heritage.

Collections: Foster greater accessibility to our collections by digitizing a substantial portion, opening new possibilities for generating income through films, artwork, and related ventures. Establish a user-friendly online platform to enable broader access to our valuable collection.

Education and Outreach: Elevate our educational programs, with a particular focus on Key Stage history subjects, including Local History, Viking, Roman, and Victorian eras, as well as the region's industrial heritage. Bolster our outreach efforts through the utilisation of films and artifacts, enhanced PowerPoint presentations for talks to small groups, and the provision of online resources for educators and teachers.

Challenges and Solutions

Archive Access: Address the accessibility issue of our NNC Corby Collection on the third floor of Grosvenor House. Explore options to improve public access while preserving security standards.

DDA Compliance: Improve disabled access to our facility to make it more inclusive and user-friendly.

Security and Tenancy: Investigate the security and continuity of our current location while considering options for a more central site in the town centre.

Volunteer Engagement: Implement a rotational system that allows volunteers to alternate between collection management and front-of-house roles, fostering their morale and commitment.

Financial Sustainability: Optimise our limited space by offering the centre as a venue for smaller groups, while increasing the range of saleable items, both on-site and online.

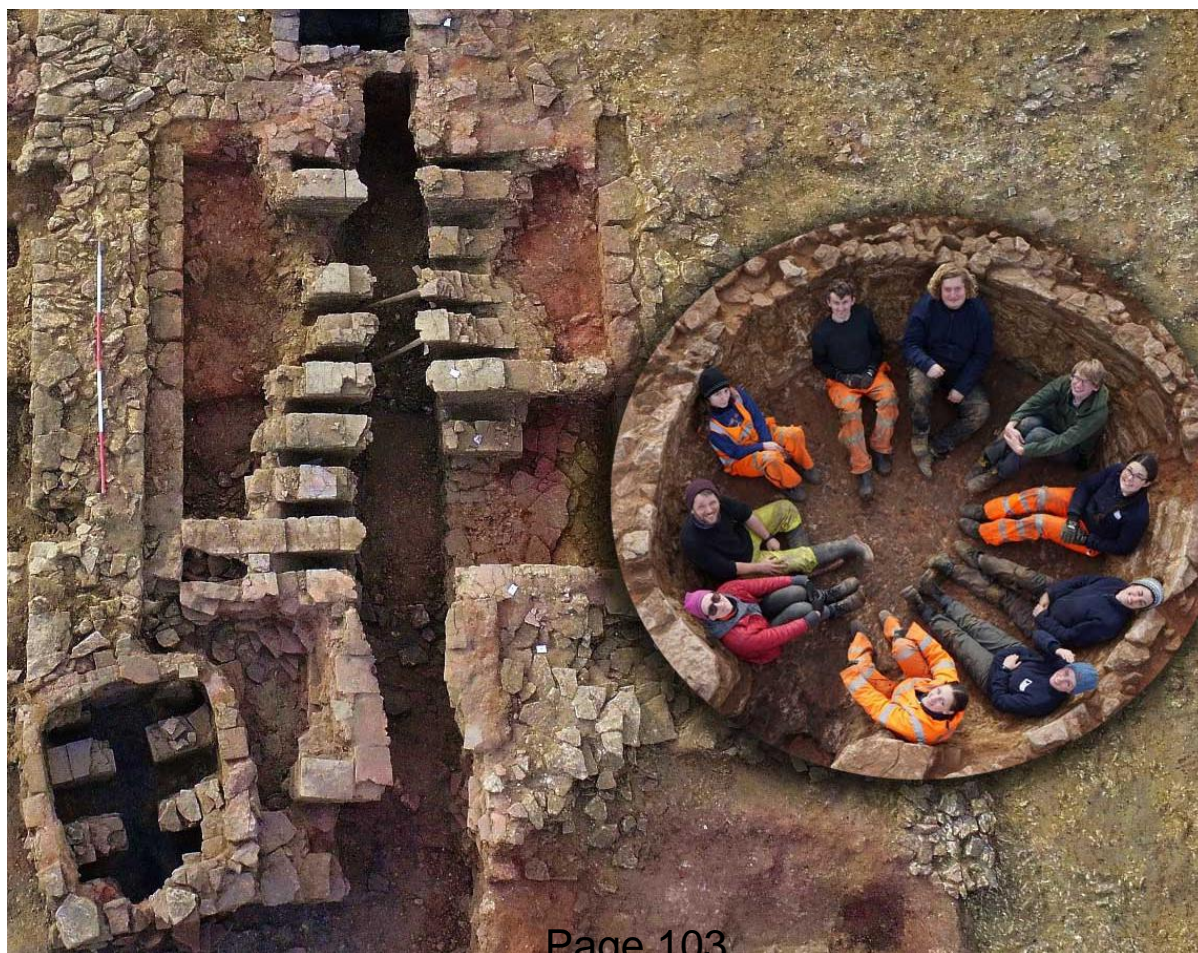
Increasing Footfall: Address the visibility issue through improved signage and a more active presence on social media platforms to attract a broader audience.

With these initiatives, we envision Corby Heritage Centre evolving into a dynamic and inclusive institution that not only preserves our rich history but also engages and enlightens the community and beyond.

Priors Hall Heritage Project

The Priors Hall site, a historic piece of land near Corby, underwent significant changes over the years. Originally known as Priors Haw, it was eventually quarried for iron ore by the Stewarts and Lloyds Steel Company in the 20th century. After the closure of steelmaking in the late 1970s, the land remained unused until housing plans were approved around 2007. In 2011, Oxford Archaeology East initiated a series of archaeological excavations at Priors Hall, revealing intriguing Iron Age and Roman settlements, including a well-preserved high-status Roman road, evidence of large-scale tile production within a converted Temple Mausoleum, and an unexplored Roman Villa.

There is £100,000 in Section 106 funding allocated for arts and local projects related to the Priors Hall development. This funding provides an opportunity to create projects that can bring the remarkable Roman discoveries to the local and wider public while offering educational resources for local and regional schools. The Section 106 money may also serve as a catalyst to attract additional funding from heritage organisations such as the Heritage Fund and Arts Council England. To facilitate this initiative, discussions have taken place with Oxford Archaeology, who shared insights into successful archaeological groups in Cambridgeshire. These groups have become self-sustaining and highly participatory, a model that could potentially be replicated at Corby/Priors Hall. Additionally, local heritage groups on platforms like Facebook have expressed their interest in projects related to the discoveries at the Priors Hall site, indicating a strong community backing for such endeavors. The focus of any proposed projects is to establish a lasting legacy for the Roman sites, aiming for sustainability beyond short-term events, ensuring that the rich historical evidence continues to be celebrated.





SECTION 7 GREENWAY PROJECT

The North Northamptonshire Greenway is a meticulously planned rural network, providing safe, traffic-free pathways for walking, wheeling, and cycling. These routes seamlessly connect various settlements, employment hubs, leisure destinations, and tourism attractions not only within North Northamptonshire but also extending beyond its borders.

The key objectives of the North Northamptonshire Greenway (NNG) encompass:

- Encouraging individuals to choose walking, wheeling, or cycling for a wide range of trip purposes, including school commutes, daily errands, and leisurely outings.
- Establishing an accessible, inclusive active travel network that adheres to contemporary design standards, emphasising coherence, directness, safety, comfort, and aesthetic appeal.
- Contributing to North Northamptonshire's Green Infrastructure network, specifically focusing on the Ise and Nene Valley Corridors, with the aim of achieving at least a 10% Biodiversity Net Gain.
- Enhancing the tourism appeal of North Northamptonshire by creating links between market towns, nature reserves, tourism sites, and circular routes.
- Elevating the vibrancy of North Northamptonshire's towns by improving access for commuters and shoppers, thus supporting local businesses.
- Establishing secure routes to schools, ensuring the safety of students.
- Offering sustainable transport alternatives to residents who do not own a car.

The implementation of the NNG is overseen by the NNG Board, composed of Executive Members with a local lead councillor representing each locality, as well as key stakeholders such as Natural England, Environment Agency, National Highways, Northamptonshire Local Access Forum, Wildlife Trust, and other relevant organisations. The NNG Board convenes as needed, with its own established Terms of Reference.

The focus of the NNG's efforts lies in expanding the existing Greenway network, initially delivered through the former East Northamptonshire Council (ENC) across North Northants. Notably, the open Greenway along the Nene Valley was established with funding from various sources, including Safer Schools, Section 106, Community Facilities Fund (CFF), and Sustrans, with the ambition of connecting Wellingborough to Peterborough. This route extends from Rushden to Woodford Lock, passing through Islip, Irthlingborough, Higham Ferrers, Stanwick Lakes, and providing direct links to Rushden Lakes. Additionally, a completed section from Warmington to Elton connects to the Peterborough Green Wheel. Collaborative efforts with landowners on the Greenway Programme Board facilitated the delivery of these routes. Challenges arise due to the unavailability of certain funding sources, such as Sustrans and CFF, and the need to develop sections on private land. In more rural areas, the absence of Section 106 funds limits delivery.

To address these challenges, the North Northants Greenway Strategy was commissioned in late 2022 and is currently in draft form as of November 2023. The strategy identifies 33 priority routes in the area, provides a prioritisation toolkit, suggests ways to overcome Rights of Way issues, and outlines a formula for securing developer contributions. It also presents a Design Recommendation (DRM) booklet template for the 33 identified routes, serving as a high-level document showcasing the envisioned route.



Greenway Champions

The NNG Strategy can be likened to a rural Local Cycling and Walking Infrastructure Plan (LCWIP), complementing individual LCWIPs in towns such as Kettering, Corby, and the upcoming Rushden and Wellingborough plans.

The ambitious undertaking of the North Northants Greenway involves delivering 33 routes outlined in the strategy, with a projected cost of £44 million. Notably, this figure excludes expenses related to the Ise Valley Greenway and the Rushden to Wellingborough section. Each route presents unique challenges, necessitating additional costs such as Flood Risk Assessments, Habitat Regulations Assessments, Historic England application advice, as well as surveying, inspections, project management, and detailed design expenses. These crucial elements are not encompassed within the £44 million budget.

To establish these secure, off-road routes, there is a requirement for substantial investment in both capital and resources. Persuading private landowners to recognize and embrace the advantages of these routes is paramount. The process of "selling" these benefits to private landowners involves implementing Greenway routes through private land, creating valuable case studies for future development. Further efforts are essential to garner support from various user groups, including organisations like the British Horse Society, to align with the vision and overcome obstacles hindering progress. A comprehensive, collaborative approach is indispensable, wherein all stakeholders are committed to the Greenway Vision and work together to realize these routes.

The initiative to enlist Greenway Champions from the community, initiated during the NNG Strategy consultation, has proven instrumental. These champions play a pivotal role in advocating for the benefits of implementing routes in their respective areas. The success of this concept is evident in the "Friends of North Northants Greenway" Facebook group, established through the Heritage Lottery funded Nenescape Out to Water, Into History project. This group actively cares for the route, serving as its guardian by reporting faults, engaging in litter picking, maintaining the "Peacock Express," and acting as on-the-ground caretakers.

The roles of the Project Officer encompass various responsibilities, including board administration, collaboration with planning and transportation teams, engagement with parishes and communities, liaising with stakeholders like NLA, Ramblers, and the British Horse Society, coordinating with developers to integrate Active Travel and Greenway routes into their projects, and maintaining dialogues with local area councillors.

Ongoing projects include the Hanwood Park Strategic Urban Extension (SUE) and associated Active Travel Routes, progress on the Rushden to Wellingborough route, consultations on the NNG Strategy and DRM booklets, and engagement with developers and external stakeholders.

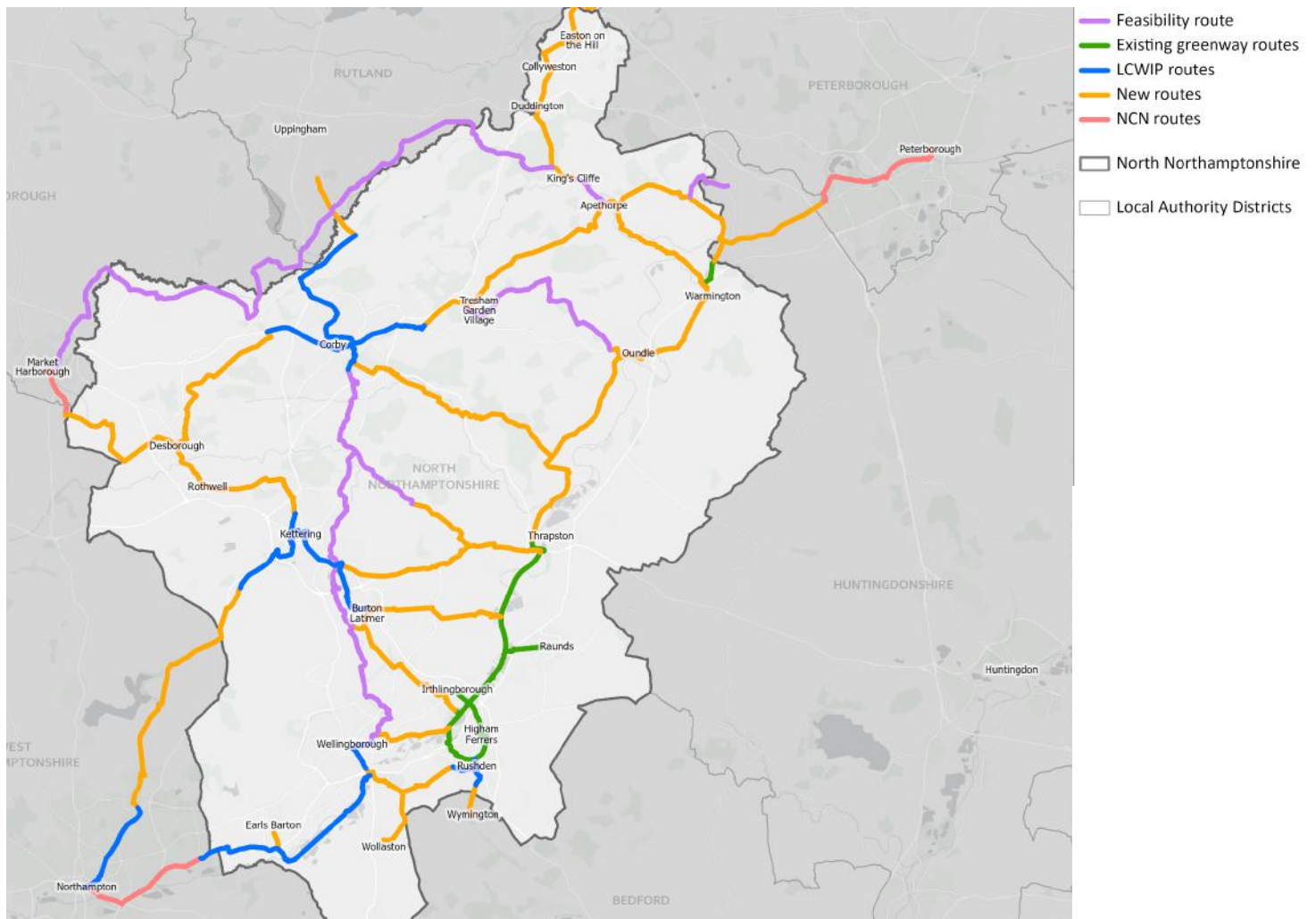
Since its establishment, the NNG has received £120,000 from the Community Renewal Fund to support the Rushden to Wellingborough Masterplan and the Ise Valley Greenway (IVG) Interim Design Study. The IVG will connect Corby to Wellingborough via Kettering, eventually integrating with the Rushden to Wellingborough Strategy. Additionally, £45,000 has been secured for the comprehensive NNG Strategy.

Both the Rushden to Wellingborough Masterplan and the NNG Strategy have undergone consultation processes, garnering feedback from 285 respondents. Collaborative work with local groups and parishes has helped in shaping the DRM booklets and addressing local challenges.

The Hanwood Park developers are actively involved in NNG delivery, particularly within the Kettering LCWIP, through negotiations with Planning and the Greenway Project Officer. Connections have been established with Active Travel England, which expresses interest in funding LCWIPs and Greenway routes.

Rushden to Wellingborough represents the next significant phase in NNG delivery, characterised by its complexity due to landowners, environmental considerations, and stakeholder requirements. The Masterplan outlines the route's delivery, estimated to cost between £10 and £15 million as of 2023. Due to its nature, funding may come from Active Travel England or Levelling Up, necessitating delivery in phases.

Proposed Greenway Map





SECTION 8 THE CORNERSTONE

The Alfred East Gallery

The Alfred East Gallery, situated in the heart of Kettering, plays a pivotal role in preserving and sharing the artistic and cultural heritage of the region. Established over a century ago, the gallery continues to evolve, fulfilling its mission to engage the community, stimulate learning, and provide artistic inspiration. This report section explores the gallery's history, its invaluable collection, service offerings, recent renovation, and future prospects.

The Kettering Museum and Art Gallery, specifically the Alfred East Gallery, stands as a testament to the vision of its eponymous founder, Sir Alfred East. Established over a century ago, the gallery's mission is to enable people to explore their past, present, and future through the preservation, interpretation, and accessibility of historical and artistic materials. This report delves into the gallery's history, the evolution of its collection, its diverse range of services, and the recent renovation project that promises to propel it into a promising future.

In 1911, renowned landscape painter Sir Alfred East, a native of Kettering, donated a substantial collection of his artworks to the Kettering Urban District Council. Under his stipulation, the council was to construct a suitable art gallery to house the collection, open to the public free of charge. This initiative marked the gallery's inception, serving as a testament to East's commitment to his hometown.

Adjacent to the Kettering Library, local architects Gotch and Saunders designed the gallery, which was constructed using Weldon stone and adorned with distinctive Tuscan columns, oak-carved doors, and East's name etched on the west wall. On July 31, 1913, the Alfred East Gallery opened its doors to the public, even though its benefactor, Sir Alfred East, was unable to attend due to declining health.

Sir Alfred East passed away shortly after the gallery's opening. His body laid in state at the gallery, allowing the public to pay their respects. His legacy endures, as the gallery continues to fulfil his hope of enriching the lives of the people of Kettering through art and culture.

Gallery Collection: The Alfred East Gallery boasts a remarkable collection, unusual for a town of its size, with a rich and varied assortment of artworks spanning various disciplines. This collection holds immense historical and cultural significance, reflecting Kettering's thriving art scene and featuring internationally renowned artists.

The collection began in 1905 when "The Connoisseur" by Walter Bonner Gash was acquired through public subscription, serving as the foundation of Kettering's permanent art collection. In 1910, Sir Alfred East himself gifted 70 artworks to Kettering, further propelling the establishment of the gallery.

Over the last century, the collection has grown substantially and now encompasses nearly 1,000 artworks, valued at £7.5 million in 2023. It includes a diverse range of artistic disciplines, from oil paintings to sculpture, representing local, national, and international talents.

With such an extensive and valuable collection, the Alfred East Gallery is committed to ensuring the preservation and safety of its artworks. The report details the evolution of storage facilities, including the recent addition of a spacious art store in the Cornerstone project, ensuring optimum conditions for artwork preservation.

The gallery proudly showcases works from artists with local connections, such as Sir Alfred East himself, Thomas Cooper Gotch, Walter Bonner Gash, Ralph Hartley, Harry Dorr, and George Harrison. These artists, many of whom were members of the Kettering & District Art Society, have played a crucial role in shaping the gallery's collection over the past century.

The Alfred East Gallery has not remained stagnant in its dedication to contemporary art. With the acquisition of modern artworks and the inclusion of notable artists like Sir Howard Hodgkin, Sergio de Camargo, and Leon Kossoff, the gallery bridges the gap between history and the present. These artists' works enrich the collection, making it a vibrant and dynamic cultural hub.

Department Offer: Before the temporary closure in 2020 due to the Covid-19 pandemic, the gallery offered a wide array of services to engage the community and share its collection. The services ranged from exhibitions to workshops and educational programs, showcasing its commitment to inclusivity and access.

The gallery is a cultural hub that offers free entry to a heritage site, and it actively engages with the community by delivering exhibitions, events, and creative activities. The report provides an extensive list of services, including exhibition previews, art workshops, art demonstrations, life drawing classes, lunchtime/evening talks, film nights, and artist event days.

The gallery recognises the importance of having a strong online presence to reach a wider audience and engage with visitors. Utilising social media and a dedicated website, the gallery shares its collections and fosters interaction and connection with the community.

A significant aspect of the gallery's service is its dedication to learning and engagement. This includes a varied outreach program, facilitated learning workshops, self-guided site visits, resources and learning packs, and a robust online presence. The goal is to make art, history, and culture accessible to all, catering to different learning styles and preferences.

A key milestone in the gallery's history was the recent renovation and extension project, which included the creation of new flexible spaces within the Cornerstone complex. These spaces, including the Garden Room, Studio, and Café, offer expanded opportunities for events, exhibitions, and engagement. They also provide a significant income stream. A future amendment to this service plan will be developed over the next 12 months to how we operate and fund these spaces, once a timeline for the opening of Cornerstone, linked to the Kettering Library roof replacement project, is known.

With the successful renovation project, the Alfred East Gallery is poised for a bright future. The report outlines plans to expand its services, develop its retail offer, and further engage with the community. It aims to provide more opportunities for local and national artists and continue its mission of making art accessible to all. The Alfred East Gallery at Kettering Museum and Art Gallery represents a remarkable journey through art, history, and culture. Its commitment to preserving and sharing the region's artistic heritage, coupled with a dedication to inclusivity and engagement, ensures its place as a cultural treasure for the community and beyond. The recent renovations and future plans promise to further enrich the gallery's offerings and secure its status as a dynamic and vital cultural institution.

The opening and mobilisation of The Alfred East Gallery is reliant on the Library Roof Replacement Project, more details on this in section 10.

Mobilisation Plans and Future Development of Alfred East Gallery

During the closure period, the Cornerstone team has recognised the need for several essential projects that must be completed before reopening to ensure the smooth operation of the site and services. The team believes that the more of these projects are accomplished during this time, the more advantageous their position will be when they resume operations. Historically, limited resources have often prioritised the delivery and operation of services, sometimes at the expense of back-of-house duties. This closure period provides a valuable opportunity to address these neglected tasks, ensuring that the department is well-prepared for future service delivery and sustainability. By investing in these projects now, the team aims to "future proof" the department, making it more resilient and efficient in the long run. A number of the key projects are presented below:

Alfred East Bust Display & Permanent Exhibition: The project involves creating a small permanent display in the North Gallery that showcases Alfred East, incorporating items such as his bronze bust, artist's palette, and sketchbook from the gallery archives and collection. This exhibit is intended to inform visitors about the artist, his connection to the gallery, and his relevance to Kettering's history. It will be of great community value, especially given the North Gallery's frequent displays of artworks from emerging artists and collaborations with local community groups. The project aims to contribute positively to the reopening of the gallery, educating visitors about the building's history and Alfred East himself. The Gallery Manager, with assistance from part-time Heritage Officers, will be responsible for researching, writing, and delivering the project, which includes steps such as artist research, object selection, interpretation development, design, display cabinet procurement, and installation.

In summary, this project's main objective is to create an informative and engaging permanent display in the North Gallery that pays homage to Alfred East, enriching the visitor experience and reinforcing the gallery's connection to the community and local history. The project team, led by the Gallery Manager and supported by Heritage Officers, will undertake several steps to bring this vision to life, encompassing research, design, and installation of the exhibit.

Kettering Mosaic - Display & Permanent Exhibition: The project involves creating a permanent exhibition showcasing a replica of Kenneth Budd's mosaic, which has a rich history in Kettering. The original mosaic, previously located on the external wall of Kettering Boys School, was deemed irreparable, leading to the creation of a replica by the artist's son, Oliver Budd. The replica now resides in a public corridor in the new Cornerstone extension. In addition, Oliver has generously donated his father's original drawing of the mosaic to Kettering Civic Society, who, in turn, donated it to the Alfred East Gallery's collection for the benefit of the town's people. This project will celebrate this unique piece of Kettering's social history by creating a permanent exhibition that tells the story of the mosaic alongside a display of the original drawing. Located in a high-traffic area connecting the new Cornerstone entrance with the library and gallery, the exhibition offers historical content within the new building and provides a positive narrative for its reopening. The project will be led by the Gallery Manager in collaboration with the Kettering Civic Society and with support from part-time Heritage Officers. It will involve several steps, including accessioning the original Kenneth Budd drawing into the permanent collection, extensive artist and content research, sourcing images and permissions, creating interpretative content, designing a permanent display, and incorporating branding through graphic design and printing. This initiative aims to celebrate the town's cultural history and enhance the visitor experience in the newly expanded Cornerstone facility.

Cornerstone Extension Public Spaces - Artwork & Interpretation: The project focuses on enhancing the extension to the library and gallery buildings by creating a welcoming and engaging space for visitors and users. The new accessible entrance and stairwell will offer access to various facilities within the extension, including the Café, Garden Room, and Studio, as well as new toilet facilities and a route to the original library and gallery buildings. With high footfall anticipated, this entrance aims to serve as a gateway to a cultural hub, introducing many visitors to Cornerstone for the first time. The goal is to adorn the currently blank walls with interesting and inspiring displays that connect the town and its community to the new building. While outlined as one project, it encompasses an information point promoting upcoming events and exhibitions, as well as up to six other individual projects.

The project will be spearheaded by the Gallery Manager, who will collaborate with local artists and the Friends of Kettering Art Gallery and Museum. They will receive assistance from part-time Heritage Officers and casual Officers in its execution. The project includes several key steps, such as identifying spaces for inclusion, designing options for these spaces, collaborating with partners for design input, finalising design details, researching content, working with artists where relevant, procuring artworks, writing and editing interpretation, designing and printing graphics, and sourcing museum-grade display cabinets and case sensors as needed. Additionally, the project may involve purchasing further artworks and their installation, along with the coordination of external trades if required to deliver the project effectively. This initiative aims to transform the extension into an attractive and culturally rich space that welcomes and engages both local and wider North Northamptonshire visitors.

Gallery Collection Care & Management: The project revolves around the careful management and care of the gallery's art collection, which is valued at £7.5 million and is a significant cultural asset for North Northamptonshire. This collection, comprising nearly 1000 artworks, features both local artists from Kettering and international pieces of great importance. The collection has returned from secure off-site storage to the newly built Art Store, marking a milestone in the gallery's history. This dedicated storage facility is designed to meet rigorous industry standards and offers a proper environment for the maintenance and care of the collection. Ongoing tasks related to the collection's management are a priority, and the closure period has provided a unique opportunity to address historic issues in the sector due to continuous budget constraints.

The project's implementation involves the Gallery Manager, part-time Heritage Officers, and casual Officers, working in collaboration with industry partners like Arts Council England, Museum Developments East Midlands, Collections Trust, MODES, and EMS. The project steps include sourcing funding for a Collections Review to update the Collecting Policy, accessioning outstanding items into the collection, formalising deaccessioning for items that no longer fit, conducting regular collection audits, condition checking the entire collection, revisiting the conservation program in partnership with external entities, ensuring compliance with Accreditation requirements, addressing the Gallery Archive Project, updating storage for the Frank Thompson Collection, purchasing necessary equipment, and managing pest control. Additionally, a substantial project focuses on copyright and reproduction rights, aiming to fully utilise the collection in various aspects, from exhibitions and events to marketing and commercial opportunities.

Overall, this project emphasises the critical importance of proper management and preservation of the gallery's valuable art collection, positioning it as a vital cultural resource. The dedicated efforts of the team and their partners ensure that this significant collection is well-cared for, accessible, and contributes to the gallery's mission and impact.

Retail Development: The project entails the redevelopment of the gallery's retail offerings, aligning them with the new Cornerstone site and brand. This phased approach seeks to create a dynamic retail experience, adapting to evolving visitor needs. The initial phase, overseen by a part-time Heritage Officer under the Gallery Manager's guidance, focuses on preparing for reopening. Steps include defining the retail offerings, clearing outdated merchandise, rebranding and designing print materials, sourcing new items, and setting up the retail space. This phase also includes key publications, budget establishment, and marketing efforts.

Subsequent phases expand the retail offerings, potentially introducing mobile Craft Cases for versatile placement across Cornerstone. The final phase may involve external retail consultancy to optimise offerings, determine budgets, and foster partnerships with local makers and producers. This project enhances the retail experience, supporting local creativity and the cultural hub's sustainability.

Permanent Collection Guide/Incidental Etcher - Reprints Copyright & Reproduction Rights:

Two interconnected projects are outlined to enhance retail offerings and copyright management. The first project focuses on revising and reissuing two key books: the Permanent Collection Guide and The Incidental Etcher, both featuring outdated branding. The PC Guide will undergo a 2nd edition to address errors, additions to the collection, and significant building changes. The Incidental Etcher will also be reprinted to align with the new brand. The second project aims to identify copyright holders and secure reproduction rights for the collection's artworks. Progress has been made during the closure, but it remains resource-intensive and long-term, unlocking the potential of the unique collection.

Both projects are managed by the Gallery Manager and part-time Heritage Officers. The steps for the PC Guide and Incidental Etcher include ongoing research, proofreading, updating information, high-quality image production, adding a new chapter, and working with external designers and printers for rebranding and reprinting, followed by marketing. The Copyright & Reproduction Rights project involves contacting artists and estates, documenting communication, researching fees, updating databases and archives, ensuring proper image usage, and correcting errors. These projects contribute to the retail and rights management strategies for Cornerstone, enhancing the visitor experience and ensuring compliance with copyright regulations.

Research Projects: An ongoing, multifaceted project with numerous benefits encompasses the research of the Manor House's history, similar buildings, and the Manor House Gardens, including features like the Farraday Fountain and Mulberry bush. As the Manor House Museum and Gardens are under the Cornerstone umbrella, this research has the potential to lead to the creation of interpretation for the gardens, incorporating elements like nature and wildlife. There is also consideration for introducing external sculptures to the Gardens. This research serves as a valuable resource for future exhibitions and museum representation during the closure period.

Additionally, exhibition research is a vital but time-consuming aspect of the service's operation, with three main research projects currently underway. These include research on gallery exhibitions to inform the programming calendar, research into the gallery's art collection to facilitate community engagement and meet the duty of dedicating a space to the collection, and research for event planning, creating a database of ideas and contacts to inform the programming calendar and enhance future programming for talks, film screenings, and art workshop.

Admin & Resource Project: This project focuses on addressing a significant backlog of administrative tasks that have accumulated over 35 years at the museum and gallery. The closure period has presented a unique opportunity to engage in this essential work. The effort involves the managing various paperwork and documents, streamlining the storage of hard copies, and creating a comprehensive, user-friendly resource for staff. This encompasses critical areas such as accreditation, documentation, collections management, condition reporting, and more. The project aims to modernise and optimise the management of both physical and digital records, ensuring they are accessible and well-organised for current and future staff.

Led by the Gallery Manager and executed by part-time Heritage Officers and a casual Officer, the project also includes the sorting and organisation of digital images, the clean-up and improvement of the museum's hard drive system, and the benchmarking of services to enhance operational procedures in preparation for the museum and gallery's reopening. By tackling this backlog, the project contributes to the overall efficiency and effectiveness of the institution, supporting its mission and services.

Manor House Museum - Interim Building Checks & Collections Care: The Manor House Museum faced budget constraints during the GLaM project, leading to its exclusion from the initial scope. Subsequent issues with the Grade II listed building highlighted the need for separate external funding to refurbish and update the museum as a standalone heritage project.

With the loss of the Museum Officer, interim care for the museum has been assumed by the Gallery Manager and the remaining Heritage Officers, pending the appointment of a Heritage Manager. The project involves several key ongoing tasks, including daily environmental monitoring, site safety and security checks, monthly pest management, clearance of the building for the disposal of relevant items, regular cleaning, condition checking of the collection, specialised cleaning of artefacts, ongoing administrative work, design and installation of exterior vinyl rebranding, relocation of artefacts to external or sensitive storage, documentation updates from previous exhibitions, maintenance of the external store, sorting and labelling of the collection and outstanding projects on-site, updating the Frank Thompson archive, movement of relevant archives to the new Art Store, management of long-term loans, and a Roman Water Bowl conservation project. These efforts ensure the ongoing care, security, and preservation of the museum's collection and building.

Cornerstone - Completion of Interior Spaces: The project aims to complete the remaining internal work within Cornerstone from April 2024 to September 2024, in preparation for the building's reopening to the public. This significant volume of work is essential to ensure that all internal spaces are fully ready for operation. The Gallery Manager and the remaining Heritage Officers will play a crucial role in facilitating this work, serving as key members of the team responsible for this project. Recruitment of full Cornerstone staff will also be a part of this process.

The project will involve a diverse team of individuals, each contributing their skills and resources to manage and complete the necessary tasks. This team will be led by the Head of Service and will include the Heritage Manager (once recruited), Gallery Manager, remaining Heritage Officers, Library staff, finance and business support, Property Services, Marketing & Communications, IT, Facilities Management, and external contractors.

The project encompasses a range of activities, including decorating and making necessary repairs, electrical work, staff training for new recruits, space design and allocation, sourcing and purchasing of required items, policy and procedure updates, technology integration, internal signage installation, programming, IT setup, and installation of tills. This work is essential to ensure a smooth and successful reopening of Cornerstone to the public.

Outreach - Learning & Engagement: Starting in Spring 2023, a museum and gallery outreach program was initiated with the goal of expanding and enhancing the presence and awareness of the Cornerstone brand and service as it approaches reopening. This project will extend beyond 2024-25 and will continue when Cornerstone is fully operational again. The detailed planning and execution of this outreach program will be outlined in a separate document prepared by the Cornerstone Learning & Engagement Officer. The delivery of this project will be led by the Learning & Engagement Officer, who will receive assistance from part-time Heritage Officers and casual Officers. The Gallery Manager will provide guidance and support to ensure the successful implementation of the outreach program.



Kettering Museum

Located in the heart of Kettering's town centre, on grounds that can be traced back to the Domesday Book, the Manor House Museum has served the local community for decades, providing a valuable insight into the town's past and providing education and entertainment to generations of local people. The museum's collection contains thousands of historical artefacts, varying from dinosaur bones to Roman pottery and jewellery, all excavated around Kettering. There are also items tracing the post-industrial era history of the town and its importance at the forefront of the UK's boot and shoe industry.

When open to the public, the museum is free entry and fully accessible to everyone, divided into rooms that cover two floors of the ancient Manor House with a lift providing access to the upper floor if required. Each room showcases different elements of the collection, with an archaeology room devoted to the Samian Ware pottery of Kettering's Roman past, extensive examples of machinery used to create footwear, and areas highlighting prominent local people, such as the slavery abolitionist William Knibb.

Two rooms on the upper floor are dedicated to providing a rolling programme of temporary exhibitions that continuously change throughout the year, giving returning visitors something new and fresh each time they visit. These award-winning exhibitions have covered everything from the 75th anniversary of VE Day, to a fascinating exploration of Kettering's musical past, and even an exhibition on the history of witchcraft in the region.

Most recently, the museum received a grant from Art Fund and the Weston Loans Programme which enabled the modernisation of the temporary display areas and saw the installation of state-of-the-art display cases. This enabled world-class items to be brought to Kettering, on loan from the British Museum, and the result was "Local Treasures", the most successful exhibition at the museum in recent times. Items on display included a 1500-year-old gold necklace and other exciting Roman and Anglo-Saxon jewellery, originally discovered in North Northamptonshire and returning to Kettering from London for the first time.

Manor House Museum also hosted events and activities for the local community, most notably the incredibly popular Family Fun Days during school holidays, which saw families converge on the museum and surrounding gardens for fun activities, all available entirely free of charge. This provided a much-needed source of entertainment for local families on a budget and enriched the lives of thousands of children.

Other events available included Family and Local History sessions, where budding historians could receive professional advice on how to research their family trees and different aspects of local history. Children's Craft Activities were a popular event, allowing children to take part in different arts and crafts, learning new skills and exploring their creative sides, and the Archaeological Finds Surgery was available to anyone in the community who had found something of interest during an archaeological dig and would like it appraised by an expert.

History

Kettering's Manor House has been home to the town's museum since 1989, but the history of both the service and the building goes back much further.

The Manor House is one of the oldest buildings in the town, with elements of the existing building dating back almost 500 years and occupying land that was mentioned in the Domesday Book of 1086. Over the centuries, there have been various iterations of the "noble hall faced with stone" first recorded in the 13th century, housing important local families and Abbots from Peterborough Abbey. Today, the Manor House is a Grade II listed building, described by Historic England as "17th Century, re-fronted in the 18th Century, perhaps incorporating earlier structure of house, known as Abbot's house, belonging to Peterborough monastery".

The museum itself began in 1903 when it occupied a room within the neighbouring Kettering Library. Initially containing local archaeological finds from a newly discovered Anglo-Saxon cemetery, it grew over the following century to include everything from Roman jewellery and pottery, artefacts from the local boot and shoe industry, one of the area's very first cars, and even a mummified cat used to scare away evil spirits.

The growing collection necessitated a move to its own much larger building, so the museum moved from the library to nearby West Street, where it was known as Westfield Museum, before finally calling the Manor House its home in 1989 after extensive renovation work of the historic building. Manor House Museum is now at the heart of the wider Cornerstone site, alongside Kettering Library and Alfred East Gallery.

External Store

After the museum moved into the Manor House, it was immediately clear that storage was needed for those items in the collection not currently on display to the public. The decision was made to utilise an industrial unit within the Kettering Borough Council depot (now North Northamptonshire Council) on Robinson Way, Kettering, and in 1994 an external store was created there.

The majority of the Kettering museum's collection has been stored at the external store, measuring 11.6m x 8.7m, since that date. It is difficult to access the collections, due to poor lighting and inadequate record keeping, but the collection is stored on a roller-racking system, wrapped in acid-free paper and stored in acid-free boxes where possible.

In 2003, funding was granted to create a sensitive store within the existing external store, where a more appropriate area was utilised to house the most sensitive items in the museum collection. The sensitive store, unlike the rest of the external store, features purpose-built racking and environmental controls and is used to house the museum's numismatics and archaeological metalwork collections, amongst others.

In 2018, after the Community Space room was created within the Manor House Museum, further storage was required for the agriculture equipment that previously occupied that space. To this end, a shipping container was hired on long-term loan. Situated within the car park of the Robinson Way depot, the container has been used to store the agriculture equipment since.

Cornerstone Project and Closure

The Covid pandemic of 2020 saw the Manor House Museum and Alfred East Gallery closed to the public, in line with other public buildings, while the country underwent national lockdowns. During this period, multi-million-pound funding was granted to renovate the area, and work began on building an extension to the rear of Kettering Library and the gallery. This new combined site, encompassing Kettering Library, the museum, gallery, and Manor House Gardens, was rebranded as “Cornerstone”.

After the renovation work commenced, architects completed surveys on the Manor House and discovered that there were complex structural problems within the Grade II listed building. It was determined that any work to update the Manor House, in line with the rest of the Cornerstone site, would need additional funding before it could be reopened to the public. Consequently, the Manor House Museum has remained closed since early 2020. We are currently exploring options for how we can re-open the museum in the future, more details on this can be found in the ‘future developments’ section of this report.

During this time, museum and gallery staff have worked tirelessly behind the scenes, using this unprecedented closure to tackle projects that had previously been neglected due to lack of staffing and resources. Thirty-five years’ worth of administrative documents were sorted through, rearranged, and disposed of where appropriate. The museum’s archives, located in multiple extremely heavy filing cabinets, were moved from the problematic top floor of the Manor House, relieving any stress caused to the building from excessive weight. These archives were then sorted and documented appropriately, identifying multiple projects for staff to work on, before being relocated on the ground floor of the Manor House.

The Frank Thompson Collection, an important archive documenting the history of Kettering and surrounding villages, was moved into the brand-new Art Store inside the Cornerstone extension, stored in a properly controlled environment for the first time.

The museum’s closure has also given staff valuable time to review and assess the existing learning and outreach programme. With over 30 “loan boxes” available for hire to local schools, this has always been a vital method of educating children on the history of the local area. Utilising elements from the museum’s collection, these boxes are being redeveloped and updated to bring this important offer into the 21st century and playing an important role in maintaining the museum’s presence in the minds of the local community.

Outreach events began again in 2023, with staff attending local events and engaging with the public face-to-face. Stalls were set up in places such as Kettering Marketplace, Chester House Estate, and Northampton’s Abington Park, providing visitors the chance to discuss Cornerstone and the gallery and museum’s collections. The handling collection, an important resource in the museum that allows the public to touch and feel less-delicate artefacts from history, was brought out at events such as KettFest, Roman Fest, and Heritage Day, again boosting the presence of the museum. With the reintroduction of outreach only just begun, this is an exciting opportunity during closure to build the learning capability, growing this offer into a more robust and fresh resource that will benefit generations of local young people.



 Cornerstone

Outside Cornerstone, 2022

Learning and Engagement Offer at Cornerstone, Kettering

Our goal is to create an interactive and educational experience that caters to a variety of learning styles and preferences. We seek to inspire and enlighten while fostering a deep connection with history, art, and culture. Here's an overview of our extensive offerings, currently under development during the mobilisation period of Cornerstone. A dedicated Learning and Engagement Officer based on-site is overseeing this development, with a view to engaging audiences in preparation for our full opening.

The Cornerstone learning program will include:

Facilitated Curriculum-Based Workshops: Engaging history and art workshops held either at schools or within the captivating confines of Cornerstone. A rich mix of learning, captivating demonstrations, hands-on craft activities, and interactive object handling, featuring real artifacts and replicas from our extensive outreach collection.

Topics will encompass a wide range, including Rocks and Fossils (KS1), Archaeology/Local Treasures (KS2), Prehistory, Romans (KS2), Anglo-Saxons, Beside the Seaside (KS1), Victorians, Kettering Histories, Local Artists & Creative Processes, Drawing, Printing, and Storytelling in Art.

To meet the growing demand, we are preparing to have multiple sets of our most popular outreach boxes. This will enable simultaneous use in schools and on-site. Workshop sessions for the new learning program in 2024-2025 are currently in development to coincide with our reopening, ensuring that visitors can also enjoy self-guided tours of our exhibitions. Our outreach boxes are being revitalised to add fresh relevance to the curriculum and our collections.

Facilitated Tours and Storytelling Sessions: Seamlessly blend our workshops with guided tours of our museum and gallery exhibitions and captivating storytelling sessions for a more immersive experience. We offer a range of tour options, each providing insights into both permanent and temporary exhibitions, accompanied by tailored trails and worksheets that align with the curriculum.

Pricing and membership terms for these offerings are under discussion and development. The creation of tours and storytelling sessions for our reopening is also in progress.

Learning and Engagement Talks: We are excited to introduce a series of educational talks into our learning program, extending our curriculum-based workshops and community offerings. We are exploring the potential to deliver talks to local groups and organisations as part of various learning projects. Pricing and membership terms for these talks are open for discussion and development. We recommend that welcome talks be free with bookings required. Talks are scheduled for development in 2024/25 or 2025/26 to enhance our outreach and on-site experiences.

Self-Facilitated Visits: Encourage independent exploration of our spaces with advance bookings for larger groups. Access permanent Cornerstone trails tailored for all ages and needs, museum gardens, worksheets, free library services and current exhibitions. We provide clipboards and pens for school groups upon arrival, along with maps and guides for young learners. Access to free craft activities and dedicated spaces, where possible. We are revisiting our permanent trails to align with our ongoing Cornerstone project and reopening. Schools prefer access to cloakrooms and lunch storage facilities. Having an indoor dining space, available for a nominal fee or free, is advantageous for schools with extended visits.

Digital Engagement: We will be dedicated to maintaining a robust online presence through our website, blogs, and active social media platforms. Our digital engagement includes storytelling, online exhibitions, a comprehensive database of our handling collection, and access to art gallery collection photos and artwork details. Our Roots online platform showcases the Manor House Museum's archaeological collections, supported by a newly developed learning box to enhance our growing outreach program. We are developing sessions for on-site or in-school delivery, complete with engaging activities and object handling opportunities.

Outreach: We extend our reach by maintaining a permanent display case at the Discover Northamptonshire Tourism Hub and ARTworks Creative Space. We continually update temporary displays and engage with the public through facilitated sessions and interactive activities. Every school holiday we offer free activities for families with school-age children to engage with the Cornerstone collections and learn and play together safely in community spaces. We are actively seeking outreach partnerships and collaborations to enrich our offerings and reach wider audiences.

Young Adults Engagement: Our initiatives include teacher consultation panels, school career fairs, assemblies, takeover days, career taster days, volunteering, and youth panels. We also collaborate with local artists to enhance sessions and expand opportunities for young adult engagement.

Learning Resource Offerings to Include:

- Loan Boxes and Resource Packs (Charged)
- Outreach Boxes (Charged)
- Reminiscence (Memory) Outreach Boxes (Charged)
- Artworks to Borrow (Charged or Membership-Based)
- Loose Handling and Event Resources
- Family and Children's Activities

At the Cornerstone, our Learning and Engagement department is committed to providing a multifaceted and enriching experience. We aim to ensure that visitors of all ages and backgrounds find inspiration, knowledge, and delight in our historical and cultural Kettering based offer.

Heritage Team (Cornerstone)

The Alfred East Gallery Manager: Position involving a 37-hour workweek, with additional hours required as per the service's needs. In this role, they are responsible for the day-to-day operations of the Alfred East Gallery and collaborate with the Museum Officer to run the joint museum and gallery service. The Manager oversees Museum & Gallery Attendants and Casual staff, assists with staffing rotas for installations and events, and manages the gallery's budget. They also handle the gallery's small retail offer, oversee the social media presence (with support from Marketing Officer), and cultivate relationships with key stakeholders. Additionally, the Gallery Manager engages in industry-related activities, such as networking and participating in industry-specific events. They work with museum partners to maintain accreditation standards and develop projects with various stakeholders, including the Friends group, Kettering Library, Kettering Civic Society, and KDAS. They also assist in funding applications, plan the gallery's exhibition calendar, work with artists to ensure high-quality exhibitions, curate displays, and manage exhibition installation and deinstallation. The Manager oversees gallery-hosted events, such as art workshops and talks, and maintains the gallery's collection through environmental monitoring, audits, condition checks, and conservation programs. Furthermore, they handle collection loans and manage industry-specific documentation while conducting research and responding to collection inquiries.

The Heritage Manager: This role will assume a pivotal role in the day-to-day management and growth of North Northamptonshire's heritage assets (in Kettering and Corby). In this position, you will have overarching responsibilities for visitor services, operational activities, the learning program, and the implementation of retail and catering services. Ensuring an exceptional visitor experience is a key aspect of the role, along with the strategic development of the business for long-term commercial success. Successful candidates for the Heritage Manager role will exhibit a results-oriented, guest-focused management style within the tourism or hospitality sector. This includes the ability to foster teamwork and build effective relationships within teams and with colleagues. Additionally, a track record of delivering outstanding guest service, innovative product development, and sound financial and business acumen is essential. The Heritage Manager will have a multifaceted role that encompasses heritage management, overseeing various teams and functions, and nurturing educational and commercial partnerships while maintaining high standards of security and health and safety.

The Heritage Manager will also take on the role of Duty Manager on a rotational basis as part of the Leadership Team. Given the nature of the business, weekend and Bank Holiday work will be a regular requirement. The Heritage Manager will play a lead role within the Heritage Management Team and collaborate with other managers to ensure visitors enjoy safe and enjoyable experiences at the museums and galleries. The main responsibilities of this role include team leadership and management, development of revenue-generating business initiatives, overseeing key partnerships, financial accountability, health and safety compliance, expansion of the learning and engagement program, preservation of historic buildings and collections, growth of the North Northamptonshire heritage brand, and the development of a project to secure the future of Kettering Museum and the NNC collection.

Learning & Engagement Officer: This role holds a pivotal position in bolstering the educational facets of the museum and gallery service. Created during the closure period, the role was designed to address a gap in educational roles and adapt to the evolving demographics of the borough. The Learning & Engagement Officer encompasses a wide array of responsibilities, including the development of learning and engagement programs, outreach activities, and digital engagement initiatives. This role involves close collaboration with schools, community groups, and other stakeholders to build strong partnerships and encourage access to museum and gallery collections.

A significant project has been the reorganisation of learning resources and the creation of extensive reusable activity resources for Cornerstone. The role also involves marketing and promotional material design for exhibitions, events, and learning resources, further amplifying the museum and gallery's presence. Additionally, the officer actively manages loan, outreach, and reminiscence boxes, continuously marketing these resources to schools and community groups. Their dedication to digital engagement has led to the development of online projects, making learning and engagement accessible to a wider audience. Overall, this position's contribution is integral to the success of learning and engagement initiatives at the museum and gallery.

Venue and Operations Manager: This role encompasses several key responsibilities. Firstly, it involves leading and managing the visitor services team, which includes the food and beverage, retail, weddings, and conferencing departments. The role plays a pivotal part in developing and expanding the site's revenue through weddings, function hires, conferencing events, and the bed and breakfast offer. As a key member of the Leadership Team, the Visitor Services Manager may act as the Deputy Heritage Manager when necessary. The role involves overseeing operational budgets, focusing on both income generation and expenditure control.

The main accountabilities include creating exceptional visitor experiences, organising and delivering engagement activities to make the estate's hireable facilities come to life. This role is responsible for developing and leading weddings, function hires, conferencing events, and ensuring high standards in all visitor areas. Monitoring the Visitor Survey and providing feedback to the Heritage Manager is another critical aspect. Financial performance management is essential, including monitoring, developing, and evaluating the commercial aspects of visitor services and ensuring financial targets are met.

The role also involves taking the lead in handling internal financial payments accurately and timely, identifying new income opportunities, providing leadership and direction to staff and volunteers, dealing with visitor enquiries and complaints, maintaining site security, and adhering to health and safety regulations. Additionally, they will work closely with marketing and social media teams to drive the amplification and impact of the estate's work, aligning with guidelines and website architecture. This role is pivotal in ensuring a successful and thriving visitor services operation while contributing to the overall success of the property.

Volunteering Development

Over the next 12 months, we plan to develop a new volunteering program for Cornerstone through a systematic approach. Our first step will be to conduct a thorough needs assessment to identify the specific areas where volunteers can have the most impact. This process will allow us to pinpoint the roles and responsibilities that align with Cornerstone's mission and goals.

Following the needs assessment, we will move forward with the creation of a well-defined volunteering program structure. This includes crafting detailed position descriptions, setting clear expectations, and establishing a structured recruitment and training process. We will ensure that volunteers receive comprehensive orientation and training to excel in their roles and responsibilities. To maintain strong relationships and adapt the program as needed, we will implement regular communication channels and feedback mechanisms. A recognition and appreciation system will also be developed to acknowledge the valuable contributions of our volunteers.

In addition, we will focus on marketing and outreach strategies to attract potential volunteers from the local community, encouraging them to support Cornerstone's mission. The success of this new volunteering program over the next 12 months will depend on our careful planning, effective management, and commitment to providing a rewarding and meaningful experience for our volunteers.



SECTION 9 SHARED BUSINESS RESOURCE

BUSINESS OPERATIONS

With all cultural, tourism and heritage departments coming together within the new service, there is an opportunity to share business resource. It has been identified large savings between departments can be made when sharing the following:

- Building Management
- Finance
- Marketing and PR
- Administration
- Volunteering

By combining these services the service will aim to have one voice, brand and strategic direction. There will also be additional support for smaller organisation's such as the Corby Heritage Centre that to date have had no marketing, volunteering or educational support.

OUTLINE OF SHARED SERVICES

BUILDING MANAGEMENT

- Ongoing repairs and maintenance management
- Fire system management
- Security alarm management
- Building activity risk Assessments and rams
- Painting and decorating
- Cleaning and janitorial management
- Historic England LBC consents

FINANCE

- ERP management
- Raising requisitions / purchase orders
- Stock takes
- Raising invoices
- Setting up customers / suppliers
- EOM reporting
- Cashing-up / banking
- EPOS management
- Donation point management
- Gift-aid management

MARKETING

- Social media management
- Creating press releases / blog content
- Website management
- Overseeing press launches and engagement
- Event ticket management
- Community outreach marketing events
- Grant/bid writing
- CT&H brand management
- FOI requests

ADMINISTRATION

- Booking management (epos/online)
- Phone call enquiries
- Email enquires
- Management of complaints / feedback.
- Printing services
- Booking diary management

VOLUNTEERING

- Recruitment and retention of volunteers
- Role creation and implementation
- Training and development for volunteers and staff

Business Operations Team

Business Operations Manager: The Business Operations Manager holds a pivotal full-time (37 hours) permanent position, functioning seamlessly within a 7-day rota. This multifaceted role oversees a spectrum of critical support services that are the lifeblood of the department. This encompassing portfolio includes the realms of Marketing, Finance Management, Press Relations, Building Management, Volunteer Management and Administration. The role reports into to the Head of Service and the Business Manager's Leads a dedicated team of five professionals, the Business Operations Manager steers the department toward operational excellence.

Building and Facilities Officer: The Building and Facilities Officer assumes a vital role as a full-time (27 hours) permanent member, contributing to the seamless functioning of a 7-day rota. In this capacity, they take the helm in overseeing the dynamic landscape of consultants and contractors operating across multiple sites. Their purview extends to the meticulous management of day-to-day building operations, spanning the domains of repairs and maintenance, cleaning protocols and contracts, fire and security systems, and the oversight of health and safety processes, including activity risk assessments and rams. Reporting directly to the Business Operations Manager, this role serves as the linchpin connecting all facilities and sites within the service.

Business Services Officer: The Officer embraces a full-time (37 hours) permanent role, operating with finesse across a 7-day rota. This role is the guardian of financial harmony within the service, reporting directly to the Business Operations Manager. Their stewardship encompasses all financial operations, including the diligent oversight of ERP Gold processes and stock control, ensuring the fiscal integrity of the service is upheld with precision.

Marketing Officer: The Marketing Officer commands a full-time (37 hours) permanent position, adroitly functioning within the parameters of a 7-day rota. With a direct line to the Business Operations Manager, this role is a linchpin in catalysing dynamic marketing and PR activity across the entire service. Their influence extends across all sites under the service's purview, taking charge of marketing and PR initiatives, including the management of standalone websites and social media platforms at The Chester House Estate, Tourism Hub, and Cornerstone. This role assumes a pivotal position in overseeing the outsourced PR consultant and works in close collaboration with the internal NNC Communication team to ensure seamless approvals and the active involvement of relevant council members in press-related activities.

Administration Officer: The Administration Officer occupies a dynamic full-time (37 hours) permanent role that thrives within the heartbeat of a 7-day rota. Directly reporting to the Business Operations Manager, this pivotal position serves as the central hub for all administration processes that pulsate across the various departments. Operating seamlessly across all sites, this role adeptly handles phone call and email inquiries, diary management, and booking systems, ensuring the cogs of administration turn smoothly.

Volunteering Officer: The Volunteering Officer, a part-time (20 hours) permanent fixture that harmoniously synchronises with a 7-day rota. With a direct line of communication to the Business Operations Manager and a presence across all sites, this role closely collaborates with department heads to pinpoint the roles and individuals crucial to bolstering the day-to-day delivery of their respective domains. Holding the reins for the recruitment, retention, and nurturing of the volunteer team across the service. This role is planned to be introduced following the Cornerstone opening to the public.

Brand Management

To support service identity, a new logo has been created that all departments across the Culture, Tourism and Heritage service will use. Along with this whole service logo, the separate department areas will continue to use their recognised branding guidelines and logos as per below:

Service Logo:



Archaeological Resource Centre



Chester House Estate :



Education & Community Department

Cornerstone:



Discover Northamptonshire:



Greenway Project:



Corby Heritage Centre:





SECTION 10 FUTURE DEVELOPMENT

2024 National Lottery Heritage Fund Masterplan Proposal

In Spring 2024, an exciting initiative is set to unfold as we embark on a journey to secure the substantial sum of an estimated £100,000 for the purpose of crafting and integrating a visionary, long-term heritage masterplan for North Northamptonshire Council. This endeavor will be made possible through the utilisation of the Heritage Fund's Medium Grant Scheme, which ranges from £25,000 to £250,000. Once our application has been submitted, it takes 8 weeks for a decision and funding to be released, the team are currently engaging and working with the Heritage Fund Officers to develop our application.

A heritage masterplan is a comprehensive and strategic document that outlines a structured approach to preserving, enhancing, and celebrating our region's cultural, historical, and natural heritage. It will serve as a roadmap for managing and leveraging North Northamptonshire's heritage assets, such as its historic sites, landmarks, traditions, and landscapes. Below we have broken down what we wish to achieve from this master plan:

Preservation of historical and cultural assets: The heritage masterplan for North Northamptonshire will identify and prioritize the preservation of historically significant buildings, landmarks, artifacts, and cultural practices. It will ensure that these assets are protected from decay, neglect, or inappropriate development, thus safeguarding the region's unique identity and history. This will include developing the outline of future capital projects within the council, such as the Kettering Museum and The Corby Heritage Archive.

Conservation and Restoration: The plan will lay out strategies for the conservation and restoration of heritage structures and sites, maintaining their authenticity and historical integrity. This can include revitalising our historic buildings, monuments, and landscapes, making them accessible and engaging for both residents and visitors.

Heritage Tourism: North Northamptonshire's heritage masterplan will develop the promotion of heritage tourism, attracting visitors who have an interest in the area's history, architecture, and culture. This can boost the local economy, creating new opportunities for businesses, tourism-related jobs, and cultural events. This will eventually feed our newly developed Local Visitor Economy action plan.

Community Engagement: The masterplan will encourage active community involvement in preserving and promoting heritage. It may include educational programs, workshops, and initiatives that engage local residents in understanding and valuing their heritage. This fosters a sense of ownership and pride in the community's cultural identity as well as supporting the creation of the masterplan.

Cultural Events and Celebration: The plan may outline the development of cultural events, festivals, and exhibitions that celebrate North Northamptonshire's heritage. These events can strengthen community bonds, promote local artists, and attract tourists.

Sustainable Development: A heritage masterplan will incorporate sustainable development practices to ensure that heritage preservation is harmonised with modern needs and environmental concerns. It may address issues like land use, transportation, and infrastructure in a way that respects the heritage of the area.

In essence, a heritage masterplan for North Northamptonshire is not merely about preserving the past but also about building a stronger, more vibrant future. It is a vision for the region that recognises the intrinsic value of its heritage and seeks to utilise it as a powerful driver of community cohesion, economic prosperity, and cultural enrichment. By creating and implementing such a plan, North Northamptonshire can define and shape its identity for the benefit of present and future generations. We hope for this to be completed and within the delivery phased by the end of 2024. Following this project, we hope to continue working with the National Lottery Heritage Fund to develop and fund major heritage restoration projects including the full restoration and interpretation re-fresh of the Kettering Museum.

Throughout the duration of this business plan, we have highlighted a number of capital projects that we will feed into the wider masterplan including actively exploring funding opportunities for, these are as follows:

Kettering Library and Art Gallery Roof: The library roof has been in need of repair for some time. A survey undertaken by the former county council in 2019 stated that the library roof would need replacing within 10 years. The original plan was to repair the roof once the Cornerstone project had been completed as the roof replacement could not be included in the scope of the works for the Cornerstone extension. However, during the winter of 2022, the roof deteriorated rapidly causing water ingress into the main library building and some parts of the new extension where the old roof meets the new. This resulted in the new extension, a £4.5 million project delivered using SEMLEP funding, being unable to open as originally planned.

Following a period of intensive rain in October 2023, a section of the internal library roof was damaged. This resulted in the library being closed for health and safety reasons. Since the deterioration of the roof last winter, specialist contractors have assessed the works required. The council has carefully considered the findings of this work before moving forward with the project to replace the roof. Due to the roofing works that are now known to be required, it is proposed that the building is covered in a specially designed, purpose-built tent to make it watertight whilst the roof replacement is undertaken. Current costings for the value of the entire project are estimated at £6.807m and a timeframe of two years has been proposed to complete all works.

Chester House Estate Greenhouse: The Greenhouse was constructed in the 1920's and was designed by Thomas Messenger, who was the foremost designer of greenhouses in Victorian and Edwardian England. Oral evidence indicates that the greenhouse was still in full use in the 1970's. However, since this time the Greenhouse has fallen into complete disrepair and is hazardous for visitors. The team want to rebuild the Greenhouse to its former glory, to add to its visitor and education facilities on the site. The Greenhouse and surrounding allotments outside will be used to grow Chester House Estate own produce that they can use in their kitchen onsite and to sell in their cafe. In conjunction with this, 'farm to fork' education with schools is planned, and volunteering groups can be run, teaching anyone how to grow their own food and eat healthily. The allotments and surrounding garden will be transformed into a sensory garden, further enhancing school educational visits.

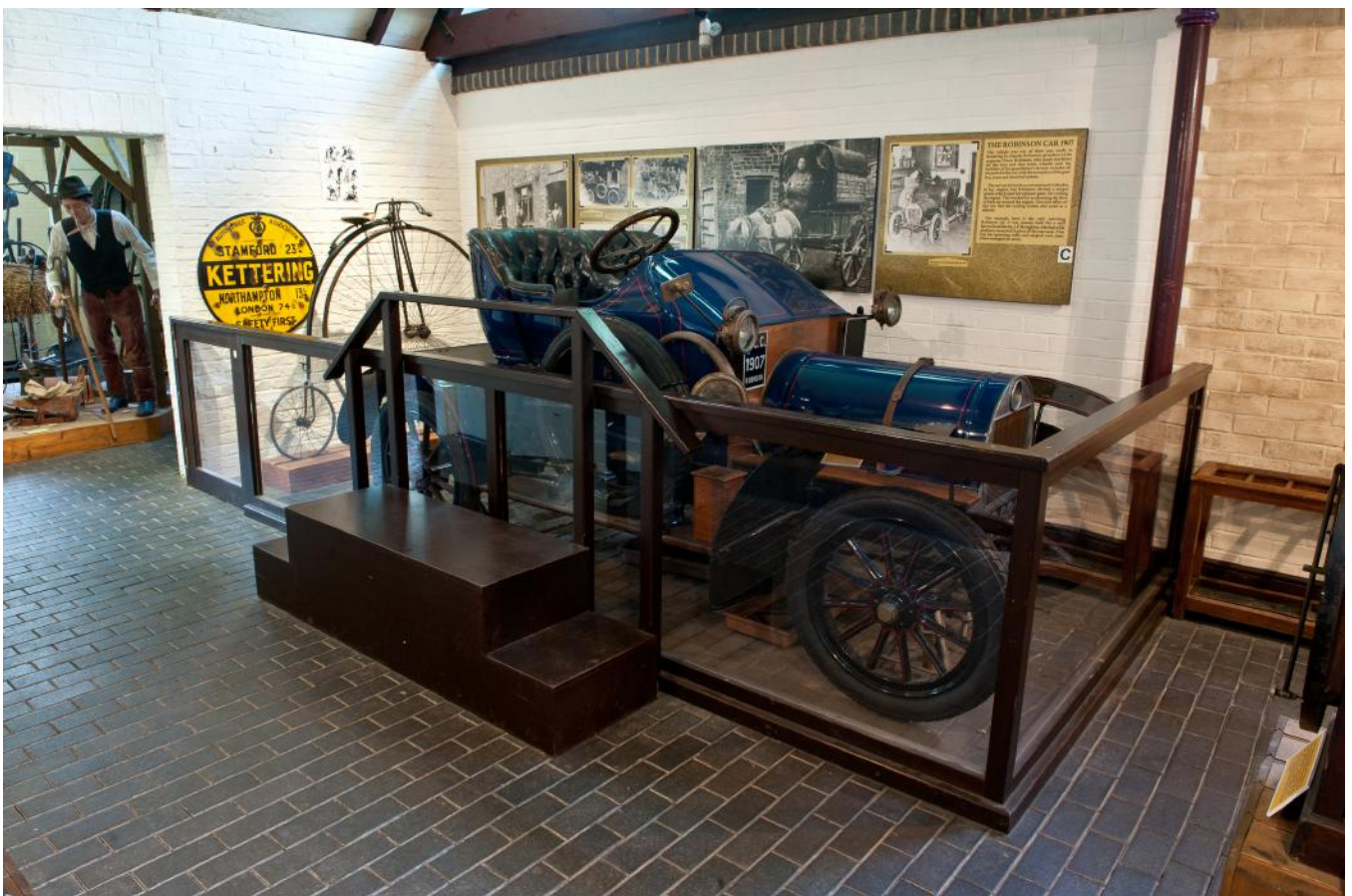
The Greenhouse is expected to be run by volunteers of the Chester House Estate. There is a chance that it may require a part time job; but this is to be decided at a later date. Some of these volunteers will be specialist in their roles of growing and monitoring produce for the Estate. This project is currently forecast to cost in the region of £80,000 with no external funding established to date (2023).

Kettering Museum Project: The Covid pandemic of 2020 saw the Manor House Museum and Alfred East Gallery closed to the public, in line with other public buildings, while the country underwent national lockdowns. During this period, multi-million-pound funding was granted to renovate the area, and work began on building an extension to the rear of Kettering Library and the gallery. This new combined site, encompassing Kettering Library, the museum, gallery, and Manor House Gardens, was rebranded as “Cornerstone”.

After the renovation work commenced, architects completed surveys on the Manor House and discovered that there were complex structural problems within the Grade II listed building. It was determined that any work to update the Manor House, in line with the rest of the Cornerstone site, would need additional funding before it could be reopened to the public. Consequently, the Manor House Museum has remained closed since early 2020.

We are currently working with the National Lottery Heritage Fund to explore ‘next steps’ and options for the development of the building and collection. This project is currently estimated at around £10million pounds with at least 10% of the funding needed to come from North Northamptonshire Council. In the short term, we are working with property colleagues to see if with minor works the museum can be made safe to open and a small bid may be made to the NLHF to enable us to curate some of the collection.

Other Projects: The team have also highlighted additional capital projects including the relocation of the Corby archive to an accessible location, the repairs to the Chester House garden wall and Discover Northamptonshire high street interactive screens.



Future Ways of Working:

The National Lottery Heritage Fund Resilience Grant stands as a beacon of opportunity for North Northamptonshire's Heritage, Culture, and Tourism Service, including The Chester House Estate, Corby Heritage Centre, and the Cornerstone. As we delve into the fiscal year 24/25, the strategic utilisation of this grant, becomes a pivotal component of our approach to fortify the sustainability and resilience of these invaluable cultural assets. An application for the resilience grant (up to £250,000) will be made in April 2023, with in-depth project consultation between the funder and NNC already taking place.

The Heritage Fund Resilience Grant is a targeted financial support mechanism designed to empower heritage and cultural organisations in overcoming challenges and fostering long-term viability. Its relevance to North Northamptonshire's cultural and heritage landscape is substantial, offering a potential catalyst for positive transformation. This grant provides a unique avenue to reassess the governance structures of key assets and departments, aligning with our objective to explore different models that can enhance their resilience and long-term impact.

The North Northamptonshire Heritage, Culture, and Tourism assets, comprising Chester House, Corby Heritage Centre, The ARC and the Cornerstone, are integral components of the region's identity. These sites are not only repositories of historical significance but also serve as cultural hubs that contribute to the overall appeal of the area. Recognising the need for sustainable management and preservation, the decision to tap into the Heritage Fund Resilience Grant is a strategic move aimed at ensuring the continued vitality of these assets.

In the 24/25 financial year, the grant will be instrumental in facilitating a comprehensive examination of governance options for these heritage sites. The focus will be on exploring and establishing new charitable trusts and community-led organisations capable of effectively managing and curating these assets. This transition to alternative governance models aligns with contemporary trends in heritage management, emphasising community involvement and sustainable practices.

One of the primary objectives is to assess the feasibility and viability of setting up charitable trusts to oversee the operations of Chester House, Corby Heritage Centre, The ARC and the Cornerstone. Charitable trusts bring a myriad of advantages, including increased community engagement, diversified funding sources, and a heightened sense of local ownership. By entrusting these assets to community-led organisations, we aim to foster a deeper connection between the heritage sites and the residents, enhancing their cultural significance.

The establishment of community-led organisations also opens avenues for innovative programming and events that resonate with the local community. These organisations, driven by the passion and commitment of community members, can infuse new life into the heritage assets, making them dynamic spaces that evolve with the changing needs and interests of the community.

Moreover, the shift towards charitable trusts and community-led organisations carries the potential to reduce the baseline budget provided by the council. As these entities take on a more active role in managing and sustaining the heritage assets, the financial burden on the council can be alleviated. This not only aligns with the long-term goal of decentralisation but also reflects a strategic approach to resource optimisation.

The Heritage Fund Resilience Grant acts as a catalyst for this transformative journey, providing the financial impetus needed to conduct in-depth studies, engage stakeholders, and implement changes effectively. It allows for the hiring of expert consultants and professionals who can guide the process of transitioning to new governance models. Furthermore, the grant supports community engagement initiatives, ensuring that the voices and aspirations of the local population are integral to the decision-making process.

In essence, the utilisation of the Heritage Fund Resilience Grant in the 24/25 financial year signifies a commitment to not only preserving the tangible and intangible heritage of North Northamptonshire but also to revitalising these assets as vibrant, community-driven spaces. The establishment of charitable trusts and community-led organisations represents a forward-looking approach to heritage management that acknowledges the importance of local involvement and adaptability.

In the short term, it is crucial to adopt a strategic approach to investment that encompasses all heritage, culture, and tourism assets within North Northamptonshire. For instance, the exploration of the Corby Heritage Centre's relocation and expansion serves as a paradigm for the meticulous planning required to ensure the viability and success of these entities once they are transitioned into trusts. The council, as the steward of these invaluable assets, holds the responsibility to lay the groundwork for this transformation, ensuring that each facet aligns seamlessly with the objectives of the respective charitable trusts. This comprehensive investment strategy extends beyond physical considerations to encompass operational and community engagement aspects. By proactively addressing the unique needs of each heritage site, we pave the way for a resilient and dynamic cultural landscape that thrives under the community-led model. The council's commitment to these investments underscores a broader dedication to fortifying the foundations for success, ensuring that North Northamptonshire's heritage, culture, and tourism assets not only endure but flourish in the years to come.

As we embark on this transformative journey, the collaboration between heritage organisations, local communities, and the council becomes paramount. The success of this endeavor hinges on effective communication, transparent decision-making, and a shared vision for the future of North Northamptonshire's cultural and heritage landscape.

In addition to our focus on heritage and cultural assets, the upcoming fiscal year will see a dedicated exploration of the future governance of our tourism offerings through the Local Visitor Economy Partnership (LVEP). Recognising the pivotal role that tourism plays in our region's economic and cultural landscape, this initiative aims to assess and enhance the governance structures that underpin our tourism sector. By collaborating with the LVEP, we seek to foster partnerships with key stakeholders, local businesses, and community members to shape a more robust and sustainable tourism strategy. This exploration aligns with our commitment to fostering a holistic approach to cultural and economic development, ensuring that our tourism sector not only attracts visitors but also contributes to the overall prosperity and well-being of North Northamptonshire. Through strategic governance reforms, we aspire to position our region as a premier destination, offering enriching experiences that resonate with both locals and visitors alike.

The Heritage Fund Resilience Grant along with the future Northamptonshire LVEP serve as a strategic enabler for North Northamptonshire's Heritage, Culture, and Tourism assets, offering a pathway towards sustainable governance and community engagement. The establishment of charitable trusts and community-led organisations not only enhances the resilience of these assets but also paves the way for a more dynamic and inclusive cultural landscape. As we navigate the 24/25 financial year, this initiative stands as a testament to our commitment to preserving and celebrating the rich heritage that defines North Northamptonshire.

This initiative is poised to substantially diminish the current annual £856k subsidy that the service receives, paving the way for a gradual reduction over the years. Simultaneously, it guarantees the sustained thriving of the essential functions mentioned within this report, ensuring they remain impactful and beneficial for all residents of North Northamptonshire for the foreseeable future.





SECTION 12 SERVICE P&L

Service Finances

Department	Income	Staffing Costs	Utilities	Operational Costs	Repairs and Maintenance	Investment	Department Cost (+/-)
Culture Tourism and Heritage Service	£ (855,890.00)	£ 84,780.00	£ -	£ -	£ -	£ -	£ (771,110.00)
Chester House Estate (Commercial)	£ (1,418,627.00)	£ 799,038.98	£ 97,992.00	£ 341,500.00	£ 92,384.96	£ 28,000.00	£ (59,711.06)
Chester House Estate (Core)	£ (118,785.66)	£ 174,190.48	£ 18,000.00	£ 86,980.50	£ 6,000.00	£ 20,000.00	£ 186,385.32
Business Operations	£ -	£ 228,362.16	£ -	£ 62,040.00	£ -	£ -	£ 290,402.16
Corby Heritage Centre	£ (600.00)	£ 37,932.00	£ 2,400.00	£ 6,000.00	£ 2,400.00	£ 3,600.00	£ 51,732.00
The Cornerstone	£ -	£ 218,772.68	£ 27,000.00	£ 1,200.00	£ -	£ 48,000.00	£ 294,972.68
Discover Northamptonshire	£ (185,100.00)	£ 147,668.90	£ 24,744.00	£ 17,016.00	£ 3,000.00	£ -	£ 7,328.90
Total	£ (2,579,002.66)	£ 1,690,745.20	£ 170,136.00	£ 514,736.50	£ 103,784.96	£ 99,600.00	£ (0.00)

The financial targets for the fiscal year 2024/25 have been meticulously crafted and received the endorsement of our Head of Service and department managers. These targets are firmly grounded in our past accomplishments and the future strategies outlined in this report.

In 2024/25, our baseline budget was £760,496 in 22/23, this will be increased to £855,890 to reflect the 2023 increase in staff salaries. In 2021/22 the budget for all areas within the service totalled £932,667. A reduction was identified when we initiated the new service, resulting in anticipated savings of £172,171. This was achieved through a comprehensive reorganisation of resources, including a restructuring of service staffing to ensure the right roles for financial sustainability. This included introducing additional income generation roles and establishing the new shared Business Operations Team.

Going forward, as set out in the 'Future Development' section of this report, we will explore new ways of governance and initiatives to reduce the baseline budget provided by North Northamptonshire Council. If we do not implement new governance models and initiatives that are set out within section 10 throughout 25/26 and beyond, the service will continue to bolster income through various activities, we expect an annual average decrease of 2.5% in council contributions from 2024 to 2029. To counterbalance this reduction in our budget, we have set a goal of increasing income generation by an average of 4% each year.

In this fiscal year, both the Chester House Estate and Discover Northamptonshire are projected to generate an income of £59,711.06 for the broader service. This funding will be allocated to support departments that are anticipated to operate at a loss during the financial year. With the £855,890 contribution from NNC, the service is expected to cover all its costs. The business plan designates 35% of costs as controllable, which includes expenses related to such areas as catering stock, casual wages, and event resources. The service management team will convene on a fortnightly basis to review income and make informed decisions on when to allocate this budget. In case of a drop in income, the team can allocate reserved expenditure to counterbalance the shortfall.

While the service has demonstrated an upward trend in positive surplus year after year, it's essential to note that the current service plan and financial projections do not encompass the mobilisation and launch of the Cornerstone. The Cornerstone's initiation will entail significant expenses related to both the core operations and commercial facets, including staff wages and catering stock. Once a definitive opening timeframe for the Cornerstone is established, a comprehensive business plan will be crafted for the department. This will lead to a revision of the overall service finances to incorporate the additional income and expenditure associated with the Cornerstone's operations. Any surplus generated within the service prior to this milestone will be actively reinvested back into the continuous development of the service.

Additionally, we have earmarked £100,000 within the service for the upcoming financial year to actively reinvest in our facilities. This includes investments in museum interpretation, events equipment, catering equipment, and learning resources. This strategic spending will ensure that our departments can continuously enhance their offerings and meet the increased income targets in the coming years. We have also forecasted for a 'worst case scenario' on repairs and maintenance for our facilities and buildings.

Chester House Estate Finances

The financial goals for the fiscal year 2024/25 have been meticulously curated and garnered the endorsement of our esteemed Head of Service and department managers. At the forefront of our financial landscape stands the Chester House Estate, a paramount entity contributing significantly to both income and expenditure. In the fiscal year 23/24, the comprehensive portfolio, encompassing core and commercial elements, is poised to generate a total revenue of £1,727,658, offset by an expenditure of £1,992,147.

	22/23 Actuals		23/24 Forecasted	
Council Contribution	£	(298,224.00)	£	(298,244.00)
Income	£	(1,022,026.00)	£	(1,727,658.00)
Expenditure	£	1,292,906.00	£	1,992,147.00
Total Cost	£	(27,344.00)	£	(33,755.00)

Starting from the fiscal year 23/24, the proposed budgets for the Chester House Estate have been meticulously divided into two distinct cost departments – 'Core' and 'Commercial':

The 'Core' department is dedicated to the operation and advancement of the onsite learning programs, university partnerships, and the Archaeological Resource Centre. Projections indicate a targeted income of £118,800, derived from sources such as school visits, box depositions, talks and lectures, and the Inter Authority Agreement with West Northamptonshire Council. The 'Core' department will operate within an expenditure budget of £295,311, which includes salaries and associated costs for 5 positions (3 full-time and 2 part-time).

The 'Commercial' department oversees the operation and development of the broader estate, including the artisan shopping village, accommodation, retail offerings, food and beverage services, events, space rentals, and weddings. Anticipated revenue aligns with the successful performance observed in 21/22, totaling £1,418,627. The commercial department's operating budget is set at £1,313,687, covering repairs and maintenance, salaries for 15 full-time positions, and up to 50 casual and part-time roles, as well as stock purchases and ongoing development projects.

While we've experienced substantial income growth between 21/22 and 22/23, we approach the future with a prudent outlook. Our forecasts reflect a conservative estimation, prioritising stability to ensure the sustainability of our income and expenditure for the years ahead especially with the current UK economic climate.

EXECUTIVE 18th January 2024

Report Title	Northamptonshire Tourism Strategy and Local Visitor Economy Partnership for Northamptonshire
Executive Director	Jane Bethea, Director of Public Health and Wellbeing
Report Author	Jack Pishhorn, Head of Culture, Tourism and Heritage, Communities and Leisure
Lead Member	Cllr Helen Howell – Executive Member for Sport, Leisure, Culture and Tourism

Key Decision	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	

List of Appendices

Appendix A: Northamptonshire Visitor Economy Strategy 2023 - 2030

1. Purpose of Report

- 1.1. This report introduces the Northamptonshire Visitor Economy Strategy for the whole county. It has been co-produced with both Council's strategic partners and with contributors from across the public, private and voluntary and community sectors.
- 1.2. The report also sets out the intention to develop a new private sector- led Local Visitor Economy Partnership Strategy to oversee and drive the delivery of the Strategy.

2. Executive Summary

- 2.1. The Strategy sets out to transform the fortunes of the visitor economy; currently one of Northamptonshire's unsung economic heroes. Developed over an 18-month period, and working closely with West Northamptonshire Council, the Strategy covers the whole county and has drawn on a wide range of evidence and insight, together with numerous contributions from across the public, private and voluntary and community sectors.
- 2.2. The Strategy has four principal goals. With a timeframe to 2030, these include a focus on:
- Visits and Value
 - Great People
 - Better Business
 - Inspirational Places
- 2.3. It is also proposed to establish a new private sector-led Local Visitor Economy Partnership (LVEP), made up of a representative group of senior industry figures, drawn from both West and North Northamptonshire, to steer the delivery of this plan. This Board will focus on four clear objectives:
- Collaboration
 - Dynamic & Tailored Marketing
 - Planning for the Future, and
 - Improving Quality & Skills

3. Recommendations

- 3.1. It is recommended that the Executive:
- a) Approves the Northamptonshire Visitor Economy Strategy for adoption;
 - b) Supports the proposal to continue to work closely with colleagues in West Northamptonshire and put in place the Local Visitor Economy Partnership by implementing a new Community Interest Company to ensure good governance. A future report will be brought to the Executive which will set out detailed implementation plans and financial implications related to the development of the Local Visitor Economy Partnership.
 - c) Delegates authority to the Executive Member for Sport, Leisure, Culture and Tourism, in consultation with the Director of Public Health and Wellbeing to undertake any activity to develop the plans for LVEP development, ahead of these being brought back to the Executive for approval.

3.2. Reasons for Recommendations:

- The Strategy seeks to improve the county's visitor economy. If Northamptonshire's visitor economy had grown at the same pace as our neighbours in Cambridgeshire over the past decade, it would have resulted in £36m more spending by overnight visitors and some 660 jobs either safeguarded or created.
- To maximise the potential for the county's visitor economy in the future by implementing an agreed and focussed plan where North and West unitary authorities can work together and in close partnership with industry, education and other stakeholders.
- To take advantage of the new national framework that has been developed by Visit England that sees circa 40 Local Visitor Economy Partnerships (LVEPs) across England delivering national tourism policy as set out by the Department for Culture, Media and Sport (DCMS) in its response to the de Bois Review. There is an initial leadership role for both councils to support the development of an impactful and industry driven destination management organisation focussed on Northamptonshire.

3.3 Alternative Options Considered:

- 3.3.1 The alternative option would be to not have a Northamptonshire Visitor Economy Strategy. However, this would not be a recommended approach as both councils wouldn't have a clear direction or plan to address the challenges associated with the visitor economy in Northamptonshire. Without a dedicated strategy, the county might miss out on valuable opportunities to attract more visitors, generate increased spending, and create jobs.
- 3.3.2 Additionally, without a coordinated effort through a joint strategy, the potential for collaboration with industry, education, and other stakeholders may remain untapped. The alternative of not having a strategy could result in a fragmented approach, where each authority operates independently, possibly leading to duplicated efforts, inefficiencies, and a lack of a unified vision for the development of the visitor economy.
- 3.3.3 By not adopting a Visitor Economy Strategy, Northamptonshire might also miss the chance to align itself with the national framework set by Visit England and the Department for Culture, Media, and Sport. The absence of a strategic plan may hinder the county's ability to establish a Local Visitor Economy Partnership (LVEP) and a destination management organisation, both of which are crucial for implementing effective policies and initiatives at the local level.
- 3.3.4 In summary, not having a Northamptonshire Visitor Economy Strategy could result in missed economic and developmental opportunities, lack of coordinated efforts, and an inability to leverage the national

framework designed to support and enhance the tourism sector. The proposed strategy aims to address these concerns and position Northamptonshire for a more prosperous and sustainable future in the visitor economy.

4. Report Background

- 4.1. The support given by the former councils across Northamptonshire to the county's visitor economy reduced after the abolition of the Regional Development Agencies 2010, There followed the subsequent merger of the *Explore Northamptonshire* Destination Management Organisation (DMO) into the Northamptonshire Enterprise Partnership.
- 4.2. A 'DMO' plays a crucial role in promoting and marketing specific destinations within the country to attract tourists. Visit England, as the national tourism agency, focuses on showcasing the diverse attractions, cultural heritage, and experiences offered by different regions across England. These DMOs work on developing and implementing strategic marketing initiatives to boost tourism, support local businesses, and enhance the overall appeal of the destinations they represent. Their efforts contribute to the economic growth of regions by attracting visitors and fostering a positive image of the destination both domestically and internationally.
- 4.3. Since 2016 a private sector-led consortium has operated *Northamptonshire Surprise*, which has delivered promotional activity and maintained a website. This organisation has also run recent marketing campaigns on behalf of the two Councils and has been consulted in the preparation of the Strategy. Other organisations, such as the Business Improvement Districts and Destination Nene Valley, Love Corby and Love Northampton, continue to deliver a range of destination-level activity.
- 4.4. In March 2021, the government announced an independent review to assess how Destination Management Organisations (DMOs) across England are funded and structured, and how they perform their roles, in order to establish whether there may be a more efficient and effective model for supporting English tourism at the regional level, and if so, what that model may be. Its report and consultation response analysis were published in September 2021.
- 4.5. The review was led by Nick de Bois, Chair of the Visit England Advisory Board, acting in an independent capacity. The review examined the extent to which the current DMO landscape:
 - is economically efficient, effective and sustainable (with regard to funding, structure and performance).
 - best enables the government to meet its leisure and business tourism policy objectives at a national, regional and local level.
 - engages within the wider local and regional economic landscape, and the current focus on English devolution and levelling up.

- 4.6. With a view to making recommendations about:
- whether DMOs might be structured or funded differently, and if so, how any proposals might maximise post-COVID recovery and long-term success
 - what the role of DMOs should be, bearing in mind existing other local structures such as local enterprise partnerships, mayoral combined authorities, local authorities and other similar local/regional bodies; and where these might intersect
 - how DMOs should best engage with, and be engaged by, VisitEngland, VisitBritain and DCMS, as well as wider government/public bodies where relevant
- 4.7. The review makes 12 recommendations in total, six of which are directed at the government, four at DMOs themselves and one each for local enterprise partnerships (LEPs) and local authorities.
- 4.8. One of the key recommendations which was validated in the UK Government's response to the de Bois Review, was the establishment of accredited Local Visitor Economy Partnerships. Visit England worked in close consultation with DMOs to develop the initiative, holding a series of roundtables across England in autumn 2022 with more than 100 participants.
- 4.9. Visit England is creating a portfolio of nationally supported, strategic and high-performing Local Visitor Economy Partnerships (LVEPs). These LVEPs will provide strong local leadership and governance in tourism destinations all over the country. The new LVEPs work in collaboration locally, regionally and nationally on shared priorities and targets. Their mission is to support and grow the visitor economy through robust destination management, strong stakeholder relationships and clear planning.
- 4.10. LVEPs will work closely with Visit England, with ongoing support from a team of five new Regional Development Leads. As well as having nationally recognised status, LVEPs provide strong leadership and management of their destinations. They will help to shape and deliver national strategy and activities. Their important role is promoted across government and national agencies, ensuring the local visitor economy is an active and valued contributor to Levelling Up and the wider economy. LVEPs are able to access expert advice, specialist toolkits and training programmes from Visit England in areas ranging from commercialisation, distribution, accessibility and sustainability to business support and marketing. An important strand of support will be highlighting available Government funding streams as well as developing and providing a 'toolkit' to help LVEPs with bids to those streams.
- 4.11. Both North Northamptonshire and West Northamptonshire Councils agreed that a new Visitor Economy Strategy would be required following the local government re-organisation. In January 2022, the procurement for this strategy took place and Tomorrow Tourism was successfully appointed and work commenced at the beginning of February 2022.

- 4.12. It is recommended to adopt this strategy covering the entirety of Northamptonshire as a strategy covering a substantial geographical area is needed for a Local Visitor Economy Partnership. This strategy is a tool to work with Visit England and secure support and future Government funding for tourism, which Government have stated must be at a size larger than West or North Northamptonshire individually.
- 4.13. North Northamptonshire Council, the same as West Northamptonshire Council, will still deliver specific activities at a local level, but would work with wider partners for larger initiatives when appropriate and necessary, as set out within the Northamptonshire Tourism Strategy.
- 4.14. The Strategy seeks to stem the recent and relative decline of the county's visitor economy. If Northamptonshire's visitor economy had grown at the same pace as our neighbours in Cambridgeshire over the past decade it would have resulted in £36m more spending by overnight visitors and some 660 jobs either safeguarded or created.

5. Issues and Choices

- 5.1. The justification for collaborating with West Northamptonshire Council to develop a county-wide strategy aligns with the requirements of the new LVEP's, which neither local authority area would be large enough to apply for singularly.
- 5.2. Furthermore, the evidence sourced to develop the strategy outlined the lack of awareness or differentiation between North and West Northamptonshire from a consumer/visitor perspective, meaning the offer is stronger and clearer as Northamptonshire. Given the similar identity, perception and offer, it is therefore logical to develop the strategy and the future Local Visitor Economy Partnership as Northamptonshire.
- 5.3. However, this does not mean that neither North Northamptonshire Council or West Northamptonshire Council cannot and will not deliver local initiatives specific to North or West Northamptonshire.
- 5.4. The agreed aims for creating this strategy are:
 - **Increased Visits and Value:** Increase the number of staying visitors from outside the county and encourage day visits from closer to home.
 - **An Inspired & Skilled Workforce:** Develop local talent into a motivated workforce to fill vacancies, boost hospitality standards and increase pride in the place.
 - **Business Growth & Collaboration:** Support and raise awareness of our visitor economy businesses, empowering them to collaborate locally and compete nationally.
 - **Inspirational Places:** Promote the county as a destination for investment and tourism, attracting and expanding on our unique, diverse and contemporary offer.

5.5. A comprehensive evidence base has informed this strategy. This includes:

- A full audit of all visitor economy assets in the county including accommodation, visitor attractions, food & drink, event and retail;
- An assessment of demand, particularly relating to consumers, their perceptions of the county, propensity to visit and key drivers as well as a market review to identify broader trends and visitor insight;
- A range of workshops, surveys, consultations and presentations to ensure that businesses and other stakeholders have had ample opportunity to contribute to the strategy along with a review of delivery models and governance structures.

5.6. A number of key factors and insight from the research have provided the basis on which the strategy is built:

- The county has a wide-ranging array of natural and built assets and a particularly strong visitor attractions base which can be a foundation for driving new and repeat business.
- However, there is also a need for new investment, in, for example, accommodation, with improved accessibility and better linkage through path networks and new travel options.
- Visitor perceptions of the County are generally positive, but awareness is low.
- Partnership marketing is a key that can help unlock the potential; and stronger collaboration is critical to progressing all four strategic goals.
- Sustainability and accessibility are principles that must be woven into the strategy from the start, underpinned by the United Nations Sustainability Goals and best practice access principles.
- Improving the skills of our residents and helping the future workforce to secure employment within the tourism and visitor economy sectors is a fundamental cornerstone for future success.
- Support for businesses in their journey towards being ambassadors for the place will help ensure visitors return time and again.

5.7. A wide range of options have been debated to inform the development of this strategy. A series of Roundtable meetings were held with different stakeholders including those representing education, natural resources, town councils, the VCSE, culture, heritage and the tourism industry. As a result, the final strategy reflects these broader perspectives and can be seen to represent a consensus amongst the sectors.

5.8. The aims will be delivered with reference to four central objectives relating both to activities and to ways of working:

- 5.8.1. **Dynamic and tailored marketing** – this is fundamental to increasing visitor numbers and activity will naturally focus on attracting visitors from outside of the county particularly on short breaks for both leisure and business. Activity will also engage those that already live and work in Northamptonshire as there are many opportunities and benefits for residents to also enjoy what is on offer. Research indicated a major interest from residents to visit local tourism attractions, for example, and that helps to sustain an offer which is notable in both its quality and diversity.
- 5.8.2. **Improving Quality and Skills** – this remains a national challenge post-Brexit but is perhaps more pronounced in Northamptonshire due to intense competition from other growing sectors like logistics. Jobs in the visitor economy can lead to good prospects and rapid promotion for motivated local people. The county has an in-built advantage given its leadership on tourism studies with over 25 courses offered by the University, Northampton College and other providers. With these foundations, there is a real opportunity for the county to be a national exemplar that can support local people in receiving the skills they need and help growth businesses recruit staff. In addition to providing a pipeline of skilled recruits, our small businesses need support in key areas such as accessibility, action on net-zero and digital advancement. This part of the delivery programme will tackle these priorities to provide a boost to quality and productivity.
- 5.8.3. **Planning for the Future** - there is a lot already going on with major regeneration schemes reshaping our town centres and new green and blue routes providing compelling new leisure and tourism opportunities which businesses can get behind. These opportunities need be joined up and developed as part of the 'tourism product' on offer, connected to the travel trade and promoted by the new Northamptonshire LVEP. Without doubt there are other investments that can help raise the profile of the county and create additional reasons to visit. These opportunities may be leisure or business focussed, rural or urban-based, linked to existing regeneration schemes or completely new. For example, an increase in higher end hotel accommodation is one asset that would undoubtedly help the county grow its visitor economy.
- 5.8.4. **Collaboration** – this is also a key objective in its own right and is embedded across the Strategy. New and innovative ways of working will be developed to embed the strategic leadership that has started to develop over the last 18 months. The complexity of the sector also demands that effective partnerships are forged to guarantee longer term success. While the LVEP will lead this ambition, the two Councils will need to provide some early leadership in support of the wider objective.
- 5.9. This Strategy runs from 2023 to 2030 with the delivery of much of it to be coordinated by a Local Visitor Economy Partnership for Northamptonshire. Anticipated outcomes following the adoption of this strategy and the associated action plan include the following:
- Increased value of staying leisure visitors
 - Increased overall visitor spending

- Creation of new jobs
- Improved accommodation offer and standards
- Creation of new businesses
- Reduced carbon emissions
- Increased inward investment
- Increased pride in place
- Increased Gross Value Added

6. Next Steps

- 6.1 Both local authorities to consider the Northamptonshire strategy at their respective Executive meetings with the intention to launch publicly, engaging with partners, stakeholders and local businesses.
- 6.2 To begin working collaboratively with the private sector, with the support and guidance of Visit England, to develop a proposal for a Northamptonshire Local Visitor Economy Partnership. Once developed, both local authorities to provide detailed plans and financial implications to be mutually agreed by the relevant bodies ahead of submitting to Visit England for LVEP accreditation.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

- 7.1.1 The development of this strategy has been funded utilising Shared Prosperity Funding.
- 7.1.2 At this stage the Strategy does not include any reference to future costs and there are no immediate resource of financial implications arising from the recommendations. This reflects the fact that it is a joint-Council initiative and because the delivery arrangements and the proposals for the LVEP are yet to be put in place.
- 7.1.3 The strategy is likely to give rise to expenditure at a later date. For example, seed-funding for the LVEP and/or contributions towards a strategic fund that will deliver key elements of the strategy, either through the new LVEP body or via complementary activities that will realise the strategic aims.
- 7.1.4 Maximising the use of existing resource, such as both Councils' tourism assets and staff, and measures to support local businesses, will also play an important role.

7.2 Legal and Governance

7.2.1. The establishment of an arms-length LVEP is likely to give rise to some legal advice needed to ensure the interests of both Councils are protected. There are no other specific legal implications arising from the proposals.

7.3 Relevant Policies and Plans

7.3.1 The North Northamptonshire Councils Corporate plan adopted in 2021 has key commitments which are key to this project. These include:

- Active, fulfilled lives :- supporting people to live healthier more active lives. Access to a range of leisure opportunities improves mental health and wellbeing.
- Safe and thriving places:- thriving economy that shapes great places to live, learn work and visit which can be achieved through the delivery of this strategy.
- Green, sustainable environment:- the strategy has the 8 core United Nations Sustainable Development Goals at its core, one of which is creating sustainable cities and communities.

[Corporate plan | North Northamptonshire Council \(northnorthants.gov.uk\)](https://www.northnorthants.gov.uk/corporate-plan)

7.4 Risk

7.4.1. There are no significant risks arising from the proposed recommendations in this report.

7.5 Consultation

7.5.1. An extensive range of stakeholders have been engaged and consulted during the development of this strategy, from across the Visitor Economy sector including private, public and Voluntary sector organisations.

7.6 Consideration by Executive Advisory Panel

7.6.1 The draft Strategy was considered by the Active Communities Executive Advisory Panel on 9th June 2023, who were supportive of the emerging strategy.

7.7 Consideration by Scrutiny

7.7.1 This report has not been considered by Scrutiny.

7.8 Equality Implications

7.8.1 There are no direct equality implications from this report. However, 3 Accessibility Pillars have been considered in the development of this strategy:

- Easily understandable information is available prior and during visitor's trips to tourism destinations.
- Places and their facilities are accessible.
- Customer service is equitable for all visitors.

7.8.2 A priority cross-cutting theme of the strategy is being better at welcoming all types of visitors who may have differing needs, whether that's a parent with a pushchair, a wheelchair user, an older person or a visitor with dementia. Northamptonshire will aim to become a UK inclusion exemplar, encouraging all businesses that welcome visitors to create their own accessibility guide, both because it's the right thing to do and because of the scale of the opportunity. With a market that is 19% of the total population, with total spending power of over £15bn a year, and who stay longer than average, this is one key to unlock new visitors to the county.

7.9 Climate and Environment Impact

7.9.1 In shaping our Northamptonshire tourism strategy, we've integrated UN Sustainable Development Goals for a purposeful approach. Our initiatives align with economic growth (Goal 8) and sustainable infrastructure (Goal 9), while also emphasising responsible tourism practices for community well-being (Goal 11) and environmental stewardship (Goals 12 and 13). By reducing carbon footprints and fostering inclusivity, our strategy not only enhances the region's appeal but reflects a commitment to global sustainability goals and responsible travel practices.

7.10 Community Impact

7.10.1 Delivery of this strategy will have many positive impacts for residents across Northamptonshire. It is a countywide approach designed to start us on a positive journey to managed growth, supported by both Councils working closely together, and seeking a strong and collaborative approach with the industry, key stakeholders and other public sector partners, taking account of a broader development agenda, encompassing innovation and best practice to make Northamptonshire stand out - not just as a great place to visit but also as a place to live, work, to run a business.

7.11 Crime and Disorder Impact

7.11.1 None identified

8 Background Papers

8.1 De Bois Review – September 2021

Northamptonshire Visitor Economy Strategy 2023 - 2030

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Foreword

Our vision is to build a greater sense of pride across Northamptonshire and drive economic growth by attracting people to visit the county. Through collaborative and creative work across the entire visitor economy, we will provide visitors with compelling reasons to visit and to stay, delivering great times for each and every one. Visitors will leave wishing they had stayed longer and vowing to return.

Our diverse offer gives visitors a huge selection of experiences and activities to enjoy. It covers everything from medieval battlefields to motorsport, from festivals to forest bathing. Our trendsetting accommodation, fit for all pockets will reach new heights of quality and service. Our natural countryside provides many opportunities for visitors to discover new peaceful places as they enjoy a range of distinctive experiences, local food and drink and independent retail, all wrapped up in renowned hospitality.

This strategy is not just about supporting a diverse and attractive offer, it is about how our offer is packaged and presented, and how our industry works effectively together and is supported on its journey towards greater success. It is about developing strong links between people, places and sectors - to better connect up everything and everybody – resulting, ultimately, in the county’s visitor economy being way more than the sum of its parts.

The strategy sets out recommended actions on a number of shared priorities to ensure that Northamptonshire’s visitor economy can reach its potential while also improving the place local residents call home – making it greener, more accessible and always inclusive and welcoming. The move towards more local tourism and staycations is hard-wired into our goals, which include:

- **Visits and Value** - Increase the number and value of staying visitors from outside the county and encourage day visits from closer to home.
- **Great People** - Develop local talent into a motivated workforce to fill vacancies, boost standards and increase pride of place.
- **Better Business** - Support our visitor economy businesses to grow and to collaborate locally in order to be able to compete nationally.
- **Inspirational Places** - Attract investors to help deliver the further development of this unique, diverse and contemporary offer.

This strategy sets out long-term goals and short and mid-term actions that will invigorate the visitor economy and establish a new ambition for the industry in Northamptonshire. We invite you to play a role in delivering it – turning strategy into action – to realise the extensive benefits for the sector, for residents and for an unsung county that represents the best of England.

Cllr. Helen Howell
North Northamptonshire Council
Council

Cllr. Daniel Lister
West Northamptonshire

Executive Summary

This Strategy sets out to transform the fortunes of the visitor economy – currently one of Northamptonshire’s unsung economic heroes. Developed over an 18 month period this work has uncovered and drawn on a wide range of evidence that has underpinned the approach and content, supported by a wide range of contributors from across the economic landscape including public stakeholders, businesses and the third sector. A number of key factors have provided the basis on which our strategy is built:

- The county has a wide ranging array of natural and built assets and a particularly strong visitor attractions base which can be a foundation for driving new and repeat business but there is also a need for new investment, in for example, accommodation.
- Visitor perceptions of the County are generally positive but awareness is low.
- Partnership marketing is a key that can help unlock the potential - and stronger collaboration is critical to progressing all four strategic goals.
- Sustainability and accessibility are principles that will be woven into the strategy from the start, underpinned by UN Sustainability Goals and best practice access principles.
- Improving the skills of our people and helping youngsters into the workforce is a fundamental cornerstone for future success.

Our strategic goals are to increase the value that visitors bring, inspire a new and skilled workforce into the industry, support local visitor economy businesses to grow and identify future investments that will help further define and boost Northamptonshire’s visitor economy over time.

This strategy has been informed and supported by a great many different people and organisations and for successful delivery will need to connect, communicate and collaborate with all local, regional and national stakeholders with an interest. A new private sector-led Local Visitor Economy Partnership (LVEP) will be established, made up of a representative group of senior industry figures, to steer the delivery of this plan and make sure that the potential is realised, focussing on four clear objectives:

- Collaboration
- Dynamic & Tailored Marketing
- Planning for the Future, and
- Improving Quality & Skills

A sharp focus on these objectives by the LVEP will help inform and further develop the Draft Action Plan given at the end of this document. Dynamic and tailored marketing will aim to engage and welcome more visitors from far afield but also stimulate a vibrant local market to take more trips in the county, locking in wellbeing benefits for communities and residents alike. There will be a greater effort to join up policies in support of the visitor economy with for example new forms of accommodation, such as glamping sought after by newer markets, prioritised in some of our best blue and green areas, with those areas also better linked by

path networks and new travel options. Supporting businesses in their journey towards being ambassadors for the place will help ensure visitors return time and again.

Section 1

Introduction

1. The visitor economy will play a significant role in the future development of Northamptonshire's economy, generating revenue and creating jobs for local people, supporting numerous sectors such as hospitality, transport, food and beverage, retail and events. It will also boost the regional economy, underpin local start-up businesses and help support investment in infrastructure that is of benefit to both residents and visitors. It contributes to the preservation of cultural heritage, encourages the conservation of local sites and gives both residents and visitors the opportunity to experience a wide range of experiences and activities. The visitor economy has the potential to enhance the quality of life of residents, encourage regional, national and international visitors to the county and is part of what makes this area unique.
2. Our strategic approach to nurture the county's visitor economy will lead to a wider range of benefits for local communities, businesses, residents and visitors. By identifying and capitalising on the diverse, and often unique offer, we can better pinpoint where investment is best applied. Our strategic approach can help to manage the impact of tourism on the environment and conserve the natural and cultural assets that attract visitors in the first place. Additionally, it will stimulate a stronger connection to other policy areas and foster closer collaboration between public, private and voluntary sectors, leading to a more cohesive and coordinated effort to promote our attractive but currently under-utilised destination. Ultimately, our well-planned and executed strategy, underpinned by timely and accurate data, will create long-term sustainable growth. This document is the guiding framework that will enable this to happen.

Current Performance

3. National statistics show over 18 million visits to North and West Northamptonshire spending close to £1 billion a year¹ which supports over 30,000 jobs across the county and 3,000 businesses², including a wide range of attractions, hotels, pubs and other venues that visitors enjoy. People come to explore local attractions, picturesque countryside, travelling for leisure, on business and to meet family and friends. They spend money in shops, at events and in bars and restaurants. With around 99% of local businesses being SMEs² this spending supports many small, local and start-up businesses which add a distinctive flavour to many parts of the county, across our towns, villages and countryside. The fact that the visitor comes to enjoy the experience is clear, but this is also what differentiates the visitor economy from most other industries. It drives local spending, local impact and a *flow-through effect* where visitors'

¹ VisitBritain (2023) Great Britain Tourism Survey (GBTS); Visit Britain (2023) Great Britain Day Visits Survey (GBDVS); Office for National Statistics (2023) International Passenger Survey

² Office for National Statistics (2023) Business Register and Employment Survey

spending creates a virtuous circle as it is re-spent in other parts of the county's economy.

4. Over 2.0 million domestic visitors a year typically stay in the county³, of which 74% stay in West Northamptonshire, reflecting the larger geographic area and also easier access. West Northamptonshire draws 71% of total overnight spend which reflects the type of accommodation stock.
5. A Market Review, undertaken to inform this Strategy, using 2022 data indicates that Northamptonshire's visitor economy is marked by a more local catchment than other, perhaps more established, tourism destinations. As well as attracting visitors from further away, a pillar of this strategy is also to play to this strength by developing ways in which people who live in and around the county can also benefit from enjoying such a diverse and exciting offer on their doorstep and in so doing stimulate the potential to expand the reach of visitors.

A note on the statistics used in this document

The COVID-19 pandemic severely impacted the visitor economy across the world and another casualty was national research that tracks visitors to and around the UK. Without visitors arriving, surveys of travellers inbound to the UK and those that measure domestic tourism were halted. Further lockdowns in early 2021 meant more gaps in the data and it was only in 2022 that the national surveys fully restarted – but on a different basis so breaking the trend.

When reporting volume and value for domestic overnight tourism and day visits we refer to 2021/22 data as the baseline year. Other Office for National Statistics sources, reporting on areas such as employment levels, were drawn from the most up to date data available at the time. An additional market review drew on big data sources, reflecting visitor activity in 2022.

6. Much of the partnership marketing activity proposed should therefore play to this local strength and highlight to people who live in and around Northamptonshire how they can benefit from having such a diverse and exciting offer on their doorstep. More local visitors will also bring other benefits, such as encouraging new local food and drink producers and suppliers to the market.
7. In terms of total domestic overnight trips, the county is in 38th place in the England league table (out of 48) but in terms of spend per trip the county is in 33rd place showing a positive tourism performance³. Encouraging further numbers of people to stay rather than come for a day will help drive greater economic impact.
8. The county welcomed some 150,000 international visitors in 2022⁴ and business travel is a buoyant part of that mix. Five core inbound markets to the county mirror national trends but Northamptonshire outperforms England in relation to visitors from the USA and Spain - that is there are proportionally more visitors to the county from these

³ VisitBritain (2023) Great Britain Tourism Survey (GBTS)

⁴ Office for National Statistics (2023) International Passenger Survey

markets than to the UK as a whole. There are opportunities to bolster these core overseas markets with a wider programme of travel trade activity including building trade and press relationships, attendance at FITUR⁵ and partnerships with VisitBritain.

9. Current performance leads us to conclude that over the longer term the strategy needs to consider investment in other new primary reasons to visit which should be explored and piloted within the first three years of delivery activity. This will generate greater trip-taking from further afield. Action will support the examination of a range of transformational projects aimed at either business and/or leisure markets. These new *reasons to visit* will over time create new market growth, longer-stays and higher spending per head and drive economic prosperity for the local area, benefitting both businesses and residents in the county.
10. If Northamptonshire's visitor economy had grown over the past decade at the same pace as our neighbours in Cambridgeshire it would have resulted in £36m more spending by overnight visitors and some 660 jobs either safeguarded or created. This strategy aims to move the county up the league table and deliver this potential.

⁵ The major international tourism trade fair held in Madrid in January of each year

Northamptonshire's Visitor Economy Asset Base

11. A comprehensive geo-located asset audit revealed that there are 4,478 establishments across the county, covering accommodation, food and drink, attractions, retail, sport & entertainment, festivals, events, and meetings and conferences.
12. **Accommodation** - The audit showed the county's split of 561 serviced/non-serviced accommodation establishments is about average in density terms for England, although West Northamptonshire is particularly strong in terms of serviced stock such as hotels, B&Bs and pubs. Northamptonshire as a whole has a higher-than-average number of branded budget hotels, with particular clusters in West Northamptonshire often near to major road arteries. The majority of the larger hotels, non-serviced accommodation and campsites are also in West Northamptonshire. Both North and West Northamptonshire have an undersupply of city/town centre serviced accommodation when compared to the Great Britain average.
13. **Restaurants and cafés** dominate the food offer, with a number of mobile caterers also operating at the county's festivals and events. As would be expected the distribution of the county's 1,321 restaurants, cafés, pubs and nightclubs is more uniform across the study area with population centres seeing greater numbers, shown particularly in Northampton and Kettering. North Northamptonshire has an undersupply of catering units whereas West Northamptonshire has an oversupply when compared with the GB average.
14. As a broad and overall estimate, some 20% of spending in restaurants and cafés is likely to be related to visitor spending, but some cafés and pubs will be more reliant on visitor income depending on their location. Quality, when measured against the Food Standards Agency's scheme, sees 81% of establishments in the county receiving the highest score with North Northamptonshire having a higher proportion of establishments achieving these high scores.
15. **Visitor Attractions** - There is an even distribution of the county's 184 visitor attractions across the county, with clusters around the main centres of population and relatively more in the West than the North. A further 111 churches continue to hold an interest for a niche market, reflecting a strong historic heritage. Experiences dominate the visitor attractions sector, with historic houses and other properties, museums and country parks also remaining popular. Golf clubs, as well as spectator sports (particularly first-class cricket and premiership rugby), remain important both for the local visitor and as a trip motivator for those further afield. This asset class is high quality, a credit to the county and benefiting from easy access by a wide market catchment.
16. **Retail** – The county has a strong retail offer with 773 independent shops and 945 multiples across the country. The West has a greater number of independent shops while the North more multiple retailers. Shops and amenities make up 46% of supply, food and drink 37%, and clothes and fashion retailers 12%. The urban centres host much of the retail, both in terms of comparison and convenience categories. Rushden Lakes attracts some 7 million visits a year with the North generally attracting more day visitors while the West attracts more staying visitors.

17. In terms of quality of the retail offer over the last five years, Northamptonshire has been below the national average in the percentage of both Premium and Mass retailers, but above average for the Value offer. West Northamptonshire has a slightly higher quality retail offer.
18. Overall, the North/West split in **entertainment** venues is very even. A total of 257 (57%) of pubs, bars and nightclubs are located in West Northamptonshire, many of these being located in Northampton.
19. **Festivals and events** are an important component of Northamptonshire's visitor economy, with 256 events annually distributed evenly across the area, though with a pronounced nucleus in the urban centres. The size and scale of events is varied with the larger flagship events (such as Formula 1 and Moto GP at Silverstone) attracting hundreds of thousands of people and having significant economic impact. However, these remain outliers and there are many attractions that only run one or two events each year but which nevertheless are important as part of a diverse visitor economy, helping local communities showcase themselves and providing social benefits for residents as well as visitors.

Case Study: Vinterjazz: A 3-week-long musical feast in Copenhagen, Denmark

During the course of the 10 days the total audience numbers reached more than 250,000 people. Visitors are divided evenly among the age groups 0-35 years, 36-55 years and 56 years or older. Nine out of ten visitors are Danish. Foreign visitors are primarily Swedish, Norwegian, German, British and American. Established in 1979, 10 days, 100 venues, more than 1,200 concerts. One of Europe's biggest jazz festivals. Always starts the first Friday of July and last 10 days. The concerts takes place at clubs, cafes, bars, concert halls and open-air stages in the city's parks and squares and along the harbour front.

20. **Meetings and conferences** can deliver high economic impact. The county's location is a huge advantage for business tourism – particularly footloose corporate meetings, conferences and events. Northamptonshire prides itself on being easy to reach and a great place for business. The reality is that the current business product does not always support this objective in terms of higher value, large conferences and exhibitions. The county does benefit from proximity to the M1 and the increase in pubs with meetings capacity has helped sustain a smaller meetings market which can be developed further.

Visitors' Perceptions of Northamptonshire

21. A representative sample of 1,000 people from across the United Kingdom were quizzed on their perceptions of Northamptonshire along with their expectations and actual experiences. The awareness of the county is limited. Whilst people may know roughly where it is, spontaneous associations are most likely to be 'Northampton', 'Silverstone' 'countryside' or 'nothing'. The ease of access is generally recognised with the principal road network well understood. At the heart of the challenge therefore is a simple lack of knowledge about what the area has to offer. The county's land-locked location, with

other counties on all sides, doesn't help with clarity, nor does the strength of the offer in many of those neighbouring counties. This in itself presents an opportunity for Northamptonshire in promoting and marketing a wider offer to build and raise awareness.

22. There is no tangible difference in views between those who would wish to visit West Northamptonshire or North Northamptonshire or how either audience perceive the county. This lack of difference in awareness of places and interest in visiting the various attractions combine to suggest that knowledge of the area is not strong enough to drive differentiation at this stage. Such insight strongly supports the decision for both councils to work together as more will be gained for both areas through collaborative promotion of the whole area.
23. To strengthen Northamptonshire's position as a leisure destination, it is important to convey a clear message of what there is to see and do. Whilst awareness and knowledge are low, perceptions are generally positive. Importantly, there are currently no actively negative associations with the area and so the focus should be on giving clear 'reasons to visit' and ensure that information and inspiration are easily accessible to prospective visitors. The potential to develop local itineraries or suggested combinations of trips that string elements of the stay together could be beneficial. Such a position supports collaborative efforts generally and partnership marketing in particular.
24. The country is seeing a cost-of-living crisis and central bank forecasts suggest no significant GDP growth until 2026. So, the medium-term outlook is constrained with visitors seeking out cost-effective trips and looking for new ways to spend leisure time. Northamptonshire is not perceived to be expensive and has affordable accommodation and visitor attractions. The parks, landscapes, villages and other amenities can offer many low-price or free family activities. Taking advantage of this current challenging economic context is built into the Action Plan.

The Views of Businesses and Stakeholders

25. Some 500 individuals responded to surveys aimed at three different Northamptonshire audiences: visitor economy businesses, interested stakeholders and residents.
26. Businesses drew attention to a challenging macro-economic business environment and noted specific challenges such as securing the necessary investment and staff / recruitment difficulties. Opportunities identified were usually specific to individual businesses but more general ideas included widening the attractiveness and awareness of the area, increasing the independent retail offer and developing new arrangements for marketing and promotion.

"A general lack of joined up thinking and sustainable planning by relevant authorities which would provide opportunities for local suppliers & traders." Respondent, February 2023

27. Stakeholders believe the most important intervention needed to realise a new vision should be a focus on people and organisations working effectively together and better connecting activities relating to the visitor economy to the Councils' other strategic and development priorities. Diverse partnerships to improve outputs and delivery, and longer-term capital-intensive strategic interventions, were also deemed important.
28. In terms of strategic priorities, improving marketing and promotion ranked highly for both businesses and stakeholders, followed by a drive to become more accessible and sustainable, and improving collaboration between public and private sectors. Stakeholders also noted the importance of skills and workforce development, town centre investment, support to local businesses, improvements to the visitor experience and the need to ensure benefits to local communities and residents
- “Investing in a range of activities to populate a year-round programme of arts and cultural events and supporting organisations to attempt larger scale cultural projects with ambitions for drawing larger crowds from further afield would be a positive element of the strategy moving forward.” Respondent, Survey of Visitor Attractions, August 2022*

The Views of Residents

29. In terms of the benefits brought by a thriving visitor economy, residents concluded that it gave an opportunity for resources for environmental protection – whether that was conserving natural resources, improving biodiversity or protecting special places. They also saw the same type of opportunity to support the cultural fabric of the place, noting also that economic benefits included investment in the public realm – an opportunity where the visitor economy can contribute for mutual benefit. Top concerns were litter, overcrowding and instances of different types of visitors clashing, such as cyclists and drivers.
30. A variety of product strengths were identified by all respondents including the special nature of the county, its river, the history, heritage, stately homes, and the cultural environment.

The Policy Context

31. Like other sectors, parts of the visitor economy are currently suffering from difficulties in recruitment, but this masks other more underlying structural challenges including securing clear and attractive employee pathways; encouraging all employers to be dedicated to upskilling and retaining people; and to supporting an educational system that is fully motivated to developing the talent pipeline.
32. This is not just a Northamptonshire or regional issue and reflects the impacts of both Brexit and the COVID pandemic. The former cut off a pipeline of ready workers from eastern Europe while COVID meant staff left the workforce and have not returned. The strategic implications of these trends are profound, both for individual businesses and the sector as a whole.

33. This strategy will connect closely and in partnership with Northamptonshire’s new Local Skills Improvement Plan where businesses will have a strong voice in local skills planning by working closely with further education providers, local leaders and other stakeholders. The councils also include promotion of better training, further education and employment opportunities for young people in their priorities for the future. Improving training and skills for the sector, and tackling the underlying structural issues is an important part of this strategy.
34. Northamptonshire as a whole has successfully secured over £10m of funding from the UK Shared Prosperity and Rural England Prosperity Fund to be delivered by March 2025. The funding will contribute to a variety of visitor economy projects including:
- Events to attract visitors to High Streets
 - A new Visitor Centre at Rushden Lakes
 - New and improved cycleways and paths, resulting in increased active travel
 - Decarbonisation and improving the natural environment
 - Support for new business start-ups and continued support at all stages of development
 - Driving employment growth, with tailored support and training to help people into work.
 - Employment support for the existing workforce to upskill

A Local Visitor Economy Partnership for the county

The councils will jointly apply to be the area’s Local Visitor Economy Partnership, working with a range of other local and regional partners to deliver more joined up support for the sector and drawing on other expertise from organisations, such as VisitEngland. As an officially recognised partnership accreditation will allow the county to forge better connections to national partners, participate in national and international campaigns, foster peer to peer networking and allow Northamptonshire easier access to Levelling Up and other government funding.

UK Consumer Trends and Tourism Trends

35. Domestic tourism has seen a steady rise in the United Kingdom in recent years, with more and more Britons opting to stay closer to home for their holidays. This trend has been driven by a range of factors, from COVID to cost considerations, to a desire for safety, authenticity and less carbon intensive travel options. With the pound weaker against other currencies and ongoing economic uncertainty, many people are likely to devote a greater proportion of their income to more practical expenses. According to VisitBritain’s Domestic Sentiment Tracker, two thirds of people are concerned about the cost-of-living crisis, with retirees and older independents the most pessimistic. This is likely to encourage people to take fewer trips, choose cheaper accommodation, look for more free things to do and spend less on eating out. Most consumers are planning to spend less on holidays this year. This typically favours domestic travel and other value travel options and, given wider growth forecasts, is likely to persist through to 2025,

resulting in a unique opportunity for Northamptonshire to capitalise and benefit from the current economic climate.

36. One of the key drivers of domestic tourism in the UK is the sharing economy. The rise of platforms such as Airbnb and VRBO has made it easier and more affordable for people to travel within the country. These platforms provide a range of accommodation options, from budget-friendly apartments to luxury homes, which cater to the different needs and preferences of travellers. Digitalisation, the growth of AI and travel apps will continue to provide more immersive and interactive experiences at booking stage, within destination and at review stage. Remote working offers more options for increased 'Blesisure' (part business travel, part leisure travel) that combines both types of trips in different ways.
37. Another factor that has contributed to the growth of domestic visitor trends in the UK is the availability of affordable travel options. With low-cost public travel, it has become easier and more affordable for people to travel within the country. This has encouraged more people to take weekend and short breaks, or visit friends and family in different parts of the country, although higher fuel prices are likely to be a dampening factor for those not using public transport.
38. Moreover, many people are looking for unique and authentic travel experiences, which is also driving domestic tourism. The county has a rich cultural heritage, and offers a range of experiences, from historic landmarks to unspoilt countryside. Tourists, particularly Millennials and Gen Z, seek experiences that are off the beaten path and are willing to travel to new areas to find them. This combined with the increasing popularity of outdoor activities has seen more people taking advantage of the opportunity to experience the UK's landscapes in a more active and engaged way. With countryside that is relatively unknown yet accessible, these trends favour counties like Northamptonshire and can be exploited by a digital-first marketing plan that prioritises social media channels to reach new audiences.
39. The glamping and outdoor holiday market has grown rapidly over the past decade, due to a focus on nature and wellness and the rise of both social media and the experience economy. A trend towards structures like cabins that can provide year-round occupancy, together with a shift towards longer stays of higher value, mean that glamping is no longer only a summer option, increasing its potential. Consumer behaviour has shifted to a longer booking season and demand for greater flexibility in booking terms. Accommodation and experiences centred around Northamptonshire's trails and countryside, including the River Nene can directly meet this trend.
40. There is also a growing consumer concern about the climate crisis and a reported willingness to travel closer to home to reduce the carbon footprint. Consumers' growing environmental concerns also tie in with a consumer commitment to improve wellbeing and increased demand for greener wellness travel options. Beauty/spa treatments are the most sought-after wellness holiday activity with healing, nature-based wellness holidays becoming increasingly popular. These holidays offer a connection with nature, outdoor activities and foster environmental awareness. They appeal to those concerned about climate impact by prioritising well-being while minimising the ecological footprint. In recent years, the UK has also seen a surge in popularity of staycations. Partly this

trend has been driven by the desire to spend more quality time with family and friends, as well as to escape the hectic pace of everyday life. Overseas holidays are less likely to be taken than UK holidays due to the current cost-of-living crisis meaning an element of UK based 'staycation' preference is likely to continue.

41. VisitEngland research suggests that domestic overnight travel is returning to pre-pandemic levels, although the cost-of-living crisis has had an impact on day trips with 44% of the public stating they may reduce or stop taking them. However, the impact of personal finances in reducing day trips is counter-balanced by consumers that are increasingly 'comfortable' post-COVID with everyday activities and who discovered many more local destinations during the pandemic. As a result, VisitEngland reports a rise in most day-trip activities compared to 2021, with the exception of trips to 'outdoor parks or scenic areas' – a destination type that was very popular throughout the pandemic.

Section 2

Our Vision and Strategic Goals

42. Our vision is to build a greater sense of pride across the county and drive economic growth by inspiring people to visit Northamptonshire, to stay longer in the area and keep returning again and again. Through collaborative and creative work across the entire visitor economy, we will provide visitors with compelling reasons to visit, to stay and deliver great times for each and every one. Visitors will leave wishing they had stayed longer and vowing to return.
43. With this strategy in place, the visitor economy is set to make a growing contribution to Northamptonshire's overall economic prosperity, providing income and jobs, boosting the rural economy and helping underpin our commitment to net-zero. The visitor economy is already important supporting some 4,500 businesses employing over 30,000 people but it can work smarter still given clear leadership, clarity on the priorities, and concerted collaborative actions.
44. This strategy provides the opportunity for wider impact and benefits of economic prosperity and pride of place to be harnessed. These wider benefits will align to our Northamptonshire Integrated Care Strategy, Live Your Best Life Ambitions, and the work beneath this within our Health and Wellbeing Boards and Local Area Partnerships.
45. Our strategic goals are as follows:
 - 1. Increased Visits and Value**
 - Increase the number of staying visitors from outside the county and encourage day visits from closer to home.
 - 2. Inspired & Skilled Workforce**
 - Develop local talent into a motivated workforce to fill vacancies, boost hospitality standards and increase pride in the place
 - 3. Business Growth & Collaboration**
 - Support and raise awareness of our visitor economy businesses, empowering them to collaborate locally and compete nationally.
 - 4. Inspirational Places**
 - Promote the county as a destination for investment and tourism, attracting and expanding on our unique, diverse and contemporary offer.

The Scale of Northamptonshire's Visitor Economy

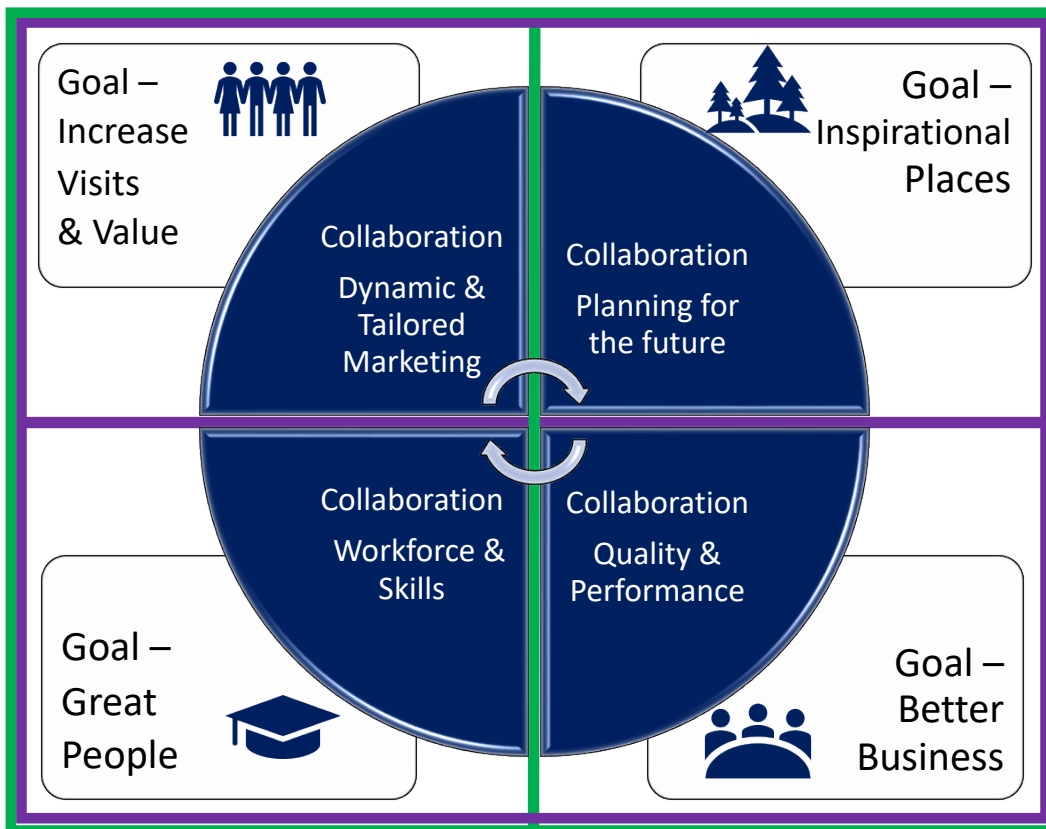
Tourism is already important to the county. A mix of 560 accommodation businesses and 180 high quality visitor attractions combine with other parts of the visitor economy to drive spending of £1 billion a year with over 18 million visits.⁶

⁶ VisitBritain (2023) Great Britain Tourism Survey (GBTS); Visit Britain (2023) Great Britain Day Visits Survey (GBDVS); Office for National Statistics (2023) International Passenger Survey

This supports 30,000 jobs and 3,000 businesses across the county, the majority of them small businesses rooted in their local community.⁷

Core Objectives

46. The figure below shows how four core objectives will help deliver our goals of increasing visits and value, creating inspirational places, great people and better business. These are:
1. Collaboration
 2. Dynamic & Tailored Marketing
 3. Planning for the Future, and
 4. Improving Quality & Skills
47. The cross-cutting themes of sustainability and accessibility, represented in green and purple in the box below, are fundamental elements of each goal and objective, where every action taken will also be viewed through these two lenses.



48. Collaboration is embedded across the Strategy with new measures to be developed and agreed to ensure effective delivery, reduced duplication and to promote a culture of high performance across the network. This will include supporting existing partnerships, developing new approaches where needed and adopting the latest technology to keep

⁷ Office for National Statistics (2023) Business Register and Employment Survey

groups informed and on track. It will mean regular conferences, events and training sessions, and ensuring that ownership for delivery is organised at the right level, accountability is clear and success measures are agreed and monitored.

49. In particular, this document aligns to eight of the UN's Sustainability Goals where this strategy can directly contribute to the aims of, for example, good health and wellbeing, education, work and economic growth, sustainable communities and climate action. See the Appendices for more details.
50. For action on accessibility, we draw inspiration from the three principles of accessible tourism ensuring that all our customer-facing activities deliver the right information; that facilities fully meet the need; and that there is plenty of responsive and well trained staff who understand the needs of visitors with impairments.
51. These objectives and themes reflect feedback gained throughout an in-depth research phase and backed up by interviews with senior leaders, surveys of visitor attractions, tourism businesses, residents and stakeholders, together with industry gatherings, workshops and consultation events.

The development of this strategy has been guided by an evidence-based approach which has included significant primary research examining the county's visitor profile, the asset base (its 'product'), planning policy, economic and employment impact, perceptions of Northamptonshire together with an assessment of the way the visitor economy is organised in other parts of the country. We think this is the first time that such a range of insight specifically for the county has been drawn together and it provides us with firm foundations on which to build.

Cross Sector Collaboration

52. Collaboration is at the heart of this Strategy.
53. Both councils have identified that policy development for the visitor economy needs to use the county as the defining unit. Tourists know nothing about administrative boundaries but recognise counties and research has backed up the logic for us to work together in support of the whole county. This was particularly evident in the survey of consumers undertaken as part of the initial research phase. Strong coordinating measures have been put in place to make joint working timely and effective and both authorities are keen to encourage a range of partnerships and activity. Related work on broader visions for both areas is underway and will inform the direction set out in this strategy.
54. After some turbulent years, not least the COVID-19 pandemic, the time is right to rejuvenate working relationships to harness the full extent of an acknowledged, but largely unrealised, opportunity. This spirit of partnership will be extended across the public, private and voluntary sectors, both in the county and beyond our boundaries where this makes sense. But it is closer to home where we need to start, establishing

new ways of connecting where we know many partners are keen to work collectively to realise the potential. A survey of businesses and stakeholders indicates widespread agreement that a focus on people and organisations working effectively together is critical to realising our Vision.

55. In Year 1, we will establish a new Local Visitor Economy Partnership to oversee the delivery of this strategy, which initially will be serviced by the two Councils until its governance and other arrangements are formally established. Recruitment to an official Board, and of a Chair, will be subject to an open process and will seek to secure a diverse group of experts drawn from a range of backgrounds. The Board's role will reflect national and local requirements and encompass the broad range of priorities as set out in this document including marketing activity, support to businesses, skills and workforce development, product development and resource management. The Draft Action Plan set out in the Appendix may evolve after scrutiny by the new Chair and Board.
56. The LVEP Board will wish to review the ways in which collaboration can be enhanced across and between public, private and voluntary sectors. Drawing on suggestions made as part of the recent consultation this may include:
 - An annual visitor economy conference.
 - A dedicated network for our visitor attractions given the strength of this sector and the opportunities it gives for local tourism and extending the length of stay.
 - A high-impact Northamptonshire Marketing Group with the remit to strengthen collaboration, energise and activate a new brand, and produce the right insight to deliver effective marketing arrangements.
57. Staff from the two councils will be dedicated to support these new working arrangements with resources devoted to partnerships, delivery and evaluation. The arrangements will be fully aligned to national objectives and have the support of VisitEngland, reflecting the new Local Visitor Economy Partnership for Northamptonshire.
58. The strategy roll-out from the launch stage needs an appointed Board to manage the process and include members experienced in all areas of tourism management, business and local government. Industry and other partners will be invited to be at the forefront of efforts to ensure that what is done is consumer-relevant, joins up different partners and has measurable impact.

Dynamic & Tailored Marketing

59. Encouraging our loyal and local market, as well as reaching out and attracting new visitors needs a collective and cohesive effort with everyone pulling in the same direction. Both groups of visitors offer opportunity. We know that Northamptonshire's visitor economy is marked by a more local catchment than many other destinations which has a number of advantages:
 - The number of repeat visitors is higher with customer loyalty likely to be easier to win and maintain.

- Visits are more likely to be more spontaneous, can be more easily stimulated by local offers and are less affected by issues like bad weather and traffic congestion.
 - They support local services and small businesses, have a lower carbon impact and give an opportunity for health and other benefits for our residents.
 - Local visitors are more likely to support and invest into the local and circular economy
60. While local visitors are important there is also an acknowledged longer-term need to draw in new spending by building greater awareness of the county and attracting leisure and business visitors from further afield. These visitors can be encouraged to stay for short-breaks and longer stays by a combination of concerted marketing activities, better packaging of complementary assets, greater levels of cross-selling and longer-term investment.

Blue and Green Infrastructure Opportunities

The 91-mile River Nene, threading its way through Northamptonshire's Nene Valley, is one of the longest rivers in the UK and offers a superb opportunity to attract many different types of visitor to enjoy a quintessentially and internationally important English landscape shaped over millennia. A mix of history, cultural heritage, natural habitats, trails, boating and numerous other activities await the visitor. The river can be further linked to bring in other marine experiences such as the Grand Union canal network and the museum at Stoke Bruerne. The county has numerous country parks of which eight are nature reserves or wetlands of importance. These assets will be better connected and promoted while small businesses developing new products will also be supported.

61. How we reach these audiences who live further away and encourage them to come to the county is a key challenge and one which is not about the size of marketing budgets, but about the delivery of a more sophisticated mix of awareness raising, PR, social media and other activity. The need for an innovative approach to putting Northamptonshire on the map supports the engagement of a creative agency to help deliver an integrated campaign, overseen by the Northamptonshire Marketing Group. This will include working closely with VisitBritain on the US and European markets.
62. A range of branding and promotional approaches have been used in the county over the years targeted at both consumers and businesses and aimed at attracting all sorts of visitors to stay, work, visit and experience the county. These campaigns have often lacked investment when compared with better resourced destinations and their ability to reach consumers has been largely limited to websites and PR activity. More major campaigns drawing on the county's local food and drink, its history, culture, natural heritage and outdoors will provide a strong basis to interest markets from further afield.
63. It is however universally agreed amongst all stakeholders involved that the most important factor in making this happen is better collaborative working: across sectors, products and places and to connect these opportunities together, package them and promote them collectively. The new Board will have oversight of this mission. We have not tried to second-guess how the branding and marketing plan might look in this

document – so for example, have not identified target customers as the foundations need to be put in place first.

Case Study: Wildfoods Festival, Hokitika, New Zealand

Wildfoods Festival is an annual food festival in Hokitika, New Zealand, held in March. This creative food festival is known for a vast collection of unusual foods, including huhu grubs, lamb's testicles and more. Not for the faint of heart, this unique food and drink festival is for the adventurous, although some stalls provide more normal types of food. Even if you don't come for the strange food, there are plenty of other activities to enjoy, including a Feral Fashion competition, a firework display and plenty of local musical entertainment.

Planning for the Future

64. Regeneration schemes now underway in many Northamptonshire towns will undoubtedly help attract visitors. Examples include
 - the Market Square project in Northampton which includes a new large event space with a planned annual events programme, which is part of the Towns Fund and Future High Street Fund £33 million investment;
 - the Watermeadows project in Towcester which will enhance the visitor experience of this much-loved natural area; and
 - the Corby Towns Fund which is investing £20m in improvements to include an arts and community centre.
65. Active travel and Greenway projects will also support local visitors to find their way around more easily, such as the *Smart Move Northamptonshire* scheme. Planning policy clearly supports the sector with, for example, the North Northamptonshire Joint Core Strategy Vision stating its strong focus on growing investment in tourism, leisure and green infrastructure and the West Northamptonshire Joint Core Strategy stating that tourism, visitor and cultural industries form an important part of the economy for both urban and rural areas. The night-time economy can also be further developed in our towns offering other opportunities for businesses, visitors and residents.
66. While planning policy is supportive of the visitor economy, it has not always been possible for it to proactively set out a new vision for the type of facilities that will put the county on the map. This is unsurprising as land-use planning in Northamptonshire has historically been undertaken at a more local level. However, the two new Unitary authorities have a commitment to a county-wide approach to the visitor economy, and offer an unrivalled opportunity to think differently. Future investments relating to the Visitor Economy will be looked on favourably where they meet planning policy requirements and aid the delivery of this strategy.
67. The Strategy will support the continued development of a network of traffic-free routes and trails reflecting broader net zero ambitions and meeting visitors' increasing demands for lower carbon leisure breaks. Given our strong local market, these facilities will also give residents new leisure options closer to home to enjoy, relax and feel at one

with nature. Numerous benefits relating to health, wellbeing, net zero and bio-diversity will accrue for both our residents and visitors as well as the wider environment. Further development of the countryside and the network of walks and trails will underpin a strengthened sustainable rural tourism offer and also support previous investments by adding to existing clusters. There are opportunities to encourage new visitors with alternative forms of accommodation such as glamping and camping, and these types of facilities will be encouraged, particularly near trails and local natural assets.

68. The visitor attractions sector is a diverse and buoyant part of the county's asset base, much of which is built on a rich seam of natural and built heritage which is way ahead of most of England in terms of its historical significance. Well over 100 churches alone offers rich pickings for niche markets in architecture and ancestry. Equally important is much of the landscape and wildlife, recognised in areas such as the Nene Valley Special Protection Area.

Case Study: Tarraco Viva – Tarragona

Spreading ancient history in an attractive way that provokes reflection about our past. That was the aim when Tarraco Viva was set up in 1999. "History for everyone" could be the motto for this international festival dedicated to spreading the history of Roman times. Tarraco Viva has become a benchmark event thanks to both the proposals that it makes and the quality that it offers. Military life and daily life; the legions, the theatre, the gladiators, the homes, the cuisine, the writings, the engineering, the fashion... all recreated with a common denominator: exactness. Getting to know the past is not something that is confined, rather it is the best way to understand the present and, therefore, to be able to choose the future. You will probably discover that you are more Roman than you thought! Welcome to Tarraco...

69. In general, however, the consumer remains largely unaware of many of these assets or their place in history. There is an opportunity to further develop, package and present this authentic offer in a more compelling way, attracting both new and repeat visitors. A range of product development is also needed including new accommodation that is rooted in the place, making better connections between places and cross-promoting assets in a way that increases their appeal and makes it easy for the visitor to purchase. Other destinations, such as Ireland, have adopted a structured process to developing their small businesses and we will support such a *Visitor Experience Development Planning* process to engage businesses connected to both Blue and Green infrastructure to maximise their potential. Additionally, relatively simple actions will also be reviewed, with visitor attractions invited to agree a set of core opening hours for example, which will increase visitor numbers and extend the effective operating season.

Case Study: The Wild Atlantic Way

Visitor Experience Development Planning has helped businesses on the west coast of Ireland make strong connections to the natural and cultural heritage around them and be part of telling a compelling story of the area. This work has helped deliver a consistent message that inspires visitors to recommend and return. This is

more than providing a great individual tourism experience – it is about businesses understanding and playing their part in incorporating the unique natural and cultural signature of the place and then telling that story with passion.

70. To grow the visitor economy over the longer term, Northamptonshire would benefit from new investments that create additional reasons to visit, particularly to attract people living further away. These opportunities may be leisure or business focused, rural or urban based, linked to existing regeneration schemes or completely new. The evidence base that informed this strategy revealed some product shortcomings, including a lack of higher-end hotels and a scarcity of contemporary conferencing and exhibition space.
71. A Futures Review, overseen by the LVEP, will answer the question *What sort of attractors can now help put Northamptonshire at the centre of the tourism map?* Building on the evidence base produced to inform this strategy, the Review will:
1. Involve the industry, stakeholders and residents in a discussion about new and creative opportunities, rooted in Northamptonshire’s heritage and history, that embody the county as a whole.
 2. Examine new and emerging international leisure and business tourism concepts that can provide the county with a palette of development opportunities to consider.
 3. Examine the fit between these concepts and the wide range of development sites already identified in regeneration plans across the county.
 4. Review ways in which larger scale visitor economy projects can be better connected into the councils’ other strategic and development priorities.

Case Study: Silverstone

Some strategic sites have already seen significant and recent investment, for example, the interactive museum Silverstone Circuit, a recent 197-room hotel operated by Hilton and *The Wing* conferencing space with five exhibition halls and 12,500 m² of meetings and events space. This will drive further growth and help the wider economy of the sub-region.

Improving Quality & Skills

72. There is an acknowledged need to improve the quality of elements of the offer and also a pressing challenge to encourage more people to take up a career in hospitality, tourism and events. Currently these issues are linked and this objective seeks to address them via a range of actions, the majority of which will be as a result of a strategic partnership with the county’s educational institutions, business support organisations, Local Skills Improvement Plans (LSIP) and other providers.
73. When measured by online reviews, the quality of serviced accommodation is lower than other parts of England. This partly reflects the age of some of the stock and will be addressed by a mix of investment, business support and training. Town centre regeneration schemes have already meant the withdrawal of some older

accommodation stock that may have previously dragged down quality. Many new innovative business concepts are emerging in the county and continue to help lift quality standards and diversify the offer.

74. We highlight the need for collective action to address the recruitment crisis in the industry which is reducing business capacity, productivity and profitability. Working with colleges, universities, and other bodies, we will work to develop a talent pipeline of motivated and skilled employees to provide increased numbers into the industry. Working together, we need to design a new way to fill roles such as chefs, food service teams, kitchen staff and front of house. The exact activity and partnership arrangements will be developed after more discussions with the educational sector and agencies involved. We see this task as one that crosses counties and so may result in a multi-partner / agency work programme.
75. The new Local Skills Improvement Plan presents an opportunity to prioritise the visitor economy, as there is currently a limited focus on the talent pipeline within education, little employer engagement in schools and the potential to extend the central careers hub offer to help deliver the strategic approach needed. A key goal of this strategy is to address this issue – with indicative actions are set out in the Draft Action Plan below.
76. The county’s strengths in travel and tourism education, particularly the University of Northampton’s portfolio of relevant courses at under-graduate and graduate level, can also be levered for mutual benefit with students, lecturers and professors all able to contribute positively to the delivery of this strategy. A strong connection will be made between academics and practitioners via specific projects set out in the Draft Action Plan.

Producing Tomorrow’s Travel and Tourism Leaders

Northamptonshire is well placed to support the visitor economy with 25 further and higher education courses offered by 14 colleges and universities. These range all the way from Level 1 vocational training courses in Hospitality, through level 3 diplomas in food and beverage apprenticeships to degree and post-graduate courses in Events Management, International Tourism and Hotel Management. This gives a great basis to encourage a home-grown workforce that can help professionalise the sector and act as long-term ambassadors for the county.

77. In addition to workforce development, support will also be offered to our many small businesses to help them address other key issues that align to this strategy:
 - Access for All – via an option of having an access audit and help with the production of an AccessAble Guide
 - Net-Zero Action – to ensure that businesses can drive down energy costs, reduce carbon, reflect visitor requirements and help develop local supply chains.
 - Digital Advance – to ensure that businesses are keeping up with and effectively using the latest business management technology.
 - Work Readiness – to ensure that people entering the workforce have the practical and knowledge skills to make a great impression, solve problems, communicate effectively and be customer focussed.

Access Able

A priority cross-cutting theme is being better at welcoming all types of visitors who may have differing needs, whether that's a parent with a pushchair, a wheelchair user, an older person or a visitor with dementia. Northamptonshire will aim to become a UK inclusion exemplar, encouraging all businesses that welcome visitors to create their own accessibility guide, both because it's the right thing to do and because of the scale of the opportunity. With a market that is 19% of the total population, with total spending power of over £15bn a year, and who stay longer than average, this is one key to unlock new visitors to the county.

78. This strategy sets out a blueprint for Northamptonshire to boost the economic value of the visitor economy with a focus on four core themes – attracting more visits and value; developing our people and workforce; supporting local businesses; and providing the impetus to attract new investment that inspires new places and spaces. This is a countywide approach designed to start us on a positive journey to managed growth, supported by both unitary authorities working closely together, and seeking a strong and collaborative approach with the industry, key stakeholders and other public sector partners. The new Local Visitor Economy Partnership, chaired and led by the industry, will be the way in which this strategy is delivered, taking account of a broader development agenda, encompassing innovation and best practice to make Northamptonshire stand out - not just as a great place to visit but also as a place to work, to run a business and to invest.

What does Success Look Like?

79. This Strategy runs from 2023 to 2030 with the delivery of much of it to be coordinated by a Local Visitor Economy Partnership for Northamptonshire. The targets below relate to the main strategic goals and will be reviewed by the LVEP Board, along with an assessment of the early priorities and funding opportunities.
80. This Strategy will drive significant benefits for the county and is foreseen to create over 2,000 additional jobs and over 200 new start-up businesses directly supporting places, residents and communities. More staying visitor spending will mean greater economic impact flowing through local supply chains. Implementation will see Northamptonshire rise up the tourism league table with a foreseen 7% growth in visitor nights resulting in a place in England's top 20 tourism counties.

Our Strategic Targets

Increased Visits and Value

- **Boost Value** – Increase the value of staying leisure visitors by 8% in real terms over the period of the strategy (measured by visitor spending).
- **Increase Turnover** – Increase overall visitor spending from £972m to £1.1 billion in nominal terms over the seven year period (+13%).
- **Correct Perceptions** – Repeat the consumer survey every 3 years to track the proportion of people who *Don't know what there is to see and do in Northamptonshire*, reducing the current 2022 baseline of 35%.

Inspired & Skilled Workforce

- **Create Jobs** – Facilitate the creation of 2,100 additional jobs in the visitor economy over the seven year period of the Strategy (+7%)
- **Offer Opportunity** – Provide a pathway to encourage both younger people and older workers to benefit from jobs in the visitor economy (*numerical target to be confirmed*).
- **Improve Quality** – Establish a strategic partnership to drive up standards of accommodation by bringing 75% of the County’s accommodation stock into the two top quartiles (current baseline 60%).

Business Growth & Collaboration

- **Stimulate Local Enterprise** – Support the development of 210 new businesses rooted within the County’s visitor economy. (+7%)
- **Act on Net Zero** – Encourage 25% of the County’s professional accommodation sector to sign up to a recognised sustainability standard or undertake related activity (140 Businesses).
- **Provide a Welcome for All** – Encourage 50% of the County’s visitor attractions to sign up to a recognised accessibility scheme or undertake related activity (92 businesses).

Inspirational Places

- **Increase the amount of Investment and Maximise its impact** – Provide visitor economy expertise to 5 regeneration partnerships to help attract visitors to these revitalised destinations.
- **Generate Community Value** – Improve residents’ perceptions of the value of tourism by increasing the proportion who *Strongly agree that visitors bring benefits to the community* by 15% (Baseline 40%).
- **Inspire new offers** – Working with 30 businesses, attract more short break leisure visitors by developing and packaging two new offers focussed on the County’s Blue and Green infrastructure.

Monitoring

81. The Strategy will be monitored quarterly and reviewed annually by the LVEP, working closely with other partners, the industry and the Councils. Leads will be identified to champion the core priorities, focussing on collaboration, dynamic and tailored marketing and workforce and skills. Roles and responsibilities will be identified and the draft Action Plans modified as a result of more detailed work and agreement by the LVEP Board.

Appendices

Northamptonshire's Strengths and Weaknesses

Strengths

- A rich network of natural assets, attractive landscapes and picturesque villages, with a high quality tourism product
- A rich and varied set of visitor attractions across the county
- A peerless cultural heritage including numerous historic locations and assets, churches, stately homes, museums and other architecture of note
- New investment in visitor welcome to engage the local market and motivate additional trips
- Recent related investment, such as Rushden Lakes, driving new footfall, combining with a regenerated 'high street' offer and commercial partnerships with room for growth
- A comprehensive food & drink offer including many new restaurants and pubs giving a robust base on which to further develop
- A rich artists and makers community, growing through creativity and entrepreneurship.
- Sporting success with cricket, rugby, football and motorsport all at elite level
- World-renowned experience and destination of Silverstone Park, offering a global identifier for Northamptonshire as a location
- An established set of outdoor activities and experiences based around walking, cycling, natural trails, waterways and country parks
- A willingness of local stakeholders for collaborative working across visitor attractions and other elements of the visitor economy.
- An unmatched visitor catchment, central location and a good transport network – fast and easy access with 4.8 million living within an hour and a further 24 million within 2 hours.
- Recent consumer trends support increased interest in Northamptonshire and its range of tourism assets.
- A legacy of best quality footwear with headquarters of current icons such as Doc Martens
- Universities and college network offering numerous travel and tourism courses

Weaknesses

- A legacy of the past management of the wider county and consequently little recent track record in an aligned approach to the visitor economy in terms of its direction, involvement or governance
- Low general national visibility, a county that is not widely recognised, with limited consumer knowledge of the county's offer
- Yet to be associated with famous and major 'household name' visitor attractions
- Limited accommodation and customer facilities to attract overnight stays / lack of alternative / active accommodation to suite a lucrative staycation market

- Some issues relating to customer service levels, particularly in parts of the accommodation sector
- Lack of central government investment , unclear funding sources, with a risk of change in central government policy affecting the delivery of this new strategy.
- Little connectivity between tourism and hospitality, businesses viewed as competitors rather than collaborators .
- Poor connectivity across the county, lack of public transport to smaller attractions, access that relies on driving
- Locals don't feel pride to promote the county / a confused identity (public/ media perception)
- Little engagement / packaging for travelling fans with e.g. Cobblers games.
- Residents / local people not that engaged
- Lack of focus on regenerative tourism
- Impact of staff shortages and skills development needs /a lack of service quality

Opportunities and Threats facing Northamptonshire

Opportunities

- To develop a new brand for Northamptonshire tourism that everyone can support, endorse and champion for mutual benefit
- To build an offer suitable for longer stay national and international markets in the mid to long term (5 – 10 years)
- To develop robust and relevant datasets that generate compelling insight for tactical decision making and to quantify success over the longer term
- To capitalise on the natural offer and rural strengths in the county, developing and packaging further experiences to capitalise on health and wellbeing trends
- To modernise the accommodation offer - broadening it to include glamping options and reflecting other contemporary trends for e.g. mixed spaces for co-working and community space
- To develop sustainable travel options – for example hop-on-hop-off electric buses and boats and embed sustainable and accessible practices across the visitor economy
- To develop cross-marketing opportunities for increasing dwell time, length of stay, spend power and repeat trips.
- To create impactful promotional campaigns with video material, media coverage and PR to drive opportunities
- To collaborate with local colleges and the University of Northampton to support apprenticeship programmes and courses to build a skilled employment base
- To create win-win public/private partnerships (e.g., Council assets for private investment)
- To create a range of itineraries tailored to a variety of audiences and designed to extend the length of stay

Threats

- Multiple local destinations may reduce the opportunity of a shared buy-in to a single county-wide umbrella brand and related messaging
- Long standing and invested stakeholders may find it harder to agree to a collective vision and a more strategic approach
- Actioning the delivery of the strategy is reliant on having the requisite resources and capabilities
- There is a need to review current planning policies in order to unlock growth of certain sectors, such as accommodation and conferencing product
- There is a need for the transport strategy to better reflect the visitor and support public transport movements across/around the county
- There is a need for an investment plan to scope and enable inward investment to support longer term growth
- There is a national challenge regarding finding, upskilling motivating and retaining hospitality staff. This is made far more acute in the county because of other competing growth sectors such as logistics.
- Wider economic growth may reduce or affect areas of high landscape value important for tourism.

Cross-Cutting Themes

Our Eight Core United Nations Sustainable Development Goals



Our Three Accessibility Pillars



Draft Action Plan

Goal 1 - Increase the number of staying visitors from outside the county and encourage day visits from closer to home				
Key actions	Implementation of key actions	Timescale (S < 1Yr / M 1 – 3 yrs. / L >3 yrs.)	Lead organisation	Resources needed (L/M/H)
1.1 Prepare the ground for revitalising marketing and promotional arrangements	1. Identify and engage all core public and private sector partners who have a part to play in growing the visit0or economy. Agree working relationships that prioritise collaboration and action.	Short	NLVEP & Partners	Low
	2. Assess the product offer and priority source markets and develop a <i>Marketing Opportunities Framework</i> that identifies priorities and delivery arrangements	Short	NLVEP & Partners	Low
	3. Agree a county-wide protocol for marketing activity to include partner roles, collaborative arrangements, brand guidelines, promotional norms and funding opportunities.	Short	NLVEP & Partners	Low
	4. Establish new marketing partnerships to include a Visitor Attractions Network aimed at incentivising the more local market to make multiple trips. e.g. multi-site discounted promotions etc.	Short	NLVEP & Partners	Low
1.2 Build collective knowledge about longer distance staying visitors	5. Draw insight from the Market Review and other sources to identify trip purpose, key geographic target areas and the core offers that will underpin promotions.	Medium	NLVEP & Partners	Low
	6. Develop travel trade activity for both domestics and overseas markets centred on in-county partners and VisitBritain particularly US and Spain – capitalising on the <i>History, Houses & Heritage</i> theme.	Medium	NLVEP & Partners (incl. VB)	Medium
1.3 Re-present, reposition and raise awareness of Northamptonshire and its offer	7. Appoint a full-service creative agency to develop a new narrative that supports the county brand, partners' brands / destinations and related content. Run an industry-focussed 3 year campaign connecting also to other inward investment and business promotion requirements.	Medium	NLVEP & Partners - Northamptonshire Marketing Group	High
1.4 Capitalise on the business tourism market	8. Subject to the results of point 5 above, develop a <i>Meet in the Middle</i> campaign to encourage business visitors to the county.	Medium	Northamptonshire Marketing Group	Medium

Draft Action Plan

Goal 1 - Increase the number of staying visitors from outside the county and encourage day visits from closer to home				
Key actions	Implementation of key actions	Timescale (S < 1Yr / M 1 – 3 L >3 yrs.)	Lead organisation	Resources needed (L/M/H)
1.5 Raise visitor awareness of new product, trails, facilities and accommodation	9. Natural Offer & The Blue Way - Audit the current product, its distribution and connections. Work with partners and accommodation providers to package discrete sections that can offer a high quality short-break experience for visitors	Short	Destination Nene Valley	Medium
	10. Trails – Audit the current product, its distribution and connections. Work with partners and accommodation providers to package sections that can offer soft-walking short-break experience for visitors	Short	Councils	Medium
	11. Identify operators, sites and support businesses to accelerate the development of new glamping, camping and self-catering accommodation concepts	Medium	NLVEP & Partners	Medium
1.6 Invest in Facilities & Services focussed on the Blue Way, trails and footpaths	12. Assess existing investment plans for the Blue Way, footpaths and trails, survey visitor requirements accessibility and amend / add to current product mix.	Short	Councils	Medium
	13. Prioritise investment in those areas that will attract visitor use and support business development under Goal 3.	Medium	Councils	High
1.7 Unlock opportunities to boost local visitors	14. Draw on the Bus Service Improvement Plans and other transport surveys to understand current visitor usage, identify modal split for visits to main attractions and identify constraints to visitor use.	Short	Specialist	Low
	15. Work with the visitor attractions network to incentivise public transport usage by local visitors.	Medium	Visitor Attractions Network	Medium
	16. Regularly audit the county’s festivals & events to provide a complete picture of opportunities with a view to making strategic investments in those with potential	Short	NLVEP	Low
	17. Provide support to the local authority service areas and/or partners, responsible for identifying new opportunities to design/establish/attract and acquire new festivals and events to the county, with a view to making strategic investments that help to fulfil these opportunities	Short	NLVEP	Low

Resources Column to far right - L - Low cost considered to be up to £25k, M – Medium cost considered to be £25k – £100k with H – High cost anything above £100k

Goal 2 - Develop local talent into a motivated workforce to fill vacancies, boost standards and increase pride in the place				
Key actions	Implementation of key actions	Timescale (S < 1Yr / M 1 – 3 yrs. / L >3 yrs.)	Lead organisation	Resources needed (L/M/H)
2.1 Build the capacity and foundations to be able to respond to the workforce challenge	18. Agree Terms of Reference and scope for a 'Workforce Taskforce' with key strategic partners – universities, chambers, industry and potentially neighbouring authorities and focus on targeting populations affected by inequalities.	Short	NLVEP & Partners, educational & Industry bodies	Low
	19. Build a mutually supportive wider network of all interested partners who can benefit from this initiative and survey to identify requirements.	Short	NLVEP & Partners	Low
	20. Audit the funding options and bid for funding to run the network	Short	NLVEP & Councils	Low
2.2 Encourage new talent towards the visitor economy	21. Develop materials and engage with careers services in schools and further education, and a targeted approach in areas of high economic inactivity to boost the appeal and raise the opportunity of a career into the hospitality sector	Medium	NLVEP & Partners	Medium
	22. Hold an Annual Northamptonshire Visitor Economy Jobs Fair ensuring reach to areas and populations experiencing high levels of unemployment and barriers to employment	Medium	NLVEP & Partners & Specialist	Low
2.3 Encourage education and industry to do even more	23. Encourage all education partners to adopt for example, Hospitality Accreditation from People 1st	Medium	NLVEP & Partners	Low
	24. Support businesses into customer service training programmes dealing with the cross-cutting themes set out in this strategy.	Short	NLVEP & Partners & Specialist	Medium

Draft Action Plan

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Goal 3 - Support our visitor economy businesses to collaborate locally and compete nationally				
Key actions	Implementation of key actions	Timescale (S < 1Yr / M 1 – 3 yrs. / L >3 yrs.)	Lead organisation	Resources needed (L/M/H)
3.1 Improve comparative insight available to visitor economy businesses	25. Assess interest and potential of establishing an online How's Business? survey that tracks the performance of all sectors of the county's visitor economy and allows peers to benchmark their performance against their sector and the wider industry.	Short	NLVEP & Partners & Industry	Low
3.2 Increase the quality of the offer in terms of sustainability, accessibility and visitor experience	26. Develop / buy in a Green Action Toolkit and related support to help businesses reduce their carbon footprint, reduce costs and offer a service aligned to today's visitor.	Short	NLVEP & Partners	Medium
	27. Develop a Purple Action Plan and related support to help businesses improve the accessibility of facilities and offer an inclusive welcome.	Short	Specialist	Medium
	28. Evaluate all actions in this Plan through Accessibility and Sustainability lenses and incorporate relevant actions in each key action as necessary.	Medium	NLVEP & Partners	Medium
	29. Develop a Visitor Experience Development Plan, which can provide the next step in helping businesses to embrace the uniqueness of the area and tell its compelling story.	Medium	NLVEP & Partners & Specialist	Low
3.3 Increase the productivity of visitor economy businesses	30. Establish a dedicated Visitor Attractions Network to connect up, share best practice and inform other strands of this Action Plan.	Short	NLVEP & Partners	Low
	31. Source a training company to offer training on all aspects of business digitalisation including DMS, booking engines, TXGB etc..	Short	NLVEP & Partners & Specialist	Low
	32. Support all employees, through their employers, trainers and partners, to be the best versions of themselves, valued, developed and rewarded across all sectors of the Northamptonshire visitor economy.	Long	NLVEP & Partners	Low

Resources Column to far right - L - Low cost considered to be up to £25k, M – Medium cost considered to be £25k – £100k with H – High cost anything above £100k

Goal 4 - Identify and attract investors to help inspire the further development of our unique, diverse and contemporary offer				
Key actions	Implementation of key actions	Timescale (S < 1Yr / M 1 – 3 yrs. / L >3 yrs.)	Lead organisation	Resources needed (L/M/H)
4.1 Establish robust long-term governance for the visitor economy	33. Establish a new Board and Chair – with clear terms of reference and responsibilities including diverse representation across the visitor economy. Further to that, establish new working groups to agree and progress the actions in the Strategy.	Short	Councils	Low
	34. Complete the application for the Board to formally become the Local Visitor Economy Partnership for Northamptonshire	Short	Councils	Low
	35. Hold a Visitor Economy Conference to involve, inspire and report to a wide range of partners and to inform the next annual work programme.	Annually	NLVEP & Partners	Low
4.2 Increase the understanding of the potential of the visitor economy	36. Undertake a Futures Review to enable a long term and agreed Visitor Economy Investment Framework with a view to engaging property interests, investors and central government. With a focus on major visitor attraction feasibility and all types of accommodation, sites and financial incentives.	Short	Councils	Medium
	37. Develop a Datahub to draw relevant insight together and better understand sectors and the wider economy’s performance.	Medium	NLVEP & Partners	Medium
4.3 Optimise the potential of the visitor economy	38. Join the dots across the policy landscape in favour of the visitor economy focussing particularly on connectivity (transport and digital), skills and training, and planning policy. Report annual progress to the Councils and visitor economy partners.	Long	Councils	Low

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EXECUTIVE 18th January 2024

Report Title	Specialist Drug and Alcohol Treatment for Rough Sleepers, or at Risk of Rough Sleeping
Report Author	Suzanne Jackson, Housing Policy and Performance Manager - Suzanne.jackson@northnorthants.gov.uk Amina Begum, Head of Public Health Commissioning Amina.begum@northnorthants.gov.uk
Lead Member	Cllr Jason Smithers – Leader of the Council

Key Decision	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there public sector equality duty implications?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	

List of Appendices

Appendix A – Proposed model of the new Drug and Alcohol Service in North Northamptonshire

Appendix B – Rough sleeping data for North Northamptonshire

Appendix C – Northamptonshire Combatting Drugs Partnership High Level Draft Action Plan 2023/24

1. Purpose of Report

- 1.1. To agree the use of North Northamptonshire Council (NNC) Public Health Reserves to fund activities up to £600,000 for specialist drug and alcohol treatment services for people rough sleeping or at risk of rough sleeping until 31st March 2026.

2. Executive Summary

- 2.1 In December 2020 extra help was made available for individuals sleeping rough with drug and alcohol dependency by the Office for Health Improvement and Disparities (OHID). The Rough Sleeping Drug and Alcohol Treatment Grant (RSDATG) was made available to local areas to implement evidence-based drug and alcohol treatment and wrap around support for people sleeping rough or at risk of sleeping rough, including those with co-occurring mental health needs.
- 2.2 In the absence of the RSDATG in North Northamptonshire Council, the Director of Public Health has proposed to fund similar activity through the Council's Public Health Reserves up to £600,000 to underpin evidence-based drug and alcohol treatment for people sleeping rough including wrap around specialist outreach support.

3. Recommendations

- 3.1 It is recommended that the Executive approve the use of the Council's Public Health Reserves in the absence of a Rough Sleeping Drug and Alcohol Treatment Grant (RSDATG), to fund activities and new roles up to £600,000 to underpin Rough Sleeping Drug and Alcohol Treatment services.
- 3.2 Reasons for Recommendations: Approval will allow the Public Health Team and Housing Team to develop an evidence-based support service for individuals rough sleeping or at risk of rough sleeping with drug and alcohol dependency in North Northamptonshire. The funding will prevent significant harm and risk of death amongst people sleeping rough and the findings will be used to establish the new service model for 2026 when the drug and alcohol service will be recommissioned.
- 3.3 Alternative Option Considered: Decline the use of Public Health Reserves to provide evidence-based drug and alcohol treatment and specialist wrap around support for people sleeping rough or at risk of sleeping rough, including those with co-occurring mental health needs.

4. Report Background

- 4.1 The purpose of RSDATG grant is to support local areas to implement evidence-based drug and alcohol treatment and wrap around support for people, including those with mental health and/or past traumas to be addressed by the service to achieve an improved impact of the service delivery.
- 4.2 The RSDATG was designed to enable specialist roles, interventions, and pathways to be developed in conjunction with Rough Sleeping Teams by supporting individuals sleeping rough or at risk of sleeping rough to engage in

drug and alcohol treatment and maintain this support and as result achieve better outcomes for vulnerable individuals.

- 4.3 Currently the Council does not have dedicated specialist treatment support for individuals sleeping rough with drug and alcohol dependency in North Northamptonshire. The Director of Public Health has proposed to fund activity through Public Health Reserves up to £600,000 to underpin new additional support activity to address this gap in the rough sleeping pathway.
- 4.4 The new service will also enable the Council to gather an evidence base on the needs of the rough sleeping population locally and prepare and use the findings to fund the new service model for 2026 when the drug and alcohol service will be recommissioned.
- 4.5 The development of the proposed service model in **Appendix A** and budget management associated with this will be led by the Council Housing Team with professional advice and support from the Public Health Team. The model has been designed taking on learning from the services established in other areas and will complement existing activities funded by the Department for Levelling Up, Housing and Communities (DLUHC) through the Rough Sleeping Initiative (RSI) in North Northamptonshire.
- 4.6 The service will be underpinned by effective multi-agency partnership working with partners learning from each other and sharing challenges when they arise. Along with working towards the same goal of delivering an inclusive service for those who are in the highest need locally. All the new funded roles will be additional capacity dedicated to this cohort and it is proposed the roles remain within the lead partner organisation for the specialist support to retain professional supervision and appropriate access to services.
- 4.7 The new outreach service aims to deliver robust and crucial wraparound support for vulnerable groups out in the community, which will help get individuals into treatment faster and build clear and stronger links between existing services. The new service will work directly with the Council's well-established Rough Sleeping Team who conduct assertive outreach day and night and provide in reach support to individuals affected by rough sleeping who are being supported in accommodation.
- 4.8 The rough sleeping baseline data provided in **Appendix B** evidences the need for these additional specialist roles to help reduce the current barriers faced and gaps in the pathway. A significant number of individuals experiencing rough sleeping have complex support needs so through a new holistic service designed to increase engagement and support this will aim to achieve better outcomes for vulnerable individuals in North Northamptonshire.
- 4.9 The data highlights the local need with 52% of the individuals engaged and supported by the Council's Rough Sleeping Team during the whole of 2022/23 had drug / alcohol support needs, and 35% suffered with their mental health. This high level of support needs of individuals being supported continues to be seen throughout 2023/24.

- 4.10 In addition the Council are required by DLUHC to monitor a Target Priority Group (TPG) who are individuals that have been sleeping rough in two or more years out of the last three, or in two or more months out of the last twelve. Since April 2023, the Rough Sleeping Team have identified 33 individuals that meet these criteria. All of which are not working with services to meet their support needs or infrequently engaging and therefore highlighting the need to take the services out in to the community to make a significant difference to service delivery.
- 4.11 The service will be targeted, and person centred, placing the individual at the forefront of the service and will promote equality of access for those who have often not received an effective service in the past due to their circumstances and level of engagement. The prevention and early intervention will help to improve the quality of life for individuals affected by rough sleeping and help to move them away from a life on the streets.
- 4.12 Once the new service is embedded and making a difference to lives of individuals on the streets or people at risk of rough sleeping, the service will focus on upstream prevention and look at how the service can support people before they get to crisis point to try and make rough sleeping rare, brief, and non-recurring across North Northamptonshire.

5. Issues and Choices

- 5.1 Use of Reserve funding in this way meets the conditions for the Public Health Grant.
- 5.2 This cohort of people is one of the most vulnerable in society and providing additional support and intervention may prevent significant harm and risk of death. It will also help to impact other areas including reducing crime, stopping the revolving door, and reducing the number of people being supported in crisis and will also achieve savings and reduce pressures within other areas of the system including local Health Services.
- 5.3 The proposed project is in line with the National Drug and Alcohol Strategy: From Harm to Hope (2021) which is a ten-year plan to cut crime and save lives by delivering high quality treatment and recovery systems to break the cycle of addiction.
- 5.4 The proposed project also aligns to the Northamptonshire Combating Drug Partnership high level strategy 2023/24 and the high-level action can be found at **Appendix C**.

6. Next Steps

- 6.1. The Public Health Team and Housing Team will set up a multi-agency project steering group. This will be established to develop an evidence-based service model utilising existing sector learning, guidance, and best practice and to monitor service delivery and outcomes.

- 6.2. The Public Health Team will work with the Housing Team to ensure that the necessary evaluation process is established, and learning is embedded in the future service model and contract.
- 6.3. Regular steering group meetings will be held with all organisations supporting the model to monitor service delivery and ensure any issues or barriers experienced can be addressed together when needed.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

- 7.1.1. Public Health reserves will be used to fund this project of £300,000 in 2024/25 and £300,000 during 2025/26. These funds are available within the overall public health grant reserves and will not impact on the Council’s baseline budget.
- 7.1.2. The project is to cover roles in North Northamptonshire area only and will be funded as per the following table:

Funding	2023/24	2024/25	2025/2026
NNC Public Health Reserves	N/A	£300,000	£300,000
DLUHC Rough Sleeping Initiative	£41,200	£42,400	N/A
TOTAL	£41,200	£342,400	£300,000

- 7.1.3. Additional funding has been secured through the Rough Sleeping Initiative Government grant funding to cover mental health roles initially and these will aim to be introduced in the last quarter of 2023/24 with the remainder of the roles to begin in April 2024.
- 7.1.4. The Public Health and Housing Team will work to ensure that there is a sufficient exit strategy in place for this model and that the new roles will be embedded within the re-commissioning process. Also work will be undertaken to identify future opportunities for joint commissioning where appropriate along with identifying other mainstream funding to support the continuation of this service past the proposed funding timeline identified in the table.

7.2. Legal and Governance

- 7.2.1. There are no legal implications arising from the proposals. The Public Health and Housing Team will enter into a Service Level Agreement to take this project forward and agree appropriate key performance indicators to monitor service delivery.

7.3. Relevant Policies and Plans

7.3.1. This use of Public Health Reserves supports the North Northamptonshire vision to help make communities safer, improve the health and wellbeing of residents, reduce health inequalities, and protect our most vulnerable people.

7.4. Risk

7.4.1. The Public Health Team and Housing Team will work closely together to ensure the use of Public Health Reserves is appropriate and in line with the use of the Public Health grant conditions. The Service Level Agreement will ensure appropriate use of funding.

7.5. Consultation

7.5.1. The project steering group will be multi-agency to ensure a wide range of stakeholder views are considered to help shape the service including those with lived experience. This project will link into the Combating Drug Partnership Subgroup responsible for delivering a world class treatment and recovery system.

7.6. Consideration by Executive Advisory Panel

7.6.1. This proposal was discussed at the Active Communities Executive Advisory Panel on 28th April 2023 as part of a wider conversation on drug and alcohol treatment and recovery services. The proposal was welcomed by panel members.

7.7. Consideration by Scrutiny

7.7.1. This paper will be considered at Health Scrutiny on 9th January 2024 as requested by the Corporate Leadership Team following presentation of the report at their meeting.

7.8. Equality Implications

7.8.1. A comprehensive Health Needs Assessment has been completed to inform the development of the local Combating Drug Partnership Strategy for Northamptonshire. This includes future commissioning of drug and alcohol treatment and recovery services to support people at significant risk of harm or death from untreated drug and alcohol dependencies.

7.9. Climate and Environment Impact

7.9.1. There are no specific climate or environment impacts relating to the recommendations in this report.

7.10. Community Impact

7.10.1. The community will benefit significantly by focusing on the most vulnerable, and those affected by substance misuse. The proposed project supports the Council's Public Health agenda to increase health and wellbeing within the community, as well as corporate priorities and will also help to reduce homelessness and levels of rough sleeping locally.

7.11. Crime and Disorder Impact

7.11.1. The proposed project encourages more people to enter treatment and to improve continuity and quality of care in order that more people remain in treatment and successfully complete treatment with good outcomes. As well as an improvement in health outcomes and reduction in deaths, it also seeks to reduce crime, harm, and lower cost to the criminal justice system.

8. Background Papers

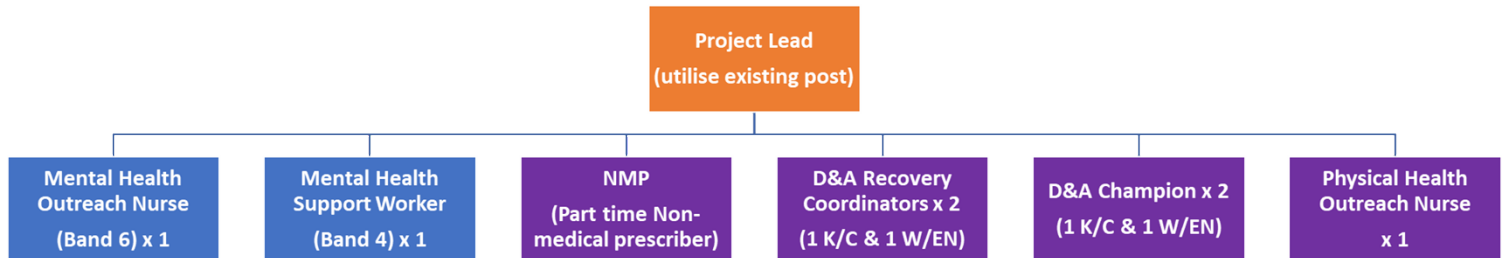
8.1 From Harm to Hope: A 10-year drugs plan to cut crime and save lives
<https://www.gov.uk/government/publications/from-harm-to-hope-a-10-year-drugs-plan-to-cut-crime-and-save-lives>

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Appendix A

Appendix A - Proposed model for the new Drug and Alcohol Treatment and Recovery Service in North Northamptonshire

The following structure chart identifies the proposed specialist roles within the new service to work alongside the existing Rough Sleeping Team in North Northamptonshire. This will help increase engagement and provide wraparound support out in the community to individuals affected by rough sleeping to enable them to engage and receive support and treatment quicker to meet their needs.



The proposed model is for the new dedicated specialist roles to be line managed within each partner organisation to increase accessibility to support services. The mental health roles will be managed by Northamptonshire Healthcare NHS Foundation Trust (NHFT) and the drug and alcohol support roles will be managed by Change Grow Live (CGL).

The table below provides further detail regarding the estimated costs associated with implementing these new roles during 2024/25 and 2025/26 that will be dedicated to supporting people sleeping rough or at risk of rough sleeping.

Ref	Proposed new role	FTE	Estimated salary & on costs per annum	Additional information
1.	Project Lead	0	N/A	Proposal to utilise existing post
2.	Mental Health Outreach Nurse (Band 6)*	1	£97,502	Costing provided by NHFT – proposal for roles to be managed by NHFT
	Mental Health Support Worker (Band 4)*	1		
3.	Physical Health Outreach Nurse	1	£47,392	Costings provided by CGL – proposal for roles to be managed by CGL
4.	Drug & Alcohol Recovery Coordinators	2	£72,219	
5.	Drug & Alcohol Champions	2	£60,450	
6.	Non-medical prescriber- Part Time	0.5	£36,478	
TOTAL		7.5	£314,041*	

*Rough Sleeping Initiative funding of £41,200 is available in 2023/24 and £42,400 in 2024/25 will be used towards the costs of the mental health roles.

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Appendix B

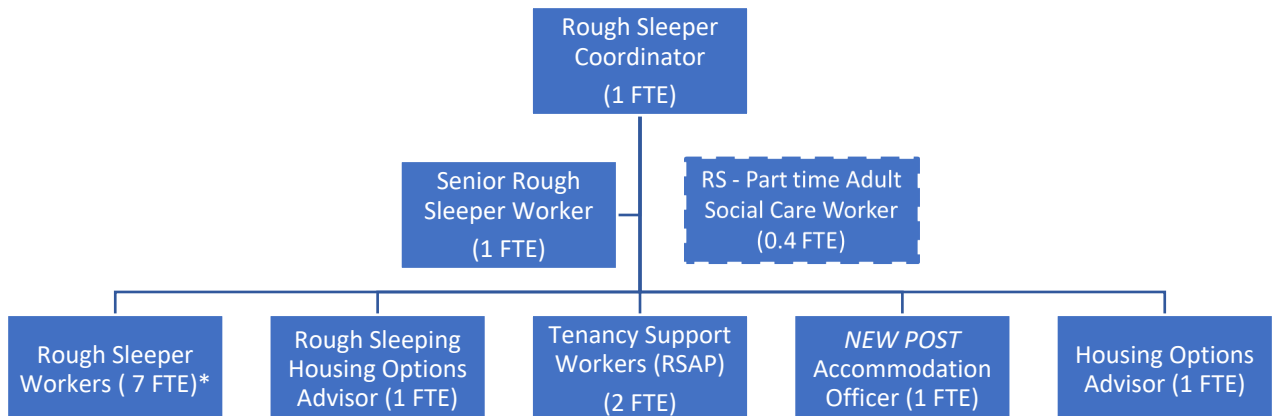
Appendix B - Rough Sleeping data to support specialist Drug and Alcohol Treatment Services for people sleeping rough or at risk or rough sleeping in North Northamptonshire

1. North Northamptonshire Rough Sleeping Service

The Rough Sleeping Team structure chart provides an overview of the current Rough Sleeping Initiative (RSI) funded posts within North Northamptonshire Council. The Rough Sleeper Coordinator leads the team of Rough Sleeper Workers who cover dedicated areas alongside a Senior Rough Sleeper Worker who oversees complex cases and a dedicated Housing Options Advisor solely for supporting rough sleeper cases. The team is now well established and offering an effective and efficient rough sleeping service across North Northamptonshire.

Additional RSI funding has recently been secured to further develop the service offer which will fund a new Accommodation Officer to help develop relationships with Supported Accommodation providers and a part time Adult Social Care Worker that will be managed within the Adult Social Care Team at the Council but work directly with the Rough Sleeping Team and cohort to improve timely access to support.

Having access to drug & alcohol, and mental health services on the ground will expedite the offer of support, allowing the team to build trusting working relationships, helping this vulnerable cohort, often with complex needs, to access the appropriate support and treatment and help to work towards ending their rough sleeping.



2. Single night snapshot of rough sleeping numbers

Table A provides data on the numbers of individuals seen rough sleeping each month across North Northamptonshire on a single night snapshot broken down by location and gender since April 2022. The Rough Sleeping Team carry out regular night-time outreach to build intelligence and provide rapid interventions where required. On a chosen night each month across all areas of North Northamptonshire a snapshot figure is taken to give the total number of individuals seen rough sleeping which is then reported to Department of Levelling Up Housing and Communities (DLUHC).

Since the expansion and alignment of the Rough Sleeping Team across the Council there has been an increase in the numbers of rough sleepers seen on night-time outreach locally. One of the reasons for this may be due to the introduction of regular assertive outreach sessions in areas where this may have not been happening previously, along with improved understanding and links to access the

service and partnership working with voluntary, community and faith centres. This has allowed the team to work with individuals who may have been sofa surfing for many years or on and off rough sleeping and being able to provide support to prevent individuals who are one step away from long term repeat rough sleeping.

Table A – Single night snapshot of rough sleepers across North Northamptonshire

Month	Number sleeping rough on single night in NN	Kettering	Corby	Wellingborough	East Northants	Male	Female
Apr 22	13	5	2	5	1	12	1
May 22	11	6	1	3	1	9	2
Jun 22	12	1	6	4	1	10	2
Jul 22	26	5	10	9	2	23	3
Aug 22	20	2	11	6	1	18	2
Sep 22	18	3	6	8	1	18	0
Oct 22	18	5	8	3	2	17	1
Nov 22	16	3	6	5	2	15	1
Dec 22	14	3	5	4	2	12	2
Jan 23	12	3	3	4	2	11	1
Feb 23	20	7	5	7	1	18	2
Mar 23	20	5	6	7	2	19	1
Apr 23	18	4	6	7	1	17	1
May 23	23	7	9	6	1	21	2
Jun 23	16	3	7	5	1	15	1
Jul 23	13	4	4	3	2	12	1
Aug 23	12	1	4	5	2	10	2
Sept 23	13	2	6	4	1	11	2
Oct 23	19	7	4	4	4	16	3
Nov 23	9	3	3	2	1	9	0

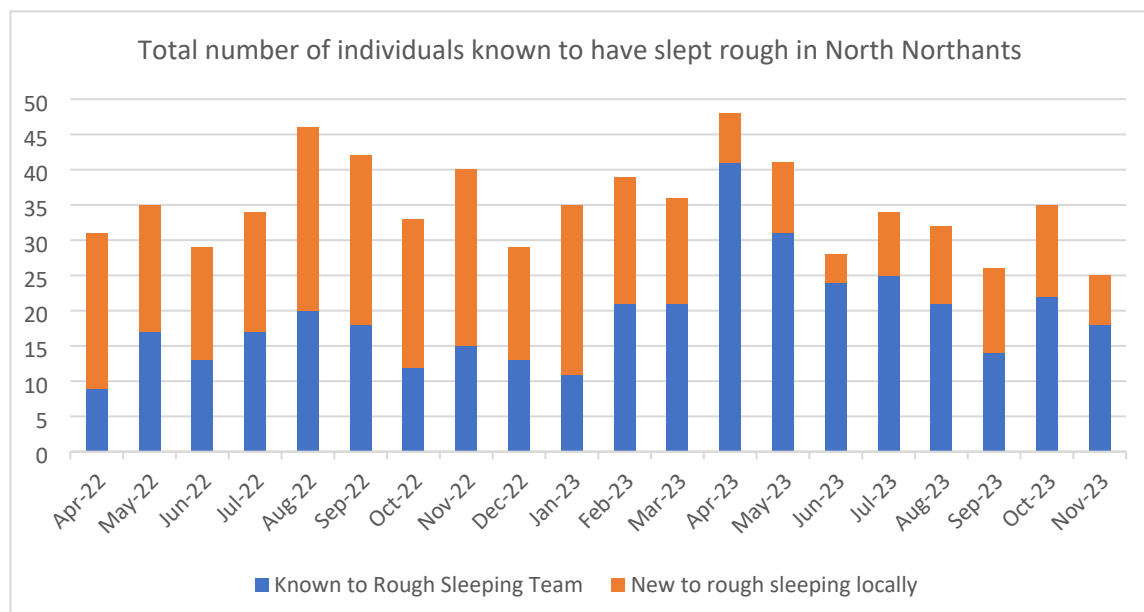
The data shows that the number of people rough sleeping on a single night does fluctuate month on month which can be influenced by warmer weather but there has recently been a decrease in numbers with the team now at full capacity. The gender breakdown shows that rough sleepers are predominantly male in North Northamptonshire, although the team are seeing an increase in female rough sleepers through working with the Police and the Women’s Centre in Kettering to help try and support the hidden homeless including sex workers.

3. Total monthly number of people rough sleeping

Along with the single night snapshot figure the Council also monitors the monthly total of people seen rough sleeping across the month which is provided in **Chart 1**. This is the total number of individuals seen bedded down across the whole area by the Rough Sleeping Team when conducting outreach sessions. The data also indicates the number of rough sleepers who are new to the team, along with anyone who is already known to the team.

The number of new rough sleepers has reduced since the new Ending Rough Sleeping Data Framework was introduced by DLUHC at the start of 2023/24 in which a new rough sleeper is now defined as an individual who has not been seen rough sleeping in the area during the past 5 years. Overall, like the single night snapshot, the numbers seen across the month does fluctuate and remains high in North Northamptonshire and can be due to multiple reasons.

Chart 1 – Monthly total of rough sleepers seen across North Northants



4. Support needs of individuals affected by rough sleeping

To help understand the support needs of the cohort the Rough Sleeping Team record this for everyone they have supported. **Table B** provides a breakdown of support needs for people seen rough sleeping each month across 2022/23 which highlights that out of the 199 individuals, 52% had drug and / or alcohol support needs which were either combined or single support needs.

Table B – Support needs of rough sleepers seen in North Northants during 2022/23

Total of RS seen over the year 2022/2023	Alcohol /Drugs	Drugs	Alcohol	Mental Health & Drugs	Mental Health & Alcohol	Mental Health, Drugs & Alcohol	Mental Health	Unknown	None
199*	22	9	22	15	3	34	18	43	33
100%	11%	5%	11%	8%	2%	17%	9%	22%	17%

**Please note this total figure will appear lower than the breakdown of monthly figures, due to individuals being seen multiple times across the year.*

The Rough Sleeping Team already work closely with Change Grow Live (CGL) to encourage individuals rough sleeping to attend drop-in surgeries, but this is challenging both when they are on the streets or accommodated within discretionary temporary accommodation. Being able to respond and carry out assertive outreach to bring the services to rough sleepers in the community would be a beneficial development. This will reduce the level of non-engagement with services and allow the team to build effective rapport to support this vulnerable cohort to access the appropriate treatment and support services to meet their needs.

In addition, 35% of the 199 rough sleepers supported by the Rough Sleeping Team suffered with their Mental Health. The main barriers the team face is supporting and diagnosing mental health support needs of rough sleepers particularly when the individual is not already working with services in the area. Mental Health along with substance misuse often run hand in hand for individuals affected by rough sleeping, and the cohort who suffer with dual diagnoses is much harder to engage with and are less likely to accept help and attend appointments. Introducing dedicated specialist support roles that can work on the ground with these individuals to address their support needs will allow the team to immediately assess their needs accurately, intervene by helping to remove vulnerable individuals off the streets and ultimately save lives.

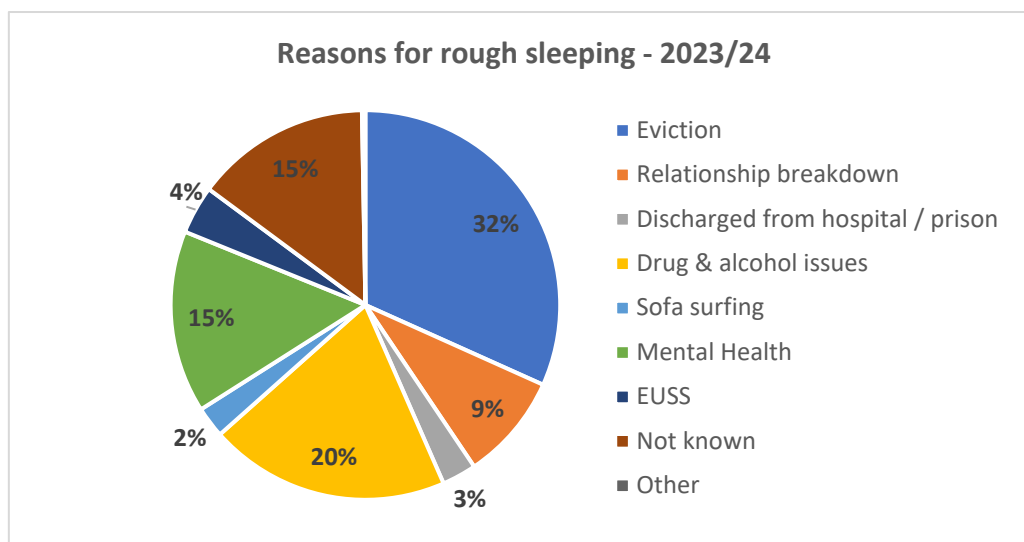
During 2023/24 the main support needs of rough sleepers seen in North Northamptonshire continues to be mental health, drug and alcohol misuse and individuals experiencing multiple exclusion homelessness.

5. Reasons for rough sleeping

Looking at the reasons for rough sleeping since April 2023 the data shows that evictions are the highest reason for rough sleeping (32%), followed by drug and alcohol issues (20%) and mental health (15%).

Please note individuals may have multiple reasons for rough sleeping which can be interlinked but for monitoring purposes a main reason has been provided. Again, this data highlights the need for additional tailored services to support individuals with complex needs.

Chart 2 – Reasons for rough sleeping in North Northants during 2023/24



6. Target priority group (TPG)

The Council are required by DLUHC to identify a Target Priority Group which is made up of individuals who have been seen sleeping rough in two or more years out of the last three, or in two or more months out of the last 12.

Within North Northamptonshire the team have identified a Target Priority Group of 33 individuals since April 2023. As it stands, out of the 33 identified, 27% are Rough Sleeping, 67% are in

accommodation (Supported Accommodation, Social Housing, staying with friends or accommodated within the RSAP properties), and unfortunately 6% have died (two long-term rough sleepers).

Out of the individuals who are still rough sleeping, 66% have drug and alcohol support needs, and are infrequently engaging with services, 34% have mental health support needs, and all of which are not working with services so are unable to get diagnosed. These individuals are entrenched rough sleepers who have no trust in services and are reluctant to attend drop-in sessions when arranged. This is a main barrier within the rough sleeping pathway at the Council and has been for a long time in terms of getting individuals the required support to meet their complex needs. Having a dedicated support service as part of the rough sleeping pathway across the area provided through outreach will allow the team to access timely support for the most vulnerable rough sleepers and those placed in temporary discretionary accommodation.

7. Transient rough sleepers

Out of the 199 rough sleepers that were found bedded down in 2022/23 on nighttime outreach sessions across North Northamptonshire, 34 individuals were transient rough sleepers and therefore not supported by the team. This means that they were only seen once or twice and did not want to engage with the team for help and support and then were never seen rough sleeping again in that same period in the area. Some individuals were known to the team for being sofa surfers, but they were only seen once, and not repeat rough sleeping during that time. This is another group of individuals that could be targeted by the new service to try and increase engagement on the streets.

During 2023/24 the number of transient rough sleepers seen was less than 10% each month showing that they are a small proportion but a group of individuals that could be targeted.

8. Veterans

The number of veterans rough sleeping in North Northamptonshire is low and during 2022-2023 the Rough Sleeping Team only worked with one veteran who is a long-term rough sleeper. This individual was provided with accommodation between February 2022 to September 2022. This was a discretionary temporary accommodation placement provided by the Rough Sleeping Team and after a short while unfortunately the individual stopped staying at the property and has not been seen rough sleeping in the area since September 2022. There have not been any known veterans rough sleeping since in North Northants.

9. Repeat rough sleeping

A repeat rough sleeper is defined by DLUHC as someone returning to rough sleeping again after no contact for 2 or more quarters (180) days, whichever is shorter, measured from when the person was last seen rough sleeping.

Out of the 199 rough sleepers seen by the team over the course of 2022-2023, 15% were classed as repeat rough sleepers. They were individuals that the team may have known to have slept rough within the past 5 years, or they were individuals who have been supported more recently into supported accommodation but then they have failed their tenancy.

Within this repeat rough sleeping cohort 80% had either a drug or alcohol, or both support needs, and were using substances regularly whilst rough sleeping, showing the impact these support needs have on individuals trying to remain successfully within their accommodation.

Table C – Repeat rough sleepers seen in North Northants during 2023/24

2023/24	Total number of people returning to rough sleeping
April 23	4
May 23	13
June 23	6
July 23	5
August 23	5
September 23	4
October 23	8
November 23	7

Between April 2023 and November 2023, there has been 52 individuals that meet this criterion by returning to rough sleeping based on the DLUHC definition and therefore indicating that their support needs have not effectively been met. The new proposed service will be able to intervene and support these individuals to ensure they do not return to rough sleeping by offering the appropriate treatment and wraparound support to ensure they can sustain a housing solution.

**Northamptonshire Combating Drug Partnership
Board**
Action Plan January 2023 to March 2024

In July 2022, the Joint Combatting Drugs Unit published guidance for local drug strategy partnerships, including the national outcomes framework. This action plan has been developed in collaboration with partners who recognise the current challenges across Northamptonshire based on the strategic priorities contained within the national strategy.

Contents

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3. Partnership Structure and Governance	3
4. Performance and Delivery Framework	4
5. Action Plan	5 - 15

Introduction

In July 2022, the Joint Combatting Drugs Unit published guidance for local drug strategy partnerships, including the national outcomes framework.

The successful delivery of the government's drugs strategy, 'From Harm to Hope', relies on co-ordinated action across a range of local partners including in enforcement, treatment, recovery and prevention. This guidance sits alongside the Drugs Strategy to outline the structures and processes through which local partners in England should work together to reduce drug-related harm.

This action plan has been developed in collaboration with partners who recognise the current challenges across Northamptonshire based on the strategic priorities contained within the national strategy.

The three priorities are:

- Break drug supply chains
 - Make the UK a significantly harder place for organised crime groups to operate, addressing all stages of the supply chain, reducing the associated violence and exploitation, and protecting prisons.
- Deliver a world class treatment and recovery system
 - The focus is to treat addiction as a chronic health condition, breaking down stigma, saving lives, and substantially breaking the cycle of crime that addiction can drive.
- Achieve a generational shift in demand in drugs
 - Changing attitudes in society around the perceived acceptability of illegal drug use.

The localised plan sets out our agreed priorities which recognises the importance of a system wide approach to reduce the harm caused to individuals and to society by the misuse of alcohol and drugs across Northamptonshire.

Partnership Structure and Governance

The Combating Drugs Partnership Board (CDP) is led by Public Health and is organised to provide good governance and co-ordinated delivery. The Partnership is responsible for delivery of the national strategy and is accountable to central government. Members of the Partnership will provide the link with other local Boards and Partnerships, informing and co-ordinating work programmes as required. The local Boards and Partnerships include:

- Health and Wellbeing Boards (North and West)
- Integrated Care Partnerships (North and West)
- Community Safety Partnerships (North and West)
- Northamptonshire Safeguarding Adults Board
- Northamptonshire Children's Safeguarding Board
- Reducing Reoffending Board
- Community Sentencing Treatment Requirement Board

The thematic subgroups will be operationally linked to the Northamptonshire Combating Drugs Partnership (CDP). They will provide oversight of the delivery of the action plan against the localised priorities and reassurance to the Partnership. They will have specific terms of reference and act as an expert reference groups and forums to resolve problems, support planning and provide challenge across the whole system. Cross cutting themes outside the agreed local priorities may require strategic direction and governance by the Partnership. The subgroups will provide metrics to show progress towards outcomes, monitor change, engage with the wider related system to the Partnership.

Performance and Delivery Framework

The National Combating Drugs Outcomes Framework will provide the Partnership single mechanism for monitoring local progress against the delivery of the commitments and ambitions contained within the 10-year drugs strategy.

The six overarching strategic outcomes that demonstrate successful delivery of the 10-year drugs strategy are:

- 1) To reduce drug-use
- 2) To reduce drug-related crime
- 3) To reduce drug-related deaths (DRD) and harm
- 4) To reduce drug-supply
- 5) To increase engagement in treatment
- 6) To improve drug-recovery outcomes

The data and intelligence thematic subgroup will focus on collating the data and information under six overarching outcomes contained in the outcome framework. They will provide quarterly progress and monitoring reports to the Partnership depending on the availability of the data and information.

Action Plan 2023 to 2025

1. Breaking drug supply chain

Strategic Priorities	Intervention / Delivery
<p>Shared understanding of the demand for Class A drugs across Northamptonshire</p> <p>Shared knowledge of people involved in gangs</p> <p>Shared understanding of the people at risk of exploitation</p>	<ul style="list-style-type: none"> • To develop an effective monitoring and performance system through the Data and Intelligence subgroup • Improve intelligence sharing between Police and Partners with continued efforts to increase the use of Partnership Intelligence Forms
<p>1.1 Targeted community intervention to better understand the working of gangs, drug lines, county lines operating within Northamptonshire and prevent further recruitment of young and / or vulnerable people</p>	<ul style="list-style-type: none"> • Evidence based interventions targeted at schools to prevent recruitment at a young age, with schools where drugs exclusions are high being prioritised • Evidence based / best practice lesson plans to educate children and young people on gangs, violence and drug harm • Develop and improve community intelligence to help understanding emerging risk groups/gangs • Educate people about the impact of their behaviours, especially on their families
<p>1.2 Continued engagement with partners, providing support and training to encourage community intelligence submission</p>	<ul style="list-style-type: none"> • Provide training and support to all partners to ensure understanding of the Proactive Crime and Intelligence Function and signs of drugs exploitation to improve intelligence submissions

	<ul style="list-style-type: none"> • Ensure all designated Safeguarding Leads at Northants Schools have a police contact and access to the Partnership Intelligence Submission Forms • Retain police presence at partnership meetings and community forums <p>Consider intelligence gaps as a standing agenda item at community and other relevant joint meetings / forums, with the Chair to review and group to devise collaborative solutions regarding barrier to intel submissions</p>
1.3 Encourage the use of appropriate ancillary orders, including SCPOs, DDTROs and Slavery & Trafficking Prevention Orders, to disrupt criminal activity of OCGs / Violent groups	<ul style="list-style-type: none"> • Positive media campaigns to be circulated once orders are approved to generate wider public knowledge • Collaborative working with partners to generate more information to support applications of orders
1.4 Reassess the intelligence sharing within the partnership to gain a better understanding of nominals and locations involved in drug supply and production as well as early intervention and prevention	Intelligence development to understand the nominals and organisations involved in firearms and drug criminality to prevent serious, violent crime
1.5 Targeted intervention in Town Centres to disrupt nominals using recreational drugs in the night-time economy	<ul style="list-style-type: none"> • Implement targeted interventions to disrupt recreational drug use in night-time economy
1.6 Work with all partners, including the community and businesses, to gather intelligence and restrict the supply of illegal drugs in town centre locations.	<ul style="list-style-type: none"> • Engage with communities to build strength and resilience at a local level, and work in partnership, including with the community, to promote safe drinking and prevent the use of drugs, using appropriately targeted campaigns and licensing powers as appropriate

	<ul style="list-style-type: none"> • The night-time economy to take a zero-tolerance approach to drug use on the premises • Increase awareness of what support is available including services and community support • Targeted community engagement days with targeted Western Balkan Communities to allow NPT to build positive relationships with individuals, to better understand the lifestyle and generate reliable streams of intelligence. • Work together to change cultural and social norms in relation to drugs and alcohol
<p>1.7 Work collaboratively as a Partnership to tackle County and Local Drug Lines and protect vulnerable youths/adults from exploitation, cuckooing and harm. Utilise the knowledge and expertise of internal and partner contacts to determine suitable early intervention techniques to reduce drug use and supply in young people</p>	<ul style="list-style-type: none"> • Intervene with younger children identified as being at risk of substance misuse, poor sexual health, poor or abusive relationships and teenage pregnancy to prevent problems escalating • Improve links between all services to inform data and intelligence sharing between police and partner systems. This includes improving data quality and collective response to threat, risk and harm

2. Delivering world class treatment and recovery services

Strategic Priorities	Intervention / Delivery
<p>2.1 Improve the treatment of those with both mental ill health and substance misuse</p>	<ul style="list-style-type: none"> • Address the needs of those with dual diagnosis across young people’s and adult services. This includes a joined-up referral pathways between specialist mental health and substance misuse services
<p>2.2 Increase the capacity of specialist treatment and recovery services, addressing the increasing complexity of cases</p>	<ul style="list-style-type: none"> • There continues to be a high level of unmet need for treatment in Northamptonshire, particularly for alcohol, and this has remained unchanged over time. Cases are becoming more complex, with the pandemic contributing to increased trends of more problematic substance misuse Stakeholders report the increasing complexity of cases, with lack of capacity and skills in certain areas contributing to high caseloads and provider burnout • Service provision needs to be expanded to address the unmet need and complexity. Regional and national collaboration on care pathways for complex cases may be beneficial. Supporting a more client focused approach and Trauma Informed Care and establishing a Complex Needs Forum would help • Use additional grant resources to improve treatment capacity and quality through increased drug and alcohol workers in treatment services to reduce caseloads and

	<p>targeted treatment for priority and vulnerable groups. Complex needs workers will be employed to help management the increased complexity of cases</p> <ul style="list-style-type: none"> • Development of treatment-based group work and enhanced psychosocial interventions • Develop a local pathway to better deal with high-risk complex cases involving young people
2.3 Improve the promotion and branding of treatment services to make them more visible and acceptable to those in need. Develop clear referral pathways for professionals	<ul style="list-style-type: none"> • Develop and implement communication plan to raise the awareness amongst professionals, public services and VCFSE of treatment services and referral pathways • Develop and implement a stigma awareness campaign to address negative portrayal of substance misuse services
2.4 Address the geographical access and improve access for clients who are less engaged currently	<ul style="list-style-type: none"> • Improve service delivery in rural areas and provide assertive outreach to underrepresented groups in treatment services • Improve equity of access to treatment and recovery services
2.5 Earlier identification, support and treatment of those with problematic substance misuse	<ul style="list-style-type: none"> • Design, develop and implement evidence-based alcohol brief intervention and early intervention across primary, secondary and social care services

	<ul style="list-style-type: none"> • Implement an evidence-based approach to identifying cases in non-specialist settings addressing other related risky behaviours, e.g., sexual health and smoking • Implement trauma-informed approaches across all partner services
2.6 Improve provision for young adults, including the transition for young people moving to adult substance misuse services	<ul style="list-style-type: none"> • Develop a specialist YP offer with increased capacity with a specialist worker
2.7 Address areas in treatment and recovery where outcomes could be improved, and where the service offer is unclear	<ul style="list-style-type: none"> • Develop and implement a systematic review care and treatment plans in recovery services • Rapid review of alcohol treatment and recovery to improve outcomes and address high dropout rate • Clarify referral pathways into treatment and recovery services • Re-establish access to and use of the regional residential rehabilitation and detox consortia to enhance existing capacity. Increase use of placements with dedicated worker in adult treatment service • Investment in harm reduction equipment to address ageing cohort of opiate users • Improving knowledge and skills of staff in non-specialist services in relation to harm reduction

	<ul style="list-style-type: none"> • Develop and implement a holistic approach to addressing the health needs of older service users in treatment and recovery • Develop an assertive outreach service for young people, identifying key target groups and targeting the night-time economy • Developed an enhanced needle and syringe programme, naxolone provision, adult outreach and pharmacy liaison • Improved care pathways between criminal justice settings and drug treatment
<p>2.8 Continue to strengthen the harm reduction offer provided by specialist treatment services, and knowledge of harm-reduction in other organisations</p>	<ul style="list-style-type: none"> • Investment in harm reduction equipment to address ageing cohort of opiate users • Improving knowledge and skills of staff in non-specialist services in relation to harm reduction • Develop and implement a holistic approach to addressing the health needs of older service users in treatment and recovery • Develop an assertive outreach service for young people, identifying key target groups and targeting the night-time economy • Developed an enhanced needle and syringe programme, naxolone provision, adult outreach and pharmacy liaison

	<ul style="list-style-type: none"> • Improved care pathways between criminal justice settings and drug treatment
2.9 Reduce substance misuse related deaths	<ul style="list-style-type: none"> • Review our approach to the monitoring, review and learning from alcohol and drug related deaths to identify opportunities for early intervention to prevent such deaths
2.10 Develop lived experience and engagement	<ul style="list-style-type: none"> • Develop and implement an engagement strategy to target rough sleepers, sex workers, females, non-English speakers, steroids, spice & chemsex clients, LGBT+ populations, young people, BAME communities, prison leavers, veterans and mental health clients. (taken from 2.4 above) • Establish means of lived experience
2.11 Clear pathways/criteria MH & CAMHS for substance misuse	<ul style="list-style-type: none"> • Need to develop clear care pathways generally across the system but specifically implement dual diagnosis pathway

3. Achieving the shift in generational demand for drugs

Strategic Priorities	Intervention / Delivery
<p>3.1 Support children and young people at high risk of problematic substance misuse to break the generational cycle, particularly those with adverse childhood experiences</p>	<ul style="list-style-type: none"> • Implement a trauma informed approach across education settings and young people’s services targeted at those young people who have multiple adverse childhood experiences (ACEs) • Implement evidence-based resilience programmes to support young people experiencing ACEs
<p>3.2 Starting before birth and focusing on the early years, supporting the most vulnerable parents</p>	<ul style="list-style-type: none"> • Implement a review of services for pregnant / post-natal women who misuse drugs and / or alcohol • Encourage pregnant women who misuse drugs and/or alcohol to seek early antenatal care
<p>3.3 Healthy communities and settings (schools and workplaces) will protect the next generation from substance misuse</p>	<ul style="list-style-type: none"> • Develop a way of working with the emerging Local Area Partnerships to identify community assets and asset-based approaches to improving resilience and supporting protective factors against substance misuse • Develop knowledge and skills across schools and workplaces around risk factors for substance misuse (including ACEs and trauma informed approaches) and support development of policies to reduce risk

	<ul style="list-style-type: none"> • Build on existing skills and capabilities of housing options teams around supporting those with complex needs to identify risks earlier. Develop a holistic approach among front-line workers toward identifying and addressing risk of substance
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4. Cross cutting recommendations

Strategic Priorities	Intervention / Delivery
Strengthening stakeholder relationships and collaboration between services	<ul style="list-style-type: none"> • Develop networking opportunities to bring together service users, services and commissioners from across the system • Develop a local directory of services
Pooling intelligence, working towards real-time surveillance to improve the agility. Improve information and data sharing for clients	<ul style="list-style-type: none"> • Establish a data and intelligence subgroup to collate routine data from national and local data sets • Identify metrics to show progress towards outcomes, monitor change, engage with the wider related system to address any gaps in data and information to progress • Ensuring data agreements are in place to enable data and information sharing between agencies • Establish client / service user passports

	<ul style="list-style-type: none"> • Contribute to appropriate health needs assessments (HNAs), Joint Strategic Needs Assessment (JSNA), commissioning and service redesign functions • GDPR training for staff and increasing partnership working • Establish links to academic partners
<p>Strengthening workforce planning across the system</p>	<ul style="list-style-type: none"> • Build capacity of substance misuse workforce • Invest in training to develop skills and knowledge of workforce including operational / system leadership • Improve emotional health and mental wellbeing of the workforce • Review workloads of specialist staff and competing demands

EXECUTIVE 18th January 2024

Report Title	Making of a Public Spaces Protection Order (PSPO) for Rushden Town Centre
Report Author	Jane Bethea – Director of Public Health and Wellbeing Mike Greenway - Strategic Lead for Community Safety
Lead Member	Councillor Mark Rowley – Executive Member for Housing, Communities and Levelling Up

Key Decision	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there public sector equality duty implications?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	

List of Appendices

- Appendix A** – Draft Public Spaces Protection Order for Rushden Town Centre
- Appendix B** – PSPO Rushden Town Centre Order Plan (Annex to the PSPO)
- Appendix C** – Crime profile
- Appendix D** – Summary of consultation responses (final report available 3.01.2024)
- Appendix E** – Equality Screening Assessment

1. Purpose of Report

- 1.1. To seek approval for making a Public Spaces Protection Order (PSPO) covering an area of Rushden town centre.

2. Executive Summary

- 2.1 Public Spaces Protection Orders (PSPO) are made in accordance with the Anti-Social Behaviour, Crime and Policing Act 2014 (the act). North Northamptonshire Council can make PSPO and amend, extend and discharge

existing PSPOs being the local authority for this area as defined by the act. The proposals set out in this report cover the making of a new PSPO.

- 2.2 The type and number of prohibitions that can be included in a PSPO are not limited or prescribed; however, they must be proportionate to the anti-social behaviour that is being experienced within the area they are to cover.
- 2.3 Rushden town centre has been experiencing anti-social behaviour (ASB), predominantly in the area covering the High Street and War Memorial Gardens, but also extending to Rectory Road, Eaton Walk and up to the Asda Superstore. Following a town centre site visit and meeting involving representatives from the Council, the police, fire and crime commissioner's office, police and town council, it was agreed to look at whether a PSPO would support the police and Council in taking action against those whose behaviours are causing harassment and distress to others using those town centre areas.
- 2.4 In line with the act, comprehensive consultation has taken place with relevant stakeholders and interested persons regarding the extension of the PSPO. The findings have been reviewed and considered in the drafting of the order.
- 2.5 There are provisions in the Council's Scheme of Delegation that cover the making, extending, varying and discharging of PSPOs. However, where issues of a controversial or sensitive nature have arisen from consultation exercises, these would be considered by the Executive.
- 2.6 PSPOs are an effective tool to support authorised officers in engaging with people to change their behaviours. However, enforcement action is a critical function of PSPOs, and this is undertaken in line with our Corporate Enforcement Policy. The police, as a key community safety partner, will enforce PSPOs in line with a new enforcement protocol currently being developed.

3. Recommendations

- 3.1. It is recommended that the Executive:-
 - a) Approves the Public Spaces Protection Order (PSPO) for Rushden town centre, with the draft order as set out at **Appendix A** of this report.
 - b) Delegates authority to the Executive Member for Housing, Communities and Levelling Up in consultation with the Director of Public Health and Wellbeing, to make any further minor amendments required to implement the Public Spaces Protection Order for Rushden town centre.

3.2. Reasons for Recommendations –

- To give authorised officers the ability to use enforcement powers under the PSPO to respond to anti-social behaviour within Rushden town centre.
- Recommendation (b) will allow the Executive Member and Director to make minor amendments to wording of the order to ensure it accurately reflects approved prohibitions.

3.3. Alternative Options Considered – **Not to make the PSPO** – This could have a negative impact on our reputation and our ability to deliver on our Corporate Plan commitments to tackle ASB and the root causes of ASB.

4. Report Background

4.1. PSPOs are widely regarded as useful tools in the prevention of anti-social behaviour in public spaces, town centres, parks and recreation grounds. Our Corporate Plan 2021-25 states our commitment to tackling the causes of difficult issues leading to nuisance, crime and anti-social behaviour.

4.2. In considering making a PSPO, the local authority must satisfy itself on reasonable grounds that two conditions are being met. Firstly,

- activities carried on in a public place within the authority's area have had a detrimental effect on the quality of life of those in the locality, or
- it is likely that activities will be carried on in a public place within that area and that they will have such an effect.

And secondly, is that the effect or likely effect of the activities

- is, or is likely to be, of a persistent or continuing nature
- is, or is likely to be, such as to make the activities unreasonable, and justifies the restrictions imposed by the order.

4.3. Following a meeting in August 2023 involving representatives from the Council, the Office of Police, Fire and Crime Commissioner (OPFCC), Rushden Town Council and the police, it was agreed to look at whether a PSPO would help tackle the ASB currently being experienced in the town centre.

4.4. An Environmental Visual Audit (EVA) was undertaken by police crime prevention officers working with neighbourhood policing team officers. An EVA helps identify the key problem areas (hotspots) and using recorded crime data and an appraisal of the local environment, puts forward recommendations to inform the drafting of the PSPO.

4.5. The EVA identified the main hotspots as: War Memorial Gardens, whole length of the High Street, Eaton Walk and the car parks adjacent to those locations.

Within this local vicinity, there were 852 incidents reported to Northants Police between 1st January 2022 and 31st August 2023 (date of the EVA). The crime profile for the area is set out in **Appendix C**.

- 4.6. The EVA has informed the proposed PSPO area, largely concentrating on the High Street, War Memorial Gardens (which borders with High Street and Wellingborough Road), Eaton Walk, Duck Street, Rectory Road and up to the Asda Superstore. This encompasses the main public car parks managed by the Council. The EVA has also identified several landscape and environment improvements for the Council and Rushden Town Council to consider. At this stage these are not factors that prevent the PSPO from being made but will support improvements in the PSPO area going forward.
- 4.7. In considering the EVA's recommendations and findings, the following prohibitions have been identified. These are set out in the draft PSPO (**Appendix A** refers):-
1. **Alcohol consumption:** Being in the possession of any open vessel suspected of containing alcohol, having been requested by an Authorised Officer to surrender the same, unless it is being consumed on a licensed premise i.e. a pub or a restaurant.
 2. **Rowdy or inconsiderate behaviour:** Acting in a manner that causes harassment, alarm or distress or acting in a way that an Authorised Officer reasonably perceives to be intimidating and/or aggressive as a result of consuming alcohol.
 3. **Using the public space as a toilet:** Urinating or defecating other than in a facility specifically designed and intended for such use.
 4. **Begging:** by making any verbal, non-verbal (excluding busking) or written request from a standing, sitting down position for money, donations or goods-including the placing of hats or containers for money.
 5. **Misuse of motorised and powered vehicles:** Using a motorised or powered vehicle within the prohibition area causing unreasonable anti-social noise, public nuisance, or danger to others, and or refusal by a person in possession or control of a motorised or powered vehicle, to remove the vehicle from the prohibition area when requested to do so by an Authorised Officer.
- 4.8. Comprehensive public consultation has been taking place with Rushden residents and businesses, and the OPFCC, police and town council. The results of this exercise are set out in section 7.5 below.
- 4.9. PSPOs are first and foremost an effective tool in engaging with offenders to encourage them to change their behaviours. However, it is fully recognised that not everyone will respond to an authorised officer's requests and therefore enforcement of the PSPO is required. Several Council officers have delegated powers through the scheme of delegation to enforce the prohibitions in all our PSPOs across North Northamptonshire, including dealing with breaches by

formal notice provisions under the act such as FPNs, community protection notice warnings and full notices. Northants Police, as a significant community safety partner, delegates such powers to their officers and police community support officers (PCSOs) to enforce PSPOs. A new enforcement protocol is being developed to support this, which will include how the Council processes Fixed Penalty Notices (FPNs) issued by Northants Police officers and PCSOs, alongside those issued by authorised Council officers.

- 4.10. Breach of a PSPO without a reasonable excuse is a criminal offence. Breaches are dealt with initially by way of an FPN, which if paid discharges the liability to conviction for that offence. As stated above, formal notices can be issued prior to prosecution in the Magistrates' Court. All enforcement activity, including formal prosecution is undertaken in full accordance with our corporate Enforcement Policy and the new enforcement protocol referred to at 4.6 above will align with this.

5. Issues and Choices

- 5.1. Whether the local authority is making a brand new PSPO or modifying or extending an existing PSPO, it must ensure it meets the criteria set out in the act and outlined in paragraph 4.2 above. PSPOs cover a three-year period and unless the environment changes significantly, or an individual prohibition in the PSPO becomes much less relevant, a PSPO is unlikely to be amended during that three-year period.
- 5.2. As indicated at 4.6 above, a PSPO is an important tool to support authorised officers to engage with people whose behaviour is having or is likely to have a detrimental effect on other people's quality of life. Encouraging people to change their behaviours has been found to stop issues from escalating to bigger problems. Joint patrolling between police and Council authorised officers does offer a presence within the PSPO area, which in turn can discourage people from committing ASB or breaching the PSPO's prohibitions. Enforcement of the PSPO is a secondary part, which is necessary to tackle those individuals who persistently breach the prohibitions or refuse to respond to an officer's requests.
- 5.3. To support a structured approach to joint enforcement, the Council is working with the Neighbourhood Policing Team to develop an enforcement protocol. This will set out what that joint approach will look like and how it will work. That protocol will align with our corporate Enforcement Policy.
- 5.4. PSPOs can also cover gating off alleyways and other rights of way if persistent ASB is an issue. In the case of Rushden town centre, there are several alleyways that provide public rights of way between certain locations and the High Street. These alleyways were identified in the EVA as being narrow and a hotspot for drug dealing. The EVA recommends that consideration be given to gating them to restrict access to those who legitimately need it i.e. properties whose access is via these alleyways. From investigations with highways team officers, these alleyways have rights of way designated by the definitive map. This gives them a higher level of legal protection to remain unrestricted rights

of way, which could be rigorously challenged if a proposal to gate them was put forward. This could either be through this proposed PSPO or a separate PSPO specifically for gating them. However, it is critical to reflect on the problems associated with these alleyways and it is felt appropriate to undertake further assessment of the options to tackle the ASB. This might include, but not limited to CCTV deployment, targeted patrolling and improved lighting.

- 5.5. The EVA has also identified some private alleyways and access points which are increasing crime and ASB. Officers are working with the adjacent landowners and the police crime prevention team to encourage these to be barriered or gated, as part of the short and medium-term improvements recommended in the EVA.
- 5.6. Rushden Town Council has considered the PSPO proposals at its meetings and has confirmed its full support for the PSPO. The town council is often a first port of call for people worried about ASB and crime within the town. The biggest problem location has been the War Memorial and gardens, which has suffered with street drinking and people using the landscaped areas as a toilet. This has put pressure on the town council's grounds maintenance operations. Rushden Town Council also operates and manages the CCTV in the town centre, and this will be a critical support tool in the PSPO.
- 5.7. Crime and incidents reported to Northants Police are key datasets when considering making a PSPO. The focus of the PSPO is the High Street and War Memorial and Gardens areas, which borders High Street and Wellingborough Road. However, it is also important to reflect that tackling ASB in one area can disperse offenders to another area close by. As referred to earlier in this report, the PSPO area will cover the surrounding areas to the High Street and War Memorial Gardens so that the public car parks and the area up to entrance to the North Northants Greenway is situated next to Asda Superstore.
- 5.8. As the local authority, the Council has the power to make the PSPO proposed subject to the criteria of the act being met. This is set out in the legal sections below at 7.2.

6. Next Steps

- 6.1 On approval by the Executive, the PSPO for Rushden town centre will be created and implemented as recommended. It will commence from the day it receives the common seal of the Council and run for a period of three years from the date of commencement - expected to be February 2024 to February 2027.

7. Implications (including financial implications)

7.1. Resources and Financial

7.1.1. Costs involved in the consultation, drafting and if approved creating the PSPO have been met from existing revenue budget provisions.

7.1.2. On implementation, there will be a requirement to install appropriate signage within the PSPO area that clearly states that the area is subject to a PSPO and what the prohibitions are. Also included on these signs will be where further information is available from i.e. the Council website and our main contact telephone number. The Council has in place a standard design for a PSPO sign. Costs for the producing and installing of the signage will be met from existing revenue provisions.

7.1.3. Any fines from Fixed Penalty Notices are recovered by the Council and contribute to our income.

7.2. Legal and Governance

7.2.1 PSPOs are created under the Anti-Social Behaviour, Crime and Policing Act 2014, sections 59 to 75 (the act). North Northamptonshire Council is the local authority for the area as defined by the act.

7.2.2 In making the PSPO, the Council as the local authority under the act must be satisfied that the criteria are met, and this is set out below.

Section of the act	Act requirement	Conclusion and details
59 (2)	(a) Activities carried on in a public place within the authority's area have had a detrimental effect on the quality of life of those in the locality, or 1) (b) it is likely that activities will be carried on in a public place within that area and that they will have such an effect	There were 852 incidents reported to Northants Police during the period 01.01.2022 to 31.08.2023; 305 of which were in the High Street in the town. Several shop units have recessed doorways allowing people to gather, sleep and use them as a toilet. There are public houses with on-street drinking. Rushden town centre does have problems with street drinking and drug misuse. The PSPO would support officers, police and other officers to act against persistent offenders.
59 (3)	(a) is, or is likely to be, of a persistent or continuing nature (b) is, or is likely to be, such as to make the activities unreasonable, and (c) justifies the restrictions imposed by the order.	

- 7.2.3 As the local authority making the PSPO, the Council can also vary, extend and discharge PSPOs as set out in the act. PSPOs generally last for three years from their commencement date.
- 7.2.4 On making a PSPO, there must be in place a six-week period in which any interested person may apply to the High Court to challenge the validity of a PSPO or a variation of a PSPO. An “interested person” is someone who lives in, regularly works in, or visits the restricted area. Grounds for such an application are that the local authority did not have the power to make the order or variation, or to include particular prohibitions or requirements imposed by the order (or by the order as varied); or that a requirement under the relevant chapter of the act was not complied with in relation to the order or variation. If on consideration by the High Court that the local authority did not meet the requirements of the act, it has the power to quash or suspend the order or variation, or any prohibitions.
- 7.2.5 As referred to elsewhere in this report, the Council has authorised officers under its Scheme of Delegation to enforce PSPOs. Northants Police has a similar arrangement with its police officers and PCSOs.

7.3. Relevant Policies and Plans

- 7.3.1 A PSPO covering Rushden town centre supports the following policies and plans:-
- **Corporate Plan 2022-25:** tackling the causes of difficult issues leading to nuisance, crime and anti-social behaviour. The PSPO and the enforcement of it will demonstrate our commitment to act against those who cause nuisance and harassment to others in public spaces.
 - **North Northants Community Safety Plan 2022-25:** this is the plan of the North Northants Community Safety Partnership. Partners will jointly tackle the root causes of anti-social behaviour.

7.4. Risk

- 7.4.1. There is an apparent perception that the success and effectiveness of a PSPO is judged on the volume of FPNs issued and successful prosecutions. This is not the case as identified earlier in this report. PSPOs offer a good method of engaging offenders in changing behaviours and stopping the problems escalating further. However, it is not easy to measure that process, which can lead to people feeling the PSPO is a waste of time and ineffective if they can't see large numbers of FPNs issued or notices served under the order.
- 7.4.2. Notwithstanding the above, a key risk is an inability to enforce effectively. Effective enforcement is reliant on the joint arrangements in place with Northants Police and they remain committed to undertaking this on the basis

our joint enforcement protocol and processing arrangements are developed and implemented.

7.5. Consultation

- 7.5.1. A key part of creating, extending or varying a PSPO is to consult with people who could be affected by it, both positively and negatively. Careful consideration always must be given to whether it could adversely affect certain groups or businesses.
- 7.5.2. Our corporate Consultation and Engagement Team and Communications Team were engaged to support a meaningful and effective consultation on the PSPO proposals. This was launched on 13th November 2023 and ended 31st December 2023. One hundred and forty-eight (148) responses were recorded, of which 127 were fully complete and 21 were incomplete. As some of the 21 incomplete responses had partially answered the questions, and provided some comments, they have been included in the analysis.
- 7.5.3. The consultation exercise was undertaken through our online Myspace consultation hub, which contains details about the proposed prohibitions to be included in the PSPO, and the map of the area the PSPO will cover. Paper copies of the questionnaire and proposals were distributed with return envelopes to extend the opportunity to residents who have limited or no access to the internet. The consultation was promoted through our website and social media channels, Rushden Town Council's media channels and the Leader's update.
- 7.5.4. The final report on the consultation results is at **Appendix D**. Out of the 148, 96 strongly agreed and 28 agreed with making the PSPO. That represents 83% in favour of the PSPO being made and implemented.
- 7.5.5. The consultation asked people to indicate whether they felt the designated area of the PSPO was the correct one and whether other areas should be included or excluded from the designated area. The report at Appendix D lists the suggestions; however, it is important to highlight some points. Some people suggested that Rushden's parks should be included in the designated area. Rushden's parks are managed by the town council and from the discussions with the council, it was decided not to include them. There were also some suggestions of including roads and residential areas further away from the town centre such as: Hayden Road and Highfield Road. To address this practically, it would require the designated area being extended much further across the town, which in turn would present challenges for patrol and enforcement.
- 7.5.6. People overall strongly agreed or agreed with the five prohibitions of the PSPO. The consultation questionnaire gave people the opportunity to suggest any others they felt should be included or any that are proposed, removed. These are set out at **Appendix D**.

7.5.7. Consultation has also taken place with the Wellingborough and East Northants Neighbourhood Policing Team inspectors and the Office of Police, Fire and Crime Commissioner. Responses from these organisations indicate support for the PSPO proposals. The police have provided critical support in drafting the PSPO order (Appendix A) with crime data and local policing knowledge helping to identify the key ASB issues.

7.6. **Consideration by Executive Advisory Panel**

7.6.1. The proposed PSPO for Rushden town centre has not been presented to an EAP.

7.7. **Consideration by Scrutiny**

7.7.1 This report has not been considered by the Council's scrutiny function.

7.8. **Equality Implications**

7.8.1. The Council is committed to treating people fairly and there are specific obligations that we must meet within The Equality Act (2010). It is our duty to publish information relating to individuals who may be affected by the decisions we make. This includes both our workforce and the community that we serve.

7.8.2. An Equalities Screening Assessment (ESA) has been completed to assess potential impact on equality groups. This is set out at **Appendix E**. The ESA has identified only positive and neutral impacts from the proposals.

7.9. **Climate Impact**

7.9.1. There are no climate impact implications arising from these proposals.

7.10. **Community Impact**

7.10.1. PSPOs aim to make a positive difference to people's lives and help them feel much safer when in public spaces such as town centres, car parks and landscaped gardens.

7.10.2. The views of residents, businesses and others have been important in the drafting of this PSPO. Rushden Town Council as the local council has played a key role in the work required to prepare the proposals, including the area to which the PSPO and the prohibitions should apply to.

7.11. **Crime and Disorder Impact**

7.11.1. Anti-Social Behaviour and crime have a huge detrimental effect on people feeling safe when using public spaces. This can lead to them finding alternative places to shop, enjoy a drink or take their family and visitors to. This can also affect the reputation of a local area or town, which can in turn discourage investment etc.

7.11.2. The PSPO will help tackle those individuals and groups whose behaviours make others feels unsafe.

8. **Background Papers**

8.1. North Northamptonshire Community Safety Plan 2022-25 - <https://www.northnorthants.gov.uk/community-safety/community-safety-partnership>

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Anti-Social Behaviour, Crime and Policing Act 2014
Public Spaces Protection Order North Northamptonshire Council (Rushden Town Centre)
Order no XX of 2024

Public Spaces Protection Order Notice is hereby given that the North Northamptonshire Council (referred to hereafter as “the Council”) makes a Public Spaces Protection Order (PSPO) under section 59 of The Anti-Social Behaviour, Crime and Policing Act 2014 (the Act) and all other enabling powers.

General Provisions

1. The Order will be cited as the North Northamptonshire Council (Rushden Town Centre) Public Spaces Protection Order (“the Order”).
2. The Order will apply to any place to which the public have access within the area of land described in Schedule 1 below (“the Prohibition Area”) and is shown edged red and shaded on the attached plan (“the Order plan”) unless otherwise specified.
3. The Order will apply to all persons within the Prohibition Area at all times of the day and night.
4. The Order will come into effect on **[date to be inserted on sealing]** and shall remain in place for a period of 3 years unless extended by further order under the Council’s statutory powers.

Prohibitions

The effect of the Order will be to prohibit the following within the Prohibition Area (Schedule 1):

1. **Alcohol consumption** - Being in the possession of any open vessel suspected of containing alcohol, having been requested by an Authorised Officer to surrender the same, unless it is being consumed on a licensed premise i.e. a pub or a restaurant.
2. **Rowdy or inconsiderate behaviour** - Acting in a manner that causes harassment, alarm or distress or acting in a way that an Authorised Officer reasonably perceives to be intimidating and/or aggressive as a result of consuming alcohol.
3. **Using the public space as a toilet** - Urinating or defecating other than in a facility specifically designed and intended for such use.
4. **Begging** - by making any verbal, non-verbal (excluding busking) or written request from a standing, sitting down position for money, donations or goods-including the placing of hats or containers for money.
5. **Misuse of motorised or powered vehicles** - Using a motorised or powered vehicle within the prohibition area causing unreasonable anti-social noise, public nuisance, or danger to others, and or refusal by a person in possession or control of a motorised or powered vehicle, to remove the vehicle from the prohibition area when requested to do so by an Authorised Officer.

Authorised Officer

Authorised Officer means a Police Constable, a Police Community Support Officer or an officer of the North Northamptonshire Council in possession of an authority to enforce this order.

Offences

Any person who fails without reasonable excuse to comply with the Prohibitions or requirements within this Order commits a summary offence under Section 67 of the Act. A person guilty of an offence under Section 67 of the Act is liable on summary conviction to a fine not exceeding level 3 on the standard scale.

Any person who fails to comply with a requirement of a Constable or an Authorised Officer

1. not to consume alcohol or anything they reasonably believe to be alcohol or
2. not to surrender anything which a Constable or Authorised Officer reasonably believes to be alcohol or a container for alcohol, commits a summary offence under section 63 of the Act.

A person guilty of an offence under Section 63 of the Act is liable on summary conviction to a fine not exceeding level 2 on the standard scale.

Exemptions

A Prohibition in this Order will not apply to:-

- I. licensed premises as defined in Section 62 of the Anti-Social Behaviour Crime and Policing Act 2014

**THE COMMON SEAL of
NORTH NORTHAMPTONSHIRE COUNCIL**
was hereto affixed in the presence of

Signed

Full Name

Title

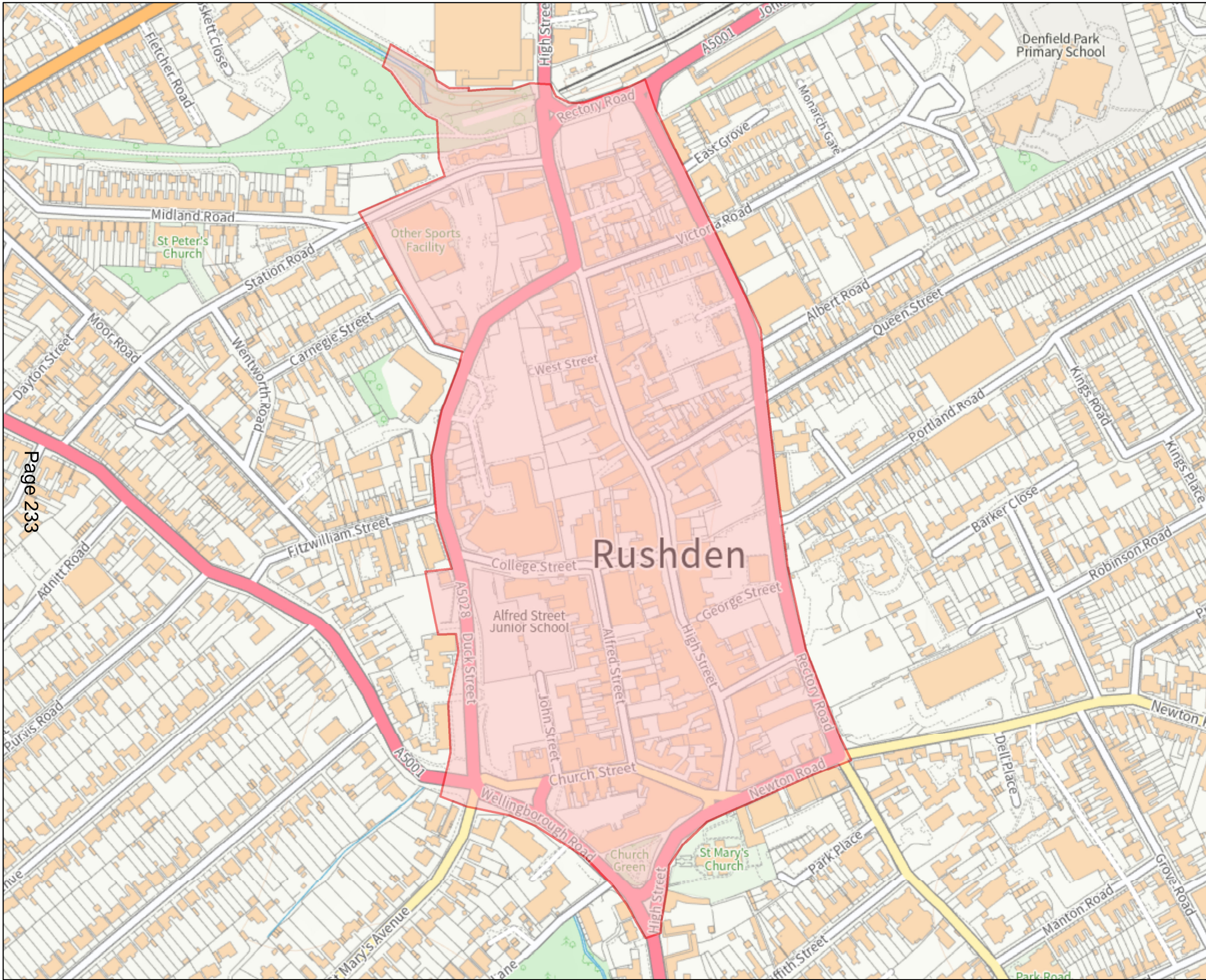
Authorised by North Northamptonshire Council to sign on its behalf

Dated this day 2024

Schedule 1

1. This order applies to all land which is within the administrative area of North Northamptonshire Council as edged red and shaded on the Order plan appended to this order and which is:
 - I. Any highway, footway, cycleway or footpath maintainable at the public expense, any grass verge maintained by the local authority, and which is adjacent to any carriageway or footway of any highway, any road subject to a 30-mph limit or less to that part of the carriageway of a highway which forms part of the gutter.
 - II. Church Green (War Memorial and Gardens) bordered by Wellingborough Road and High Street.
 - III. The High Street
 - IV. Victoria Road between High Street and Rectory Road
 - V. West Street
 - VI. Queen Street between High Street and Rectory Road
 - VII. George Street
 - VIII. Coffee Tavern Lane
 - IX. Church Street
 - X. John Street
 - XI. Eaton Walk
 - XII. Alfred Street
 - XIII. College Street
 - XIV. Rectory Road
 - XV. Newton Road
 - XVI. Duck Street
 - XVII. Wellingborough Road from Duck Street to High Street
 - XVIII. John Street car park
 - XIX. Duck Street car park
 - XX. Splash Pool car park
 - XXI. Orchard Place car park
 - XXII. Rectory Road car park

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Scale: 1:2,750

Rushden Town Centre PSPO

Model Date: 07/11/2023

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Rushden

This map is accurate to the scale specified above when reproduced at: A3

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Appendix B

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Proposed PSPO for Rushden town centre.

Crime profile information

Introduction

A Public Spaces Protection Order (PSPO) is proposed for an area of Rushden town centre. It follows a rise in Anti-Social Behaviour including street drinking, abusive language and rowdy behaviour, urinating and defecating in public spaces and intimidating legitimate users of the town centre.

The restricted area under the PSPO is made up of the road network of:-

- Rectory Road.
- Newton Road.
- High Street leading to Wellingborough Road.
- Duck Street returning to the Rectory Road/High Street junction.

This area encompasses the High Street and adjacent roads off it, Church Street, Alfred Street and College Street.

The following public car parks are also included in the restricted area:-

- Rectory Road,
- Orchard Place,
- John Street,
- Duck Street,
- Splash Pool.

Recorded crime data

During the period 01.01.2022 and 31.08.2023, there were **852** reported incidents to Northants Police relating to locations in the town centre.

By location:-

Alfred Street	77
Beaconsfield Place	11
Beaconsfield Terrace	2
Burton Road	1
Church Street	51
Coffee Tavern Lane	47
College Street	25
Duck Street	5
East Green	3
Eaton Walk	55

APPENDIX C – Crime Profile Information

Hamblin Court	12
High Street	304
Higham Road	2
John Street	2
Newton Road	56
Queen Street	10
Rectory Road	18
Victoria Road	20
Wellingborough Road	43
West Street	2
Unknown locations	106

Recorded crimes by category in the High Street:-

Deliberate fires	3
Concern for safety	61
Criminal damage	3
Rowdy or inconsiderate behaviour	25
Suspicious circumstances	53
Violence against persons	29
Other reported incidents	130

The following hate-related crimes were recorded by Northants Police for Rushden town centre during the period Dec 2021 to October 2023:-

Occurrence created YYYY/MM	No. of occurrences by category			
	Hate crimes prejudice racial	Hate crimes prejudice religion	Hate crimes prejudice sexual orientation	Hate crimes prejudice transgender
2021/12			2	
2022/01			2	
2022/02	2			
2022/08	1			
2022/10			2	
2022/12	2			
2023/09	1			
2023/10			1	
TOTALS	6	0	7	0

All data in this report has been sourced from Northants Police



Public consultation on making a new Public Spaces Protection Order (PSPO) for and area of Rushden town centre, North Northamptonshire

Consultation results

Appendix D – Report to Executive 16 January 2024

January 2024

Introduction and background

1. North Northamptonshire Council (NNC) is considering making a Public Spaces Protection Order (PSPO) to cover part of the town centre of Rushden, North Northamptonshire.
2. A PSPO is an order under the Anti-Social Behaviour, Crime and Policing Act 2014, and prohibits certain activities and behaviours from taking place that cause harassment, alarm and distress to other users of the area.
3. NNC has the power under the 2014 act to make PSPOs across the area it is responsible for. Before doing so, it is required to seek the views of local people and businesses on whether a PSPO should be made, and the prohibitions it should cover.
4. The proposed Rushden PSPO has five prohibitions:

Alcohol consumption - Being in the possession of any open vessel suspected of containing alcohol, having been requested by an Authorised Officer to surrender the same, unless it is being consumed on a licensed premise i.e. a pub or a restaurant.

Rowdy or inconsiderate behaviour - Acting in a manner that causes harassment, alarm or distress or acting in a way that an Authorised Officer reasonably perceives to be intimidating and/or aggressive as a result of consuming alcohol.

Using the public space as a toilet - Urinating or defecating other than in a facility specifically designed and intended for such use.

Begging - by making any verbal, non-verbal (excluding busking) or written request from a standing, sitting down position for money, donations or goods - including the placing of hats or containers for money.

Misuse of motorised or powered vehicles - Using a motorised or powered vehicle within the prohibition area causing unreasonable anti-social noise, public nuisance, or danger to others, and or refusal by a person in possession or control of a motorised or powered vehicle, to remove the vehicle from the prohibition area when requested to do so by an Authorised Officer

5. The consultation for this PSPO began 13 November 2023 and ended at midnight 31 December 2023. It was run online via NNC's Consultation Hub and paper copies were available for anyone who had limited or no access to the internet.
6. NNC's Executive will consider the proposed PSPO at its meeting 18 January 2024.

Response to the consultation

7. There were **148** responses received overall. Of that 127 are complete responses and 21 are incomplete responses. A complete response is where a respondent completes the whole questionnaire and submits their feedback. The online facility has an option to save your responses and return to it later to complete and submit it. Where a respondent has worked partway through and not submitted it before the deadline, these are recorded as incomplete responses. As some of the 21 incomplete responses had partially answered the questions, and provided some comments, they have been included in the analysis.
8. Question 1 asked people to say whether they agreed or disagreed on whether a PSPO for Rushden town centre was required. The following responses were recorded:-

Response	No.	%
Strongly agree	96	64.8
Agree	28	18.9
Neither agree nor disagree	2	1.3
Disagree	0	0
Strongly disagree	0	0
Did not answer	22	14.8

Question 2 and 3: The PSPO has a designated area (restriction area) where the prohibitions will apply to. These questions offered people the opportunity to suggest areas/streets etc. in the town centre that they feel should be added to the restricted area (q2) and locations that people think should be removed (q.3). The following responses were received:-

Q2	Q3
Midland Road and Station Road. The church doorways and grounds frequently (2 or 3 times a week) have people around them drinking and taking drugs.	None to be removed Rushden is a terrible place to live now, people drinking on streets begging don't feel safe
Area containing Asda	
Add Asda that's where all the begging and ASB occurs	
Jubilee Park as there are regularly people there being disruptive and taking drugs at all hours of the day and night	
Queen Street. Hayden Road when football is on or private parties.	
All areas of the greenway need to be covered. The greenway in Higham Ferrers that links Higham and Rushden where it is so unsafe for children at the Ferrers school with	

teachers having to stand outside the gates and break up fights and try to move on older kids who hang around and make threats and start fights.	
Map should also include the cemetery and surrounding areas like Harborough Road with drug related issues mainly, constant misuse of motor bikes cutting through cemetery or the alley way top of Harborough Road which cuts through to the new estate Oakpits road.	
Hall Park/Jubilee Park - Both parks will be the new location for drunks and drug users Jubilee park already has issues with the use and sale of drugs around the skate park.	
Moor Road	
Hall and Spencer Parks	
Cromwell Road/Queen Street and High Street	
All of the Town Centre and surrounding areas should be included. I live in Church Street and work in the High Street. Drugs, alcohol, speeding cars, vandalism and a gang of youngsters that are causing mayhem need to be stopped.	
Upper Queen Street/King Edward's pub and Asda should be added	
Higham Road (my road) there is often people shouting early in the morning on Fridays and Saturdays.	
Hall Park and Spencer Park	
Home Bargains Car Park/North Street. Regular evidence of drug exchange.	
Higham Road Rushden, we got a lot of rowdy shouting. Loitering and dangerous use of scooters. Alcohol use on the Road outside.	
Spencer Park and Asda area... as well as Hall Park due to the small children being exposed to disgusting behaviour and violence	
Any hot spots showing public disorder on a domestic level. Violence on street. Urinating on streets happens outside my front door. I hate it.	
Fitzwilliam St. and the whole of Duck	

St. Car park including the alleys to Fitzwilliam St. and Wellingborough Rd. as there has been repeated vandalism and anti-social behaviour in these areas. The street signs for Fitzwilliam St. have been missing and vandalised for months and both need replacing.	
Along Park Road and the surrounding Hall Park area. Reasons - the fallout from the high street area, fall out of events at hall park i.e Party in the park, bonfire night etc. And types of shared accommodation around Park Road.	
Should include ASDA area, front and car park	
Queen Street - due to continuous high crime rates Spencer Park - as a personal victim of crime in this park (multiple times over many years) and feeling unsafe to walk there alone as a result.	
It needs to cover Asda's grounds	
I think the Hall Park should be included as on occasions there are drunks & people sleeping rough. People having a picnic with a responsible drink are fine & are usually families just enjoying the Park	
Any public or private (residents') car parking areas abutting but currently outside the area shown red.	
Spencer Park, Highfield Road, Tennyson Road, Westfield Avenue,	
If possible, add in the grounds of the church, as it would be a shame for the usual war memorial crowd to migrate to the church. I appreciate they could go anywhere, but i think the church needs to be protected.	
Park Road - Lots of Drug and vape deals happening along street and used by electric scooters rather than using the main roads	

Questions 4 to 8 focused on the prohibitions in the proposed PSPO, as set out earlier in this report. These questions asked people say whether they agreed or disagreed with them being in the PSPO. The following responses were received:-

	Alcohol consumption	Rowdy or inconsiderate behaviour	Using the public space as a toilet	Begging	Misuse of motorised or powered vehicles
Strongly agree	105	114	114	84	109
Agree	14	12	8	21	13
Neither agree nor disagree	6	1	2	13	3
Disagree	1	0	2	5	0
Strongly disagree	0	0	0	2	0
Did not answer	22	21	22	23	23

Questions 9 and 10 asked people to indicate whether they felt there should be other prohibitions included in the PSPO (q9) and whether they felt any provisions should be removed (q10). The following responses were received:-

Q9	Q10
Smoking drugs	Begging as there is little help available for the homeless and it isn't a major problem in Rushden.
Children under 16 in gangs smashing windows	The "Rowdy" provision is only when related to alcohol, why is the latter constraint required? Surely it should to any instance howsoever caused since the alcohol constraint means that drug related rowdiness is fine!
Men outside Costa in Rushden are very intimidating...also the beggars outside Asda	There should be more provision for homeless people so that begging is not an issue
To act in a manner likely to cause harassment alarm or distress (not as a result of alcohol)	The begging should be removed from the proposal; there are multiple reasons that someone might beg, and largely these reasons are not for "fun" or "because they can" but because they need to, they have other issues and vulnerabilities and/or they know nothing else. Putting begging on this PSPO only moves the problem to another area of the town.
Drug taking needs to be properly stamped out	

Teenage gangs causing chaos	
Any evidence of drug dealing. There is a bad drug problem in Rushden. Police need the power to be able to search these teenagers and confiscate anything they shouldn't have.	
Known shoplifters and alcoholics to be moved on and not to hang around the town shops and war memorial making it feel unsafe	
Carrying a dangerous weapon	
Please deal with this gang of youngsters that are causing so much damage to property in Rushden, they have no respect for anybody or anything. We need more police presence in our town as a deterrent	
There is often a strong smell of Cannabis in these areas but it's not often on the actual High Street.	
Parking misuse	
Drug misuse and selling	
Loitering outside Asda on the hill to the left of entrance. Also huge use of cannabis in Rushden. High Street stinks of it and lime Street in Rushden.	
Dogs off leads in the town centre Litter, cigarettes butts being dropped	
Stop Drug dealers operating openly in the street, Stop local shops selling illegal tobacco and alcohol	
Littering	
I think this might be covered by the motorised vehicle misuse but I feel very strongly that illegal parking should be clamped down on in this area. I am a disabled person with a Blue Badge as I have limited ability to walk. It is often impossible to park in the High Street because of illegally parked vehicles.	
Rowdy or inappropriate behaviour - should not just be as a result of alcohol consumption. Smoking Weed in public - it's not a pleasant smell and is a reason I now avoid the shops that are left in the high street.	

Spitting/dog fouling and littering	
20 mph speed zone	
School children bullying shopper on and around Asda, both inside and in the carpark	
Verbal abuse	
Control of assembly by intimidating groups of primarily young men, particularly during evenings	
Cycling on pavements and cycling the wrong way on a one-way street. This happens frequently in the High St and is very dangerous to pedestrians and is already illegal!	
Main issues currently are with a Gang of Feral Kids causing major issues, and the use of electric scooters, both the Voi and privately owned machines, and petrol engined motorbikes being ridden on footpaths, the wrong way along one way streets and with no regard to anyone else.	
Loads of kids openly smoke drugs along the roads, parks and other public places. This is the start to the slippery slope and ignoring this issue will only cause further issues down the line. Please add in drug taking/smoking/anti-social behaviour. Likewise, you can walk past houses in Rushden with strong drug smells (obviously growing illegal drugs). This should be investigated and knocked on the head immediately to avoid further issues again.	
Walking the high street as much as you can I work in XXXXXX and we have had so many thieves verbal abuse, drunks and gangs of kids vaping in shop spraying urine in shop, we shouldn't have to put up with this	

Question 11 asked people to say if there was anything else they wanted to tell us that they hadn't already. Responses received were as follows:-

Get independent shops back on the high street! Big chains kill the high street and so do no shops with nowhere nice to eat/drink/shop/be social. The high street is a mess and a disgrace.
Surely a greater police presence in the first place would stop this sort of consultation being needed

If the police were able to do their job properly and enforce existing laws there should be no need for additional measures such as this
Rushden is desperately in need of more police presence on foot in the town. A gang of youths is causing so much damage and is very abusive. Alcohol, speeding vehicles, drugs and begging are what we have to deal with on a daily basis. The area has rapidly gone downhill.
Not safe going out alone, thinking of moving away from Rushden
I think some form of intervention is absolutely required to clean up Rushden town centre. Having recently moved to the town, I'm struck and disgusted by primarily the amount of litter in the town, overflowing bins and the amount of street drinkers around Rushden. I rarely spend much time in the town due to this issue and although i live in a nice house, the council have let the town down.
Feel that the council does not care about Rushden environment, the look and upkeep of the town
Investigate shops that only deal in cash only
I avoid Rushden High Street as I feel intimidated by gangs of men hanging around. This is in the daytime so I can only imagine how bad it would be in the evening
You're trying to be too specific in defining causation
The rowdiness and anti-social behaviour seem to be particularly bad around football season, and I'm glad to see that the council are looking to combat this.
The sale of illicit tobacco from shops in the High St. appears to continue.
Too much money and time invested in traffic / speed enforcement. Not enough investment in other local concerns.
This is only of any real value, if you have the drive and capacity to enforce it. I believe most of those points are covered by current legislation. The big issue is the effectiveness of the police. This summer a small group, mostly not even youths, wreaked havoc amongst the retailers and shoppers in the town centre. On one rare occasion when a police officer appeared, he was confronted by a shopper and asked what he was doing about it, the reply,,, 'we're building a case' translated, if we wait till the end of the summer the problem will solve itself. Another top tip, do the police really need to use sirens??? They only serve to warn the youths, who are gone by the time the police arrive, perhaps that's the purpose? This variety of behaviour just stops people visiting the High Street
I think the issue with noisy vehicles is most pronounced at night. The paving slabs along the high street are not all fixed in pace and can be hazardous. There are often groups of men hanging around outside of some shops/premises, they are often smoking/vaping (which I know is not illegal but it does make me not want to frequent there unless I have to).
Please open a Drop In centre for locals to discuss local problems now we have no Police Station and no Citizens Advice Bureaux.
The stench of drug use in parts of the High St, is unacceptable and also men loitering in the High Street
This would be a positive move in helping to make the people of Rushden feel safe in their HIGH street
I fear for my teenage boys walking around the town. I feel uncomfortable during

<p>the daytime walking along the high street. More visible Policing on foot. I have seen in increase in Police cars.</p>
<p>The youth population are extremely rude and use the outside of Asda as their hangout and playground. The security move them on but to them it is a game and they are abusive to customers as they make their way into the shop.</p>
<p>There is considerable anti-social behaviour in the town centre after 5pm. There are several shops which have sometimes large groups of individuals drinking/smoking on the pavement.</p>
<p>Working in the high street has become more and more dangerous and unpleasant over the last few years. Acts of violence, distribution etc in the shop I work in makes it no longer nice to go into work.</p>
<p>Speeding well above 20mph in Alfred Street NN10 9YS. Signs are badly placed to show this. Huge increase in traffic driving the wrong way along Alfred Street.</p>
<p>Concerned that potentially imposing this PSPO in Rushden town centre may just push certain groups to other parts of town such as Spencer Park or Hall Park for instance. Are there further provisions to be made if that happens to be the case? Will your attempt at stopping beggars just move the ones in town centre and outside Tesco down to Asda? The provision for Public Toilets in the town itself is very sparse. Are there plans to increase this? Or even extend the hours they are open? You want to clean up the streets but ALL the toilets are closed at the times urinating in public is a problem.</p>

Note:

- The responses received have been anonymised to protect people's identities. Names of shops or businesses have been replaced with XXXXX
- Not all respondents gave an answer to every question.



Equality Screening Assessment

The Equality Screening Assessment form must be completed to evidence what impact the proposal may have on equality groups within our community or workforce. Any proposal that identifies a negative impact must have a full Equality Impact Assessment completed before the proposal progresses further.

1: Proposal

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Requirement	Detail
Title of proposal	Making of a Public Spaces Protection Order (PSPO) for Rushden Town Centre.
Type of proposal: new policy / change to policy / new service / change to service / removal of service / project / event/ budget	Creating a new PSPO with prohibitions to cover an area of the Rushden town centre.
What is the objective of this proposal?	<p>The restricted area to which the PSPO will cover has been identified.</p> <p>The prohibitions proposed in the PSPO are:</p> <ol style="list-style-type: none"> Alcohol consumption - Being in the possession of any open vessel suspected of containing alcohol, having been requested by an Authorised Officer to surrender the same, unless it is being consumed on a licensed premise i.e. a pub or a restaurant. Rowdy or inconsiderate behaviour - Acting in a manner that causes harassment, alarm or distress or acting in a way that an Authorised Officer reasonably perceives to be

Requirement	Detail
	<p>intimidating and/or aggressive as a result of consuming alcohol.</p> <p>3. Using the public space as a toilet - Urinating or defecating other than in a facility specifically designed and intended for such use.</p> <p>4. Begging - by making any verbal, non-verbal (excluding busking) or written request from a standing, sitting down position for money, donations or goods-including the placing of hats or containers for money.</p> <p>5. Misuse of motorised or powered vehicles - Using a motorised or powered vehicle within the prohibition area causing unreasonable anti-social noise, public nuisance, or danger to others, and or refusal by a person in possession or control of a motorised or powered vehicle, to remove the vehicle from the prohibition area when requested to do so by an Authorised Officer</p>
<p>Has there been/when will there be consultation on this proposal? (List all the groups / communities, including dates)</p>	<p>Consultation has been carried out through the NNC Consultation Hub, where any interested person could view the draft Order and make representation. Letters advising of extension were sent to the Chief Constable, the OPFCC and ward Councillors</p>
<p>Did the consultation on this proposal highlight any positive or negative impact on protected groups? (If yes, give details)</p>	<p>No</p>
<p>What processes are in place to monitor and review the impact of this proposal?</p>	<p>If authorised, the duration of the PSPO can be set for a maximum period of three years at which point, there is a requirement to carry out a review.</p>
<p>Who will approve this proposal? (Committee, CLT)</p>	<p>The Executive 18.01.2024</p>

2: Equality Consideration

In turn, consider each protected group to ensure we meet our legal obligations of the Equality Act (2010).

Protected Groups	General Equality Duty Considerations	Changes	Impact
Age Different age groups that may be affected by the proposal in different ways.	The PSPO will protect all age groups, especially the young and the elderly who may feel more vulnerable if they were approached by someone displaying ASB.	N/A	Positive Neutral Negative
Sex Is one sex affected more than another or are they affected the same?	Having the PSPO will protect both sexes; however, data shows that females may be more vulnerable. – refer to data	N/A	Positive Neutral Negative
Disability It is likely to have an effect on a particular type of disability? Why?	Having the PSPO will help vulnerable people with disabilities; particularly those with learning disabilities, sight impairments or mobility impairments, which may make them more vulnerable if they were approached by someone.	N/A	Positive Neutral Negative
Gender Reassignment Will there be an impact on trans males and/or trans females?	The PSPO will provide a positive tool to take action against perpetrators of hate-related crimes and incidents.	N/A	Positive Neutral Negative

Protected Groups	General Equality Duty Considerations	Changes	Impact
Race Are people from one ethnic group affected more than people from another ethnic group?	There were 7 recorded race hate-related crimes for the period Dec 2021 to Oct 2023. The PSPO will provide a positive tool to take action against perpetrators of race-related incidents.	N/A	Positive Neutral Negative
Sexual Orientation Are people of one sexual orientation affected differently to people of another sexual orientation?	There were 7 recorded sexual orientation hate-related crimes during the period Dec 2021 to Oct 2023. Incidents reported involving hate against a victim involving sexual orientation are very low; however, the PSPO will provide a positive tool to take action against perpetrators of race-related incidents.	N/A	Positive Neutral Negative
Marriage & Civil Partnership Are people in a Marriage or Civil Partnership treated less favourably?	Having these PSPO will protect all communities	N/A	Positive Neutral Negative
Pregnancy & Maternity Are people who are pregnant, or have a baby of 6 months old or younger, effected by this proposal?	Having these PSPO will protect all communities	N/A	Positive Neutral Negative
Religion or Belief	The PSPO is a positive tool to take action against a perpetrator whose behaviour incites harassment,	N/A	Positive Neutral

<p>Protected Groups</p>	<p>General Equality Duty Considerations</p> <ul style="list-style-type: none"> • Include factual evidence of how people in this group may be affected. • Consider the outcomes and processes. • Does this seek to eliminate discrimination? • Does this promote fostering good relations? 	<p>Changes</p> <ul style="list-style-type: none"> • What changes can be made to mitigate any negative impact? • Are there opportunities to remove possible barriers or disadvantages that a group may face? 	<p>Impact</p> <p>Delete as appropriate.</p> <p>There can be more than one answer per protected group.</p>
<p>Does the proposal effect people differently depending on whether they have or do not have a religion or a belief?</p>	<p>alarm and distress to anyone using the public space. In the current climate, global conflicts could inform local protest activities such as marches and demonstrations, which could create harassment and distress to anyone whose beliefs or backgrounds might be targeted.</p>		<p>Negative</p>
<p>Health & Wellbeing</p> <ol style="list-style-type: none"> 1. Health behaviours (E.g. diet, exercise, alcohol, smoking) 2. Support (E.g. community cohesion, rural isolation) 3. Socio economic (E.g. income, education). 4. Environment (E.g. green spaces, fuel poverty, housing standards). 	<p>The PSPO would support with reducing the level of crime and anti-social behaviour in the area which improves the well-being of residents & businesses, an improved feeling of safety in their locality, and an increased sense of community cohesion. There is also likely to be an improvement in the environment with a reduction of littering, fly-tipping and graffiti.</p>		<p>Positive</p> <p>Neutral</p> <p>Negative</p>

3: Equality Impact

Question	Response
<p>What overall impact does the proposal have on the protected groups? If a negative impact is identified anywhere in section 2, the response will be Negative Impact.</p>	<p>No Impact / Positive Impact / Negative Impact</p>
<p>Does an Equality Impact Assessment need to be completed?</p>	<p>Yes / No</p>

Question	Response
(Yes, if any negative impact is found.)	If yes, this Equality Screening Assessment must be adjoined to the Equality Impact Assessment.
Copy attached to relevant report?	Yes / No
Is this document going to be published with the relevant report?	Yes / No

4: Ownership

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Question	Response
Directorate	Kerry Purnell
Service area	Communities and Leisure
Lead officer's name	Mike Greenway
Lead officer's job title	Strategic Lead – Community Safety
Lead officer's contact details	07739 611132 Mike.greenway@northnorthants.gov.uk
Lead officer's signature	
Date completed	11/12/2023

Completed forms must be sent to Equalities@northnorthants.gov.uk

EXECUTIVE 18th January 2024

Report Title	Corby Local Cycling and Walking Infrastructure Plan
Report Author	Graeme Kane, Executive Director, Place and Economy (Interim)
Lead Member	Cllr Matt Binley, Executive Member for Highways, Travel and Assets

Key Decision	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there public sector equality duty implications?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	

List of Appendices

Appendix A – Draft Corby Local Cycling and Walking Infrastructure Plan – (December 2023)

Appendix B – Corby LCWIP, You Said Consultation Report (November 2023)

1. Purpose of Report

- 1.1. The purpose of this report is to provide information on the Corby Local Cycling and Walking Infrastructure Plan (LCWIP), report on the findings from the recent public consultation for the Corby LCWIP and to seek approval for adoption of the Corby LCWIP.

2. Executive Summary

- 2.1. Local Cycling and Walking Infrastructure Plans (LCWIPs) are the recommended Department for Transport approach for planning and co-ordinating provision for active travel modes. They provide a strategic and planned approach for short- and long-term provision for cycling and walking within the local area.

- 2.2. The draft Corby LCWIP (**Appendix A**) has been developed to enable North Northamptonshire Council (NNC) to:
- Identify prioritised cycling and walking infrastructure improvements for future investment;
 - Ensure that consideration is given to cycling and walking within both local planning and transport policies and strategies; and
 - Make the case for future funding for walking and cycling infrastructure.
- 2.3. The area of the LCWIP includes Weldon and the various nearby development proposals due to the potential increase in journeys on foot and by cycle. The proposals are designed to link with those of the Greenways Strategy.
- 2.4. Within the Corby LCWIP is significant analysis of the existing walking and cycling network, as well as the potential for cycling and walking in the local area. Using this information, a network of proposed routes and improvements have been identified and prioritised.
- 2.5. Public consultation was undertaken on the LCWIP proposals between 24th August and 27th September 2023. As part of this consultation respondents were asked for their overall feeling about the LCWIP. 59% of respondents were either positive or mainly positive, 27% were neutral and 14% were negative or mostly negative about the LCWIP. This shows a strong support within the respondents for the overall LCWIP. The Corby LCWIP, You Said Consultation Report is included at **Appendix B**.
- 2.6. The comments received for the LCWIP overall and for each of the route proposals have been examined. Many of the comments received have been supportive of the proposals, with only a small proportion providing negative comments.
- 2.7. Assuming the approval of this report, a final version of the Corby LCWIP will be published on the Council's website. Subject to funding being available, preliminary designs for the priority route/improvements will be developed to form the basis of future bids for capital funding from the Government's Active Travel Fund or other suitable funding sources.

3. Recommendations

- 3.1. It is recommended that the Executive:
- a) Notes the findings of the public consultation analysis for the Corby Local Cycling and Walking Infrastructure Plan (LCWIP) which forms **Appendix B** of this report;
 - b) Approves and adopts the Corby LCWIP which forms **Appendix A** of this report as a Council policy document;

- c) Agrees the prioritisation of routes within the Corby LCWIP, subject to funding being available, forms the basis of work to develop preliminary designs for the routes to inform future funding bids.

3.2. Reason for Recommendations – Local Cycling and Walking Infrastructure Plans (LCWIPs) are the recommended Department for Transport approach for planning and co-ordinating provision for active travel modes. They provide a strategic and planned approach for short- and long-term provision for cycling and walking within the local area.

The Corby LCWIP has been developed to enable the Council to:

- Identify prioritised cycling and walking infrastructure improvements for future investment;
- Ensure that consideration is given to cycling and walking within both local planning and transport policies and strategies; and
- Make the case for future funding for walking and cycling infrastructure.

3.3. Alternative Options Considered – While it would be possible to develop an LCWIP based on a different methodology to that contained in Government guidance on LCWIPs, this is not recommended as it would mean that the Council was less likely to secure Government funding. However, should alternative funding (such as S106) become available for particular corridors, it would be possible to progress lower priority schemes on that basis.

4. Report Background

Introduction

4.1. Local Cycling and Walking Infrastructure Plans (LCWIPs) are the recommended Department for Transport approach for planning and co-ordinating provision for active travel modes. They provide a strategic and planned approach for short- and long-term provision for cycling and walking within the local area. Schemes which have been prioritised within LCWIPs are more likely to receive Government funding.

4.2. The Corby LCWIP is the second in a series of LCWIPs that are being developed to enable the Council to;

- Identify prioritised cycling and walking infrastructure improvements for future investment
- Ensure that consideration is given to cycling and walking within both local planning and transport policies and strategies; and
- Make the case for future funding for walking and cycling infrastructure

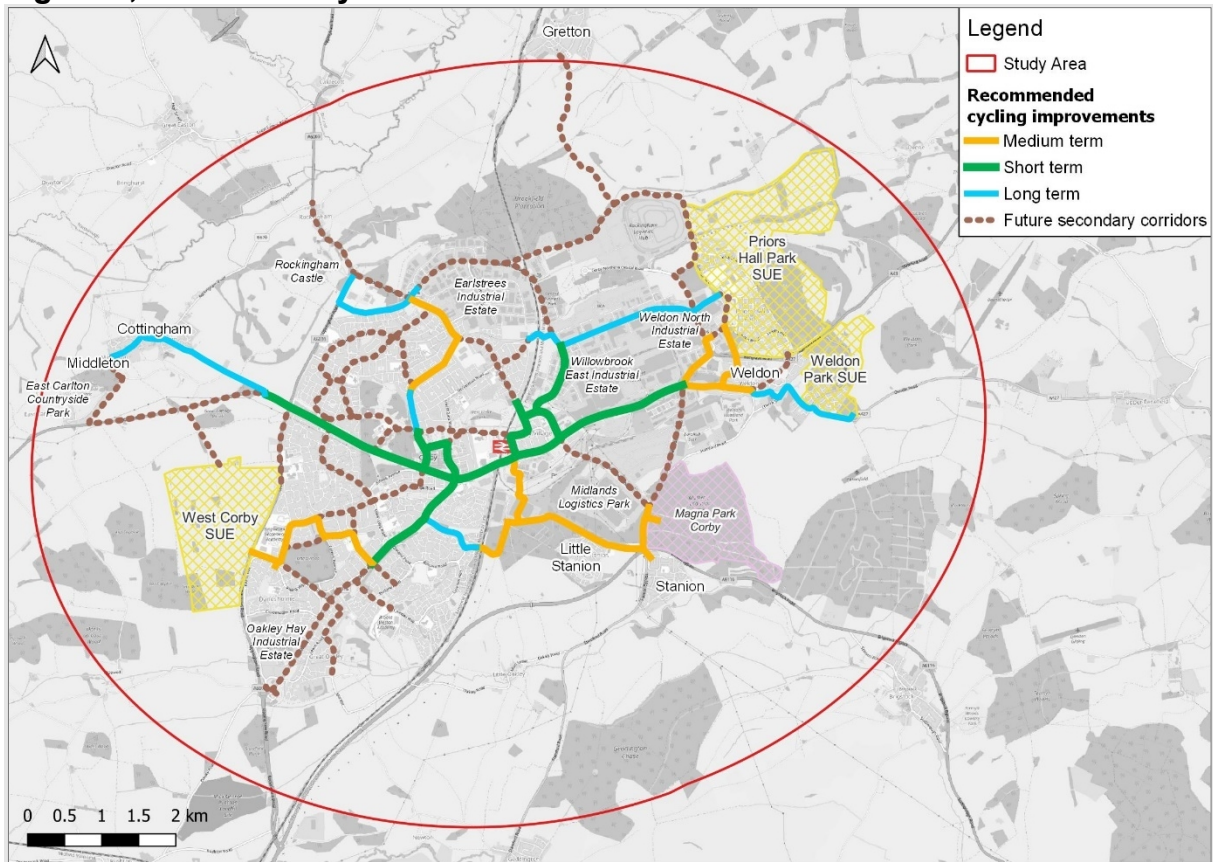
4.3. The draft Corby LCWIP has been developed in accordance with the Department for Transport LCWIP guidance. This has included a programme of engagement and consultation with stakeholders and the public throughout the development of the LCWIP proposals.

- 4.4. The area of the LCWIP includes Weldon and the various nearby development proposals due to the potential increase in journeys on foot and by cycle. The proposals are designed to link with those of the Greenways Strategy.
- 4.5. The Wellingborough and Rushden LCWIP is under development and will be brought to Executive for approval at a future date.

5. Issues and Choices

- 5.1. Within the draft Corby LCWIP (**Appendix A**) is significant analysis of the existing walking and cycling situation, as well as the potential for cycling and walking in the local area. Using this information, a network of proposed routes and improvements have been identified.
- 5.2. The cycling improvements include primary and secondary cycle proposals. The seven primary cycle corridors are:
 - Station Link
 - Eastern Corridor - A427 Weldon Road between the railway station and eastern parts of the town, including Weldon and Priors Hall Park
 - Northern Corridor - George St-Cottingham Rd, Studfall Avenue-Clydesdale Rd, Studfall Avenue-Rockingham Rd, Rockingham Rd and Rockingham Castle
 - North Eastern Corridor - Old Village, retail off Phoenix Parkway, large employment sites off Steel Road and Priors Hall Park
 - South Eastern Corridor – Little Stanion, Stanion and Magna Park
 - South Western Corridor - Oakley Road between the town centre and residential areas
 - Western Corridor - A427 Westcott Way / Cottingham Road, Cottingham, Middleton
- 5.3. The walking improvements identified are based upon:
 - A Core Walking Zone of the town centre area and 11 walking routes
 - An area-based approach in Corby Old Village
 - Most of the recommended walking improvements align with the identified primary cycle corridors. The links which do not align are Corporation Street (CWZ2 & CWZ3), Richmond Road (CWZ 7) and High Street in Corby Old Village (W8, W9 & W10).
- 5.4. The draft Corby LCWIP analyses the above routes and prioritises the identified improvements in terms of being short, medium or long term in nature. For the cycling routes the short-term priority routes are identified as being Station Road, Western Corridor and sections of the Northern, Eastern and North-Eastern corridors as shown in the figure below. The specific walking improvements of Corporation Street (CWZ2 & CWZ3) and High Street in Corby Old Village (W8, W9 & W10) are identified as short-term priorities.

Figure 1, Prioritised Cycle Network



5.5. Public consultation was undertaken on the LCWIP proposals between 24th August and 27th September 2023. This consultation was undertaken using the Commonplace online platform. Full analysis of the received responses is provided within the Corby LCWIP, You Said Consultation Report (November 2023) (included as **Appendix B**) and is summarised in section 7.5 below.

6. Next Steps

- 6.1. Assuming the approval of this report, the Corby LCWIP will be published on the Council's website.
- 6.2. Subject to funding being available, preliminary designs for the priority route/improvements will be developed to form the basis of future bids for capital funding from the Government's Active Travel Fund or other suitable funding sources.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

7.1.1. The approval of the Corby LCWIP does not, by itself, have any resource or financial implications.

7.1.2. Funding sources will be sought so that the initial designs for the priority routes/improvements can be developed. The Council would be initially looking for external funding for the initial designs of the priority routes/improvements. However, the availability of such future funding is uncertain and therefore this approach may need to be reviewed.

7.1.3. The development of the initial designs of the priority routes/improvements will allow bids to be developed for Government or other sources of funding for construction such as Section 106 and where appropriate these will be the subject of future reports to Executive.

7.2. Legal and Governance

7.2.1. The consultation should describe the matter being consulted upon, in this case via a technical report which has been developed into the draft LCWIP. This included examples of improvements to the cycle and walking routes and where improvements were suggested. The public consultation allowed adequate time to respond, in this case, 24th August to 27th September 2023. The consultation process has given fair consideration to the representations received and an evaluation has taken place of the proposals made. Officers do not have to adopt all the proposals put forward. The decision makers, as is the case, here can take some of them forward by commenting/suggesting to the Executive Member Highways provided they have given due consideration to those they have rejected. The schemes identified as being the prioritised cycling and walking projects in the LCWIP will go on to form the basis for future funding bids for infrastructure to enable the implementation of those routes

7.3. Relevant Policies and Plans

7.3.1. The proposal will assist the Council in meeting the priorities in the Corporate Plan around:

- Safe and Thriving Places - Enable people to travel across North Northamptonshire and beyond
- Green, sustainable Environment - Promote sustainable, active travel, Embed low carbon technology, sustained and improved green infrastructure, and sustainable forms of transport fit for the future.

7.3.2. The proposal will assist the Council in developing and delivering the Council's Local Plans and Local Transport Plan, which the Council has a statutory duty to deliver.

7.4. Risk

- 7.4.1. If the Corby LCWIP were not to be approved there is a risk that the Council will not be able to obtain future funding for Active Travel schemes from Government or other sources. There may also be implications for the ability to obtain funding for delivering other transport infrastructure schemes.
- 7.4.2. A risk register will be developed as part of the project management process and will ensure risks are identified, recorded and monitored.

7.5. Consultation

- 7.5.1. A comprehensive consultation and engagement process has been undertaken in the development of the LCWIP proposals.
- 7.5.2. The development of the Plan has included the holding of workshops with key stakeholders at appropriate stages in the development of the proposals. These workshops enabled key stakeholders to outline issues they thought were of most importance for walking and cycling as well as locations for connection to the network. In addition to the workshops the online consultation platform of Commonplace was used to enable members of the public to provide their thoughts and comments.
- 7.5.3. Following the drafting of the LCWIP Technical Report, public consultation was undertaken between 24th August and 27th September 2023.
- 7.5.4. The consultation respondents were asked to submit responses for the following elements of the LCWIP proposals:
- How they felt about the overall LCWIP?
 - Which Individual Routes they considered should be prioritised?
 - Level of support for and comments on each of the proposed routes/improvements
- 7.5.5. The comments received for the LCWIP overall and for each of the route proposals have been examined. 59% of respondents were either positive or mainly positive, 27% were neutral and 14% were negative or mostly negative with the LCWIP. Many of the comments received have been supportive of the proposals, with only a small proportion providing negative comments. This shows a strong support within the respondents for the overall LCWIP.
- 7.5.6. Comments included criticism of the standard of previously implemented infrastructure for cyclists and pedestrians. The main criticisms relate to variable widths of facility, number of locations where pedestrians/cyclists must give way and also poor maintenance/encroaching vegetation. These recurring comments demonstrate the importance of ensuring that the route proposals of the LCWIP do not become diluted in the quality and attractiveness of provision they provide for pedestrians and cyclists as they progress through the design process. They also suggest that there will be a need to carefully consider future maintenance

requirements (particularly in relation to potential encroachment by adjacent vegetation) within the design of the proposals.

7.5.7. When asked which of the identified six different routes should be prioritised. The cycle routes identified by respondents as being important to them were:

- East - Station to Weldon/Priors Hall Park South 26.5%
- North East – Train station to Priors Hall Park 20.5%
- North – Rockingham triangle 15.7%
- South East – Stanion to train station 14.5%
- West – Cottingham to town centre 13.9%
- South West – West Corby SUE to town centre 9.0%

7.5.8. The LCWIP identified walking improvements, including area-based routes in the town centre and the establishment of a liveable neighbourhood.

7.5.9. Respondents were asked to identify three priority routes. The walking routes most often identified by respondents as being important to them were:

- Town centre 25%
- Corby Old Village 16.1%
- Oakley Road 13.7%
- Weldon Road 11.3%

7.6. **Consideration by Executive Advisory Panel**

7.6.1. The Sustainable Communities EAP considered the Corby LCWIP on 26th April 2023 and most recently at their meeting on 9th November 2023. The panel commented on the community feedback and ensuring that they were considered in the plan development. The panel noted that the overall satisfaction with the Corby LCWIP was lower than that of the Kettering LCWIP and questioned the relationship between level of support, highway condition, particularly the prevalence of potholes and maintenance of the highway. Through discussion, it was noted that any schemes derived from the LCWIP would be built to the standards set out in Local Transport Note(LTN) 1/20 which is the industry standard and maintained in accordance with the authorities' Highways Asset Management Policy. It should be noted that external funding for LCWIP infrastructure is not typically able to be diverted towards other council activities such as highway maintenance. The Corby LCWIP proposals and its move towards adoption were supported.

7.7. **Consideration by Scrutiny**

7.7.1. The Place & Environment Scrutiny Committee have not considered the Corby LCWIP but may choose to do so in future.

7.8. Equality Implications

7.8.1. An Equality Screening Assessment has not identified any adverse impact on individuals with protected characteristics.

7.9. Climate and Environment Impact

7.9.1. The LCWIP will provide a strategic and planned approach for short- and long-term provision for cycling and walking within the local area. The provision for and promotion of active travel modes is an integral element of reducing the climate/environmental impact of local transport movements.

7.10. Community Impact

7.10.1. The Corby LCWIP will improve active travel connections between communities within the Corby area, which have benefits for health and well-being as well as supporting low cost and environmentally sensitive modes of transport. Of particular note are the Southwestern Corridor proposals which would connect the West Corby SUE, the 'left behind' area of Kingswood and the town centre.

7.11. Crime and Disorder Impact

7.11.1. There are no specific impacts relating to the recommendations in this report.

8. Background Papers

8.1. Local Cycling and Walking Infrastructure Plans – Technical Guidance (April 2017) ([Local cycling and walking infrastructure plans technical guidance \(publishing.service.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/614212/local_cycling_and_walking_infrastructure_plans_technical_guidance.pdf)).

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Corby Local Cycling and Walking Infrastructure Plan (LCWIP)

December 2023.

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Additional Comments to note

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1.0 INTRODUCTION

1.1 Overview

The Corby LCWIP aims to significantly enhance opportunities for cycling and walking across the town, for both commuting and leisure purposes. The LCWIP will also support NNC's ambitions to combat climate change.

LCWIPs, as set out in the Government's Cycling and Walking Investment Strategy, are a strategic approach to identifying cycling and walking improvements required at the local level. They enable a long-term approach to developing local cycling and walking networks, ideally over a 10-year period, and form a vital part of the Government's strategy to increase the number of trips made on foot or by cycle. While the preparation of LCWIPs is non-mandatory, Local Authorities (LAs) who have plans will be well placed to make the case for future investment.

By taking a strategic approach to improving conditions for cycling and walking, LCWIPs will assist LAs to:

- Identify cycling and walking infrastructure improvements for future investment in the short, medium and long term;
- Ensure that consideration is given to cycling and walking within both local planning and transport policies, and strategies; and
- Make the case for future funding for walking and cycling infrastructure.

The production of an LCWIP offers the LA the chance to strengthen local partnerships with National Highways, Network Rail and other stakeholders who can be influential in providing infrastructure to enable more walking and cycling. The LCWIP also provides an opportunity for the LA to demonstrate its commitment to related policy issues such as improved air quality, reduced emissions, improved public health through active travel, and improved access to education and employment.

The key outputs of LCWIPs are:

- A network plan for walking and cycling which identifies preferred routes and core zones for further development;
- A prioritised programme of infrastructure improvements for future investment; and
- A report which sets out the underlying analysis carried out and provides a narrative which supports the identified improvements and network.

1.2 LCWIP Process

The development of the LCWIP consists of six key stages, as per the Department for Transport (DfT) guidance and as listed in Table 1-1

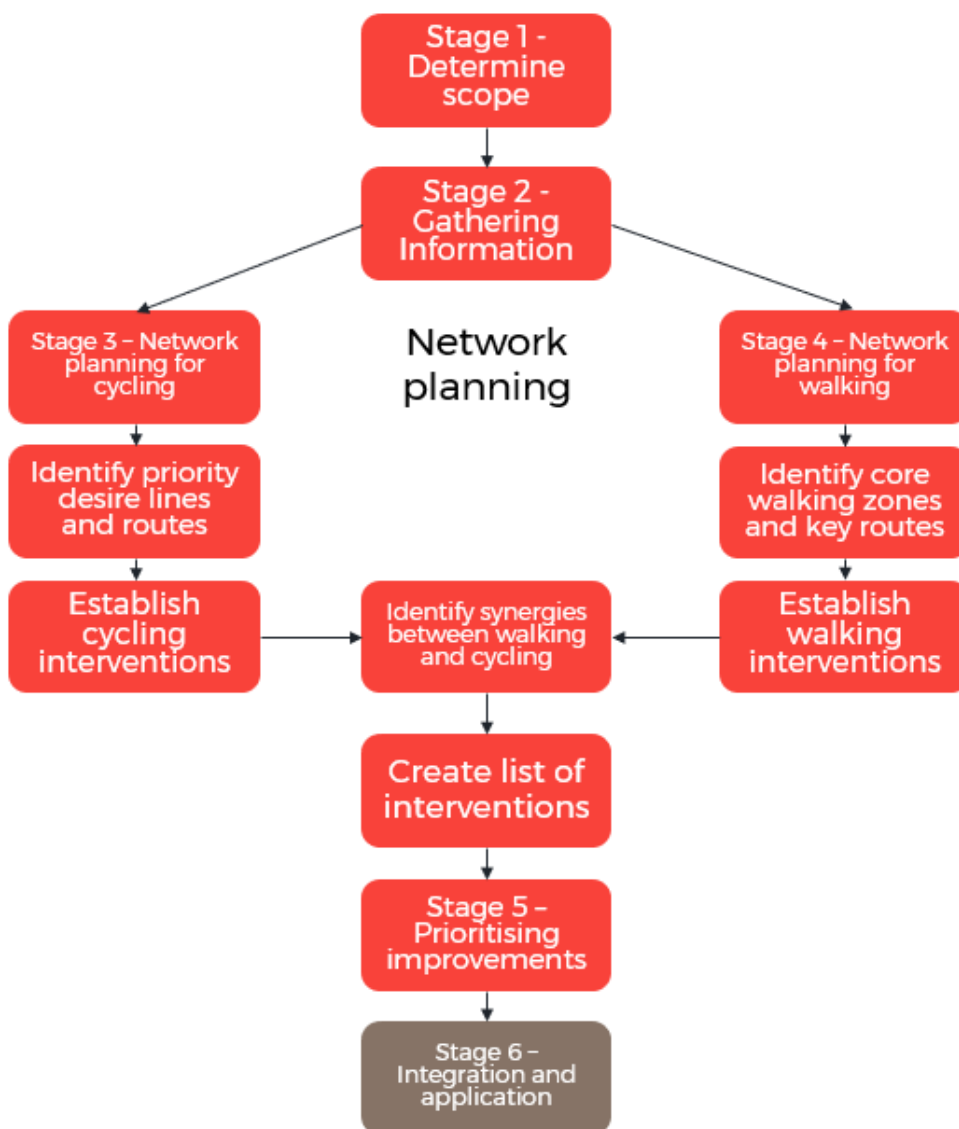
Table 1-1 – LCWIP six-stage process

Stage	Name	Description
1	Determining Scope	Establish the geographical extent of the LCWIP.
2	Gathering Information	Identify existing patterns of walking and cycling and potential new journeys. Review existing conditions and identify barriers to cycling and walking. Review related transport and land use policies and programmes.
3	Network Planning for Cycling	Identify origin and destination points and cycle flows. Convert flows into a network of routes and determine the type of improvements required.

4	Network Planning for Walking	Identify key trip generators, core walking zones and routes, audit existing provision and determine the type of improvements required.
5	Prioritising Improvements	Prioritise improvements to develop a phased programme for future investment.
6	Integration and Application	Integrate outputs into local planning and transport policies, strategies, and delivery plans.

Figure 1-1 displays the LCWIP process. Stages 3 and 4 are conducted separately, as cycling and walking should be considered separately due to the different characteristics of the modes. The process for walking and cycling is then brought back together in Stage 5.

Figure 1-1 – LCWIP process flowchart



As part of the LCWIP commission, WSP have provided consultancy support for the Corby LCWIP Stages 1 to 5; with Brightwayz (a local social enterprise specialising in promoting sustainable travel) assisting with public consultation and engagement. Based on DfT guidance, Stage 6 is a non-technical stage which concerns the integration of the LCWIP into local policy, strategies and plans. As such, Stage 6 will be advanced by NNC internally.

For each stage, details of the approach, methodology, assumptions and outputs are provided. The document can therefore act as a step-by-step guide of how to fulfil the technical requirements of the LCWIP, which can be replicated and/or further developed for identified priority areas.

THE LCWIP PROVIDES:

- Plans of the proposed priority networks showing the most important routes and zones for further development, targeting short journeys (to school, work etc).
- A prioritised programme of infrastructure improvements for future development.
- The evidence and work completed to support the development of the Plan.
- A basis for securing government funding or developer contributions.

THE LCWIP DOES NOT PROVIDE:

- Exact details of the improvements on each route (these details will be developed as funding comes forward and will be subject to further consultation).
- Specific timeframes for when routes will be delivered.
- Guaranteed funding for delivery, although it will put us in the best possible position to secure funding.
- Network planning for long distance routes, these are being considered through the greenway project.

2.0 STAGE 1: DETERMINING SCOPE

2.1 The Case for Active Travel

There are several compelling reasons to promote walking and cycling as modes of transport.

Firstly, walking and cycling are sustainable and environmentally friendly ways to travel. They do not produce the emissions that come from motorised vehicles, which can help to improve air quality and reduce carbon emissions. Promoting walking and cycling can therefore contribute to efforts to tackle climate change and protect the environment.

Secondly, walking and cycling are good for both physical and mental health. Regular physical activity has been linked to a range of health benefits, including reducing the risk of chronic diseases such as heart disease, stroke, and diabetes. Encouraging more people to walk and cycle can help to promote healthier lifestyles and reduce the burden of preventable diseases on healthcare systems.

Thirdly, walking and cycling can help to reduce traffic congestion and improve the overall efficiency of transport systems. By reducing the number of motorised vehicles on the road, walking and cycling can help to ease congestion, particularly in urban areas where traffic can be particularly problematic. This can help to make journeys more efficient for those who still need to use cars or public transport.

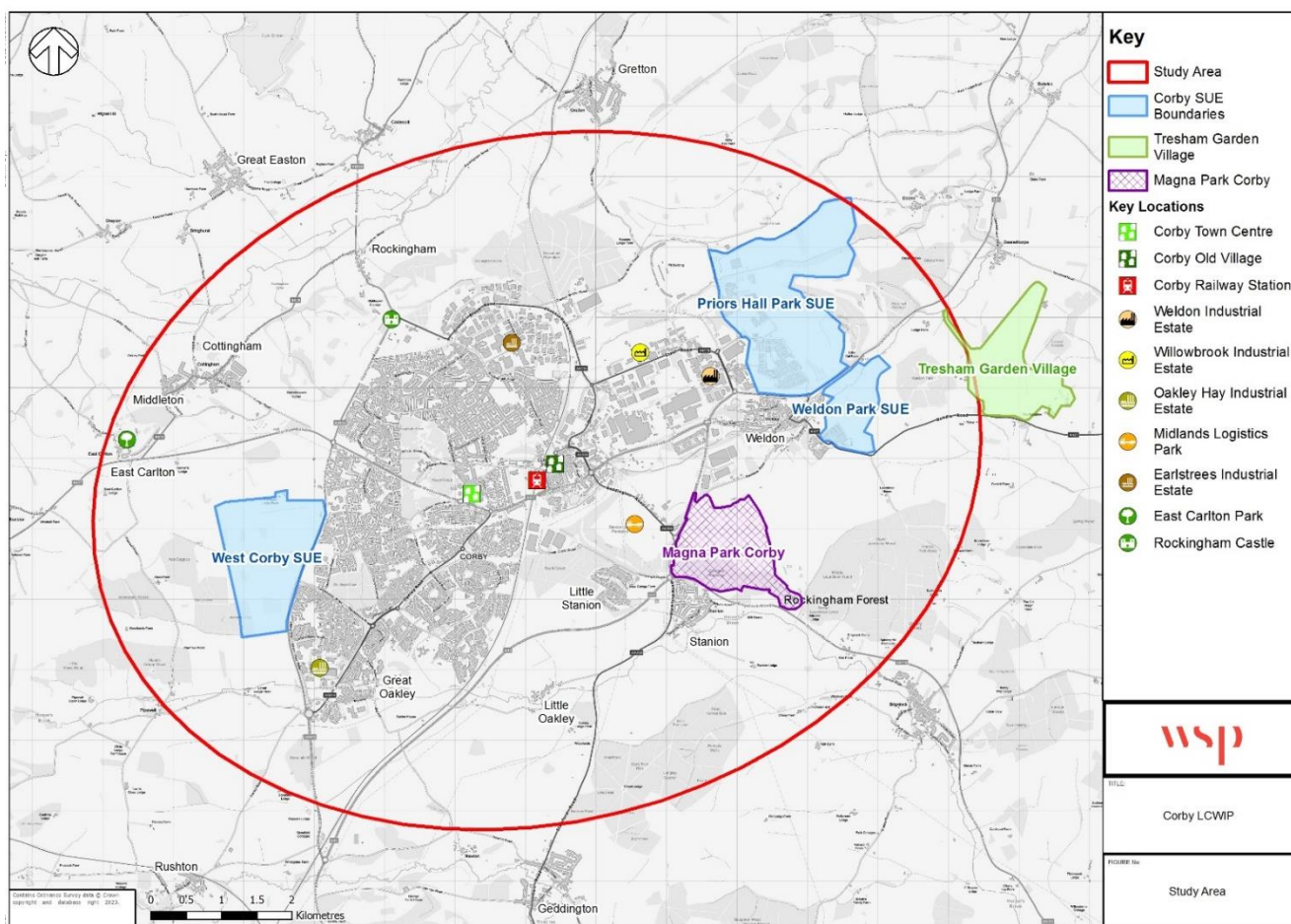
Finally, promoting walking and cycling can help to create more vibrant and liveable communities. By prioritising the needs of pedestrians and cyclists, we can create more attractive and accessible public spaces that encourage social interaction and community engagement.

In conclusion, promoting walking and cycling can bring a range of benefits to individuals, communities, and the environment. By investing in the infrastructure and policies that support these modes of transport, we can help to create more sustainable and healthier societies.

2.2 Geographical Extent

Figure 2-1 presents the LCWIP study area boundary, along with key trip generators that were identified at the inception stage.

Figure 2-1 – Corby LCWIP study area



The geographical extent of the Corby LCWIP covers the existing urban area of Corby, as well as the surrounding villages of East Carlton, Cottingham, Middleton, Rockingham, Little Oakley, Stanion and Weldon. The Sustainable Urban Extensions (SUEs) of West Corby, Priors Hall Park and Weldon Park are all included within the study area, with the significant housing and population growth generated by these SUEs seen as vital to incorporate within the study area.

The study area boundary does not form a ‘hard boundary’, with origins and destinations just outside of the boundary remaining in consideration should the network development analysis indicate potential for cycle or walking trips. However, the greatest potential for increasing cycling and walking is likely within the main urban area and surrounding villages where trip origins and destinations are in close proximity and where population densities are highest.

Approximately 3km to the east of Weldon is Deenethorpe Airfield, which has been identified in North Northamptonshire Joint Core Strategy for a development of a new Garden Village including 1,500 homes, community facilities, shops, business premises and generous green space. Walking and cycling connectivity of this site as well as of other villages in the rural area around the town (for example Gretton, Geddington, Rushton, Great Easton) are addressed by the North Northamptonshire Greenway Strategic Masterplan.

3.0 STAGE 2: INFORMATION GATHERING

3.1 Introduction

The LCWIP has been developed using a variety of key datasets to establish the existing and future travel patterns in Corby, as well as drawing on local policies and plans to inform the priorities for improvement in the town. This section provides an overview of the data that has been reviewed and used within this report.

3.2 Policy Context

The current active travel policy position across the study area has been reviewed to ensure that the Corby LCWIP aligns with national, regional and local policy. The following list provides a summary of the policy and strategy documents reviewed and their relevance to the development of this LCWIP:

National policy

- Cycling and Walking Investment Strategy (DfT, 2017) – The first CWIS sets out the Government’s ambition to make walking and cycling the natural choices for shorter journeys or as part of longer journeys, as well as outlining targets to double cycling trips between the years 2013 and 2025.
- The Second Cycling and Walking Investment Strategy (DfT, 2022) – The second CWIS was published in July 2022 and provides updated objectives and financial resources for active travel between April 2021 to March 2025. CWIS2 objectives up to 2025 reflect Government ambitions to boost overall levels of walking, wheeling and cycling; with CWIS2 also aiming to deliver a world class cycling network in England by 2040.
- Gear Change: A Bold Vision for Cycling and Walking (DfT, 2020) – Government’s vision to see a step-change in levels of walking and cycling in England, through £2 billion set aside for investment; the creation of a new body named Active Travel England; and outlining key design principles.
- Local Cycling and Walking Infrastructure Plans (DfT, 2017) – The LCWIP guidance sets out a recommended approach to planning networks of walking and cycling routes; the Corby LCWIP has been developed using this guidance.
- LTN 1/20: Cycle Infrastructure Design (DfT, 2020) – LTN 1/20 sets out the guidance for cycling infrastructure; the Government intends that all proposed schemes will be checked against the summary principles, which are built on five core design principles.
- The Highway Code (DfT, 2022) – The Highway Code was updated in January 2022 and reinforces the hierarchy of road users which places pedestrians and cyclists at the top of the hierarchy as they are road users most at risk in the event of a collision.
- Future of Mobility: Urban Strategy (DfT, 2019) – Outlines that benefits of innovation can help enable active travel to remain the best option for short urban journeys.
- Decarbonising Transport (DfT, 2021) – Sets out the Government’s commitments and the actions needed to decarbonise the entire transport system in the UK to reduce transport emissions to net zero by 2050.
- The Ten Point Plan for a Green Industrial Revolution (DfT, 2020) – Seeks to increase share of journeys taken by public transport, cycling and walking using £5 billion for buses, cycling and walking as announced earlier in 2020.

Regional policy

- England’s Economic Heartland: Regional Transport Strategy (EEH, 2021) – Aims to enable growth and achieve goals to net zero by 2040, as well as one of four key principles seeking to improve quality of life through sustainable and active travel.
- Shared regional principles for protecting, restoring and enhancing the environment in the Oxford-Cambridge Arc (Oxford-Cambridge Arc Leadership Group, 2021) – The principles set out in the document address how to achieve balance between economic growth and environmental sustainability with focus on net zero carbon, climate resilience, environmental net gain and the sustainable use of resources.

Local policy

- Northamptonshire Local Transport Plan (NCC, 2012) – Sets out the strategic aims and goals for the future of transport in Northamptonshire.
- Northamptonshire Cycling Strategy (NCC, 2013) – Is a daughter document to the Local Transport Plan and sets out the vision to making cycling more attractive for shorter journeys, as well as for leisure purposes.
- Corby Town Transport Strategy (NCC, 2015) – Outlines the need to provide transport options that satisfy individual needs, encourage more sustainable travel and enable plans for growth in Corby.
- Corby Town Centre Masterplan (Catalyst Corby and former Corby Borough Council, 2006) – Provides a spatial masterplan which sets out an overall vision for development proposals in the town centre, specifically highlighting the need to improve active travel and pedestrian permeability which is currently limited in the town centre.
- North Northamptonshire Joint Core Strategy 2011–2031 (NNJPU, 2016) – Strategic Part 1 Local Plan which outlines various desired outcomes including more walkable places and an excellent choice of ways to travel.
- Part 2 Local Plan for Corby (NNC, 2021) – Supports the Part 1 JCS by setting out additional, more detailed planning policies for Corby; sets out a vision for how Corby will contribute to a more sustainable, self-reliant North Northamptonshire.
- Neighbourhood Plans – Neighbourhood Plans set out general planning policies for the local area. The plans must be in line with national policy and help meet the strategic needs of the wider local area. Several areas in the study area have been designated to support the creation of Neighbourhood Plans with Gretton Neighbourhood Plan and Cottingham Neighbourhood Plan successfully adopted in June 2021 and April 2021 respectively.

The key design principles set out in Gear Change and core design principles outlined in LTN 1/20 have been considered throughout the development of this LCWIP and associated interventions. The Corby LCWIP has also been developed following the guidance set out in the 2017 DfT LCWIP Guidance.

Key design principles from Gear Change outline that: cyclists must be separated from high volume motor traffic and pedestrians; cyclists be treated as vehicles; routes must join together; routes must feel direct; routes must take account of how users actually behave; purely cosmetic alterations and barriers should be avoided; and routes should be designed only by those who have experienced the route on a bicycle.

Core design principles set out in the LTN 1/20 represent the essential requirements to achieve more people travelling by foot and bicycle, these five principles are for networks to be coherent, direct, safe, comfortable and attractive.

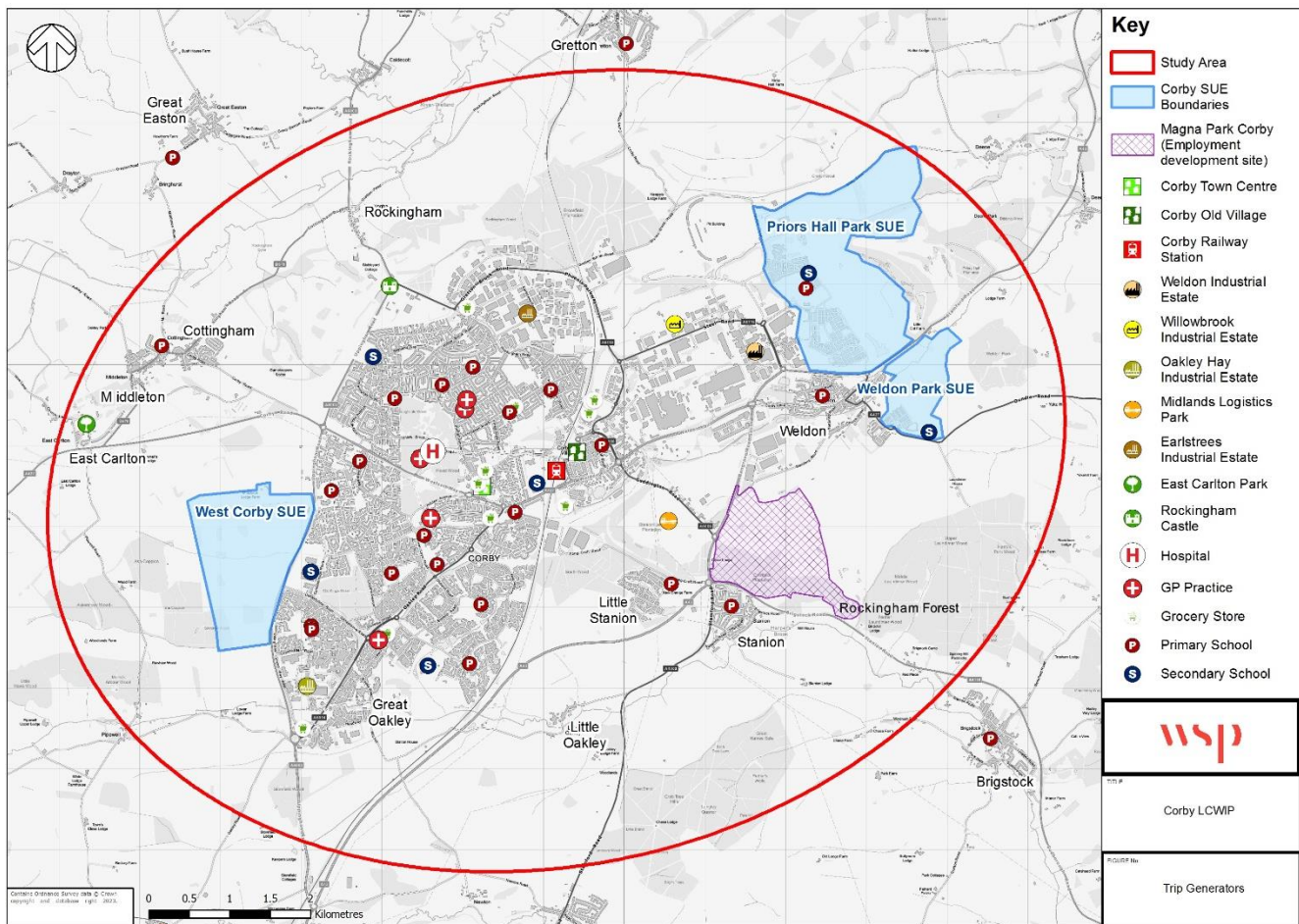
Further information on the above policy documents is set out in **Appendix B**, which contains the Corby LCWIP Policy Note.

3.3 Key Trip Generators

Figure 3-1 presents the study area and key locations outlined in Stage 1, with the addition of trip generators including:

- Corby Community Hospital
- GP Practices
- Supermarkets and large grocery stores
- Primary schools
- Secondary schools

Figure 3-1 – Trip Generators



Leisure and sports facilities

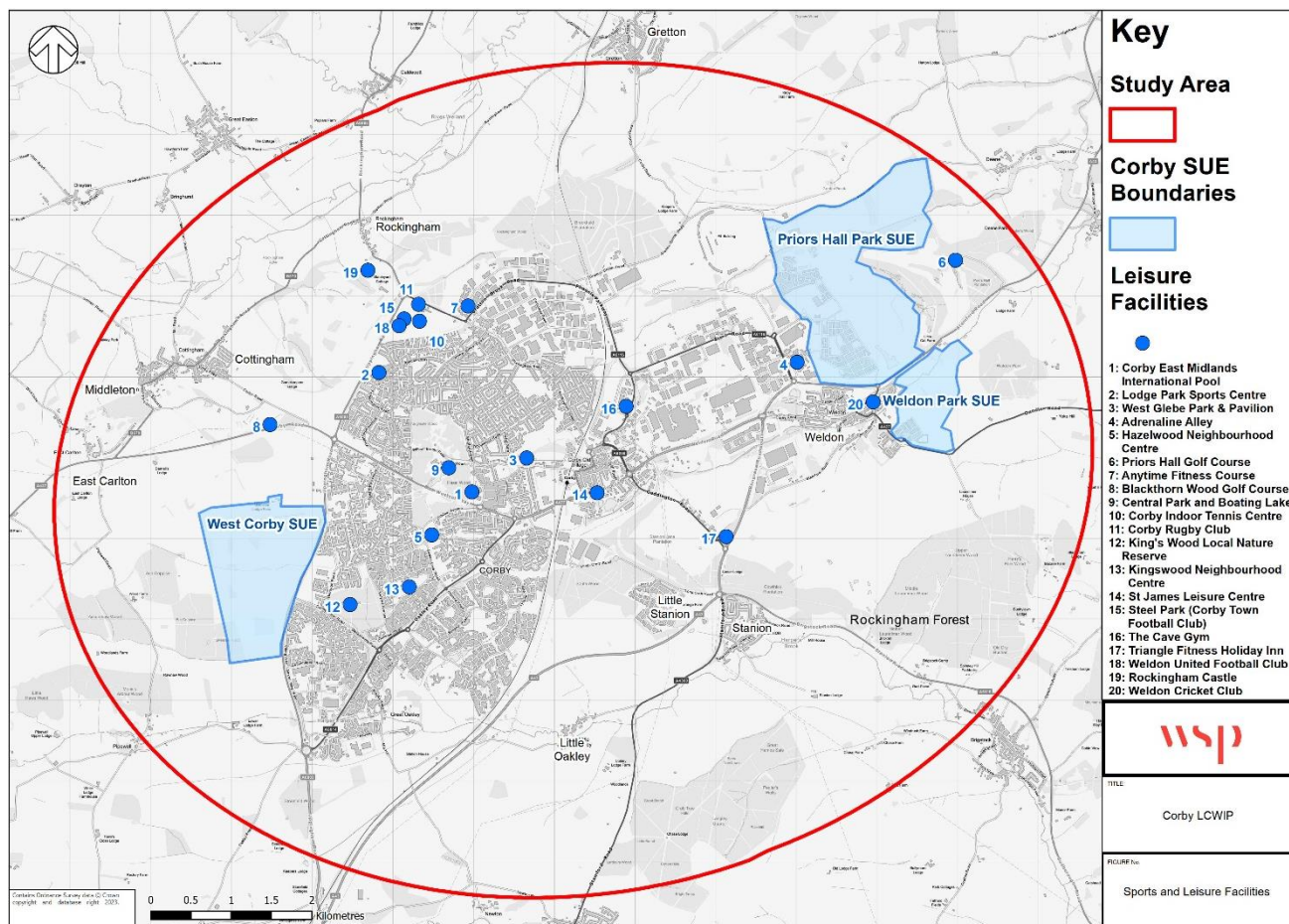
There are various key leisure and sports facilities within Corby, with the main five facilities (and their average annual attendances) being:

- Corby East Midlands International Pool – 380,000
- Lodge Park Sports Centre – 160,000
- West Glebe Park Pavilion – 70,000
- Adrenaline Alley – 55,000
- Hazelwood Neighbourhood Centre – 22,000
- Priors Hall Golf Course – 22,000

The locations of these and some other leisure facilities in Corby are shown in Figure 3-2.

Incorporating walking or cycling infrastructure into journeys to sports and leisure facilities including open green spaces can add an enjoyable element to the overall journey.

Figure 3-2 – Leisure and sports facilities in Corby



3.4 Transport Network

Highway network

Figure 3-3 represents the local highway and rail network within the Corby study area.

Figure 3-3 – Corby Local Highway Network



The primary A road network within the Corby LCWIP study area comprises the A427, A6003, A43 and A6116. These are detailed below:

- The A427 provides an east-west link through the centre of Corby; which links to Market Harborough to the west and joins onto the A43 in the east;
- The A6003 provides a north-south link and forms the town’s current western boundary. West Corby SUE is planned to the west of the road;
- The A43 crosses the study area from the southwest to the northeast along the southern and eastern boundaries of the town, which provides links to Kettering and Northampton in the south and Stamford in Lincolnshire in the north; and
- The A6116 interchanges with the A43 near Stanion, and therefore does not directly pass through the urban area of Corby; the A6116 connects south onto the strategic A14.

In addition to the primary A roads, various further A roads (A6014, A4300 and A6006), B roads, minor roads and local streets serve Corby.

Average annual daily traffic (AADT)

Figure 3-4 identifies the 2020 Average Annual Daily Traffic (AADT) for roads where data is available within the Corby LCWIP study area. AADT is the total volume of yearly vehicle traffic divided by 365 days; and is a useful measurement of indicating how busy a road is. It should be noted that 2020 traffic levels were affected by the COVID-19 pandemic.

Figure 3-4 – AADT within study area

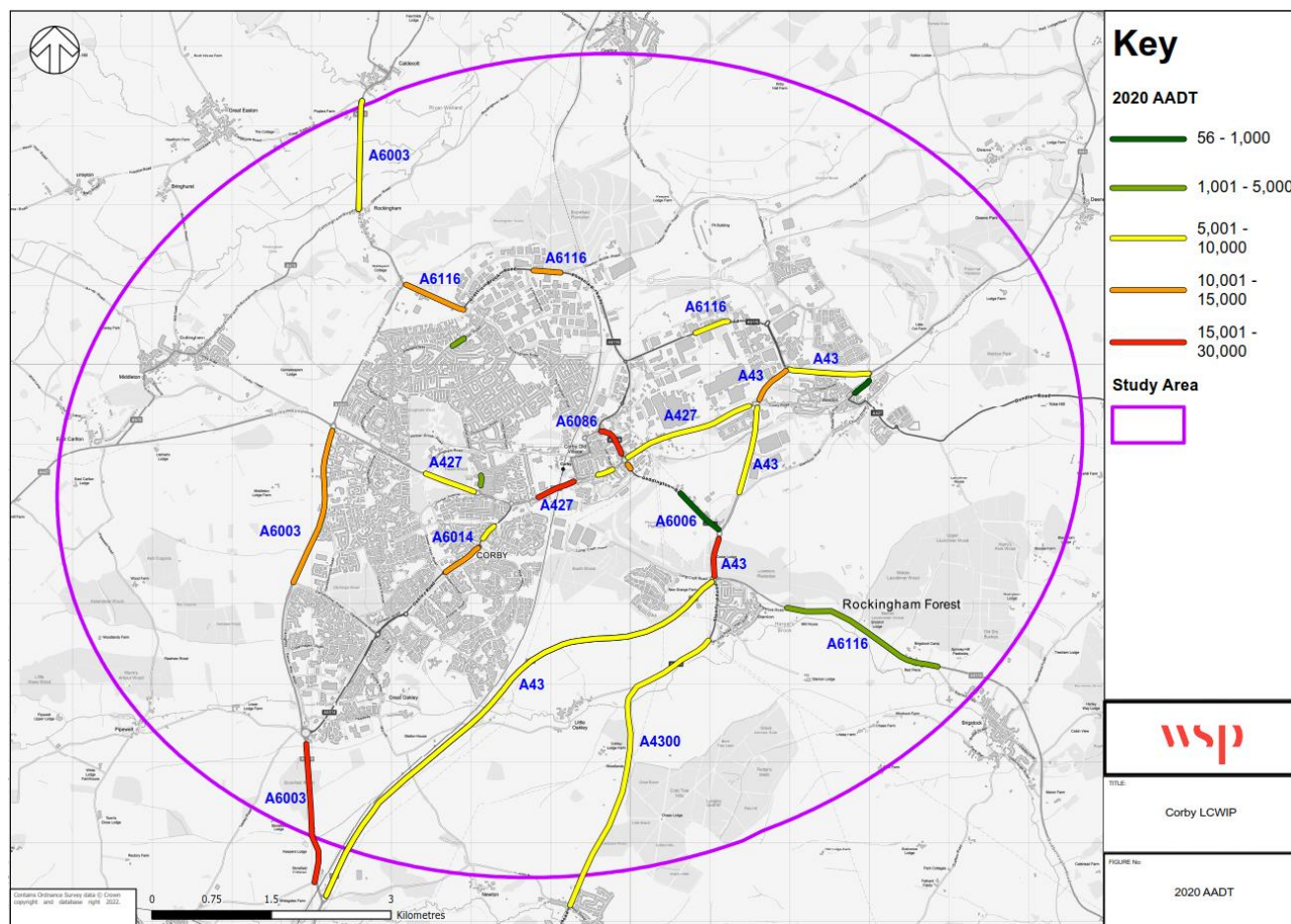


Figure 3-4 highlights the busiest roads within the study area, which should be taken into consideration for the Corby LCWIP, particularly when understanding potential walking and cycling interventions.

The figure identifies that segments of the A6003, A6014, A427, A6086, A43 and A6116 all have average daily flows of over 10,000 vehicles. As such, these high volumes of daily traffic would likely make conditions unattractive and challenging for on-road cyclists. It should be noted that the traffic volumes will change when the SUEs are built up.

Rail network

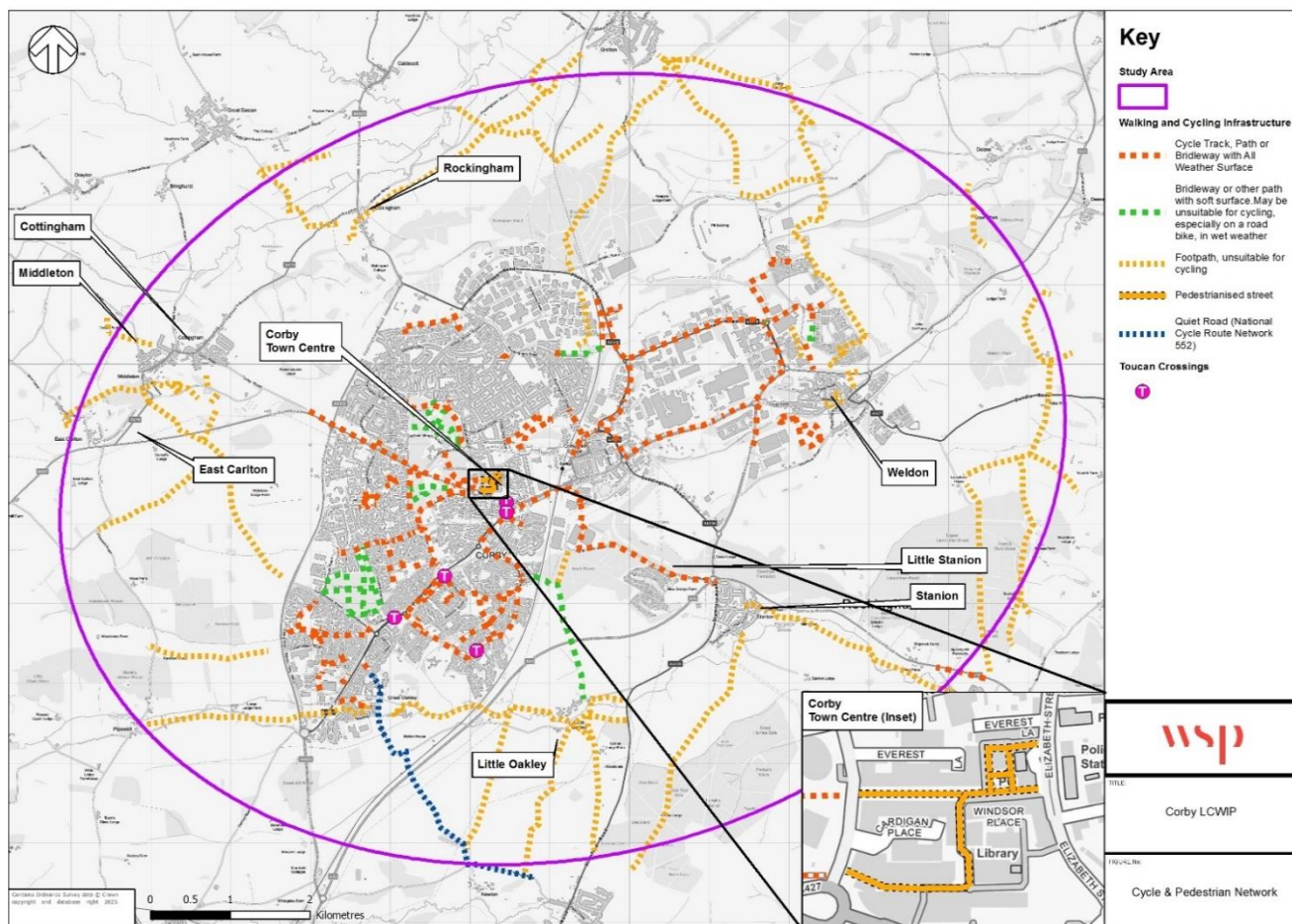
The Kettering-Oakham railway line operated by East Midlands Railway passes through Corby from north to south, serving Corby Railway Station. The railway line forms a relatively informal boundary, with the majority of residential land use in Corby being located to the west of the railway line and the majority of employment land use being located to the east of the railway line.

Corby railway station provides two direct services to London St. Pancras International with journey times of approximately 1 hour 12 minutes. Patronage of the station was growing steadily prior the COVID-19 pandemic from 177,000 passengers a year in 2010 to 300,000 passengers in 2019.

Cycle and pedestrian network

Figure 3-5 shows the existing cycle and pedestrian network within the study area, identified from the 2016 Corby Cycle Map and updated to reflect new infrastructure predominantly in the northeast of the town. The plan presents cycle tracks, paths, bridleways and pedestrianised streets and National Cycle Network (NCN) route.

Figure 3-5 – Cycle and Pedestrian Network



The figure demonstrates that there are various sections of cycle tracks, paths and bridleways in the study area; however, the cycle provision is not fully coherent or connected throughout Corby and its surrounding villages, and a significant amount of these links are not to current design standards, as set out in more detail below.

The figure shows that there are cycle tracks connecting the villages of Stanion, Little Stanion and East Carlton into Corby; however, this provision is generally not to current design standards, for example the cycle track along Long Croft Road connecting Stanion to Corby (via Little Stanion) is a 1-metre-wide shared use path which would not feel safe or attractive for most cyclists and pedestrians.

In addition, the villages of Cottingham, Rockingham and Little Oakley (soft surface bridleway only) do not have all weather cycle provision linking to Corby. Also, the village of Weldon has limited cycle provision which does not fully connect with Corby town centre.

Within the urban area of Corby itself, once more the cycle provision is not fully coherent or connected. There is a reasonable number of cycle tracks in the southwest of Corby, however north and northwest Corby have limited cycle provision. In the northeast there are significant differences in the quality of infrastructure along the A427 Weldon Road (very narrow path with surface unsuitable for cycling) and the A6116 Steel Road (comfortable shared use path). Overall, there is poor cycling and walking permeability into Corby town centre from the surrounding areas of Corby.

Sections of Corby town centre have pedestrianised streets, as shown in the inset map in Figure 3-5, with Corporation Street being the key pedestrianised street within Corby town centre, serving as the focal point for retail within Corby.

The area to the west of George Street includes a pleasant public realm providing access to the Cube, swimming pool and restaurants. Corporation Street and the area to the east of George Street includes many shops and is also fully pedestrianised but its condition is worse than around the Cube. Whilst there are benches provided, the area lacks greenery. The town centre generally suffers from being cut off by busy roads (Westcott Way, Elizabeth Street) and junctions treated as roundabouts which are not pedestrian friendly.

An audit was undertaken of the walking routes within the wider town centre and its findings are presented in Chapter 5.4.

Cycling infrastructure audit

The audited network has been based on the Corby Cycle Network map produced by Northamptonshire County Council (NCC) in 2016 and comprised of 114km of links. The team visited almost 70km of routes by the following modes of transport:

- Cycling – 60km
- E-Scooter – 3km
- Walking – 6km

In addition, a further 51km of the network was audited with use of Google Streetview.

The links were scored based on a combination of the findings of the audit and the auditing team’s professional judgement. It took into account characteristics such as route treatment, comfort (including width of the paths, surfacing, presence of directional signage) or safety (including surveillance, presence of lighting, speed limits, junction treatment). Based on these parameters, each link was assigned an overall quality score ranging from 1 (very poor) to 5 (very good).

It is important to note that the criteria used above is scored comparatively based on the Corby cycle infrastructure only. As such, even the routes that scored well might be not entirely compliant with LTN 1/20.

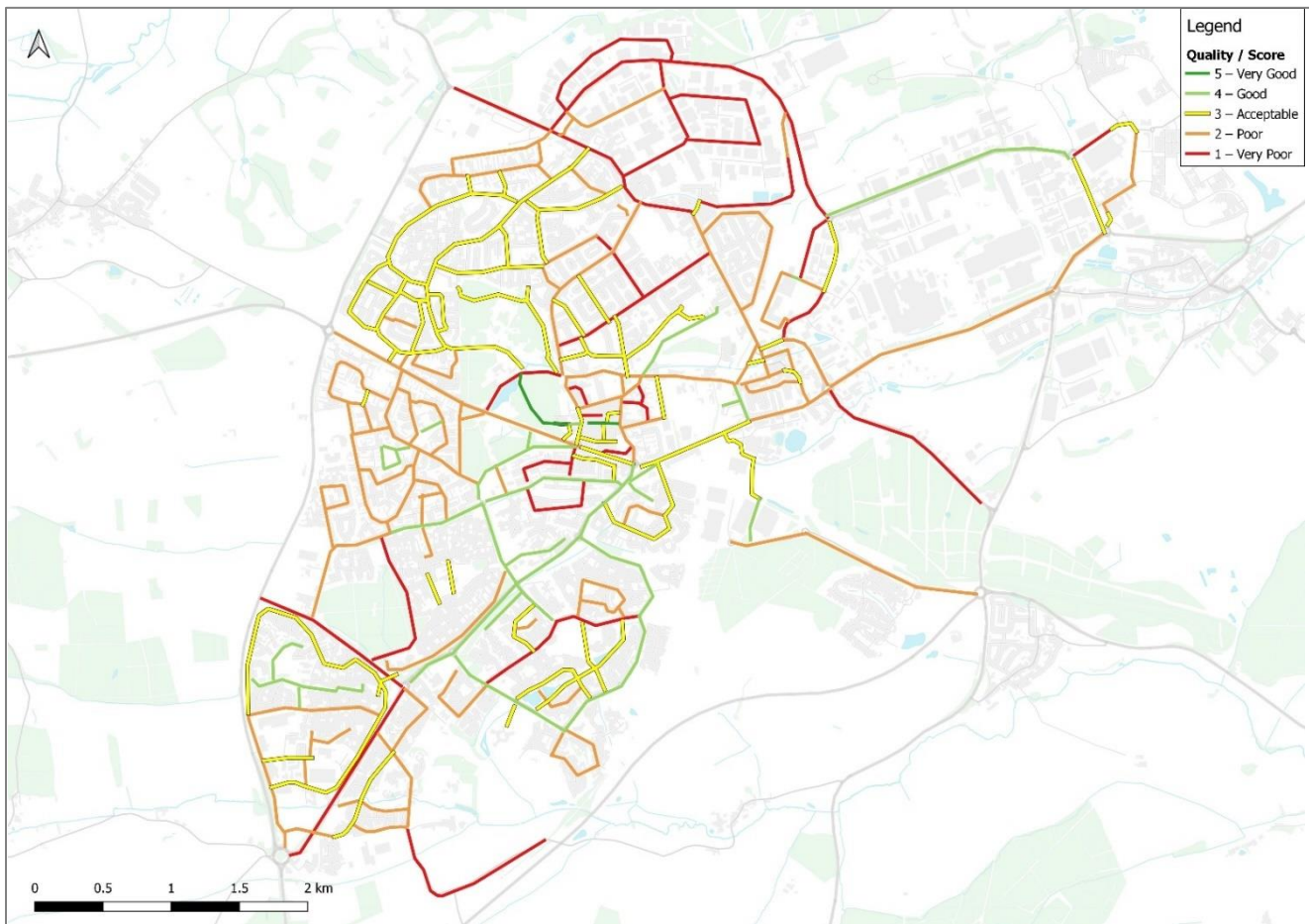
As can be seen in Table 3-1, this high-level audit concluded that the majority of the network was sub-standard and needs significant improvements. About 60% of the network was scored “poor” or “very poor”.

Table 3-1 – Cycle Audit Quality Assessment Results

Score	Network Length	% of the Network	Examples
5 – Very Good	0.79 km	0.7%	Path through Central Park Corporation Street between George Street and Corby Library
4 – Good	15.86 km	13.9%	A6116 Steel Road Station Road between Corby Station and the Station Road Junction
3 – Acceptable	28.13 km	24.6%	Arnsley Road Ribblesdale Avenue
2 – Poor	45.90 km	40.1%	Rockingham Road between Corby Old Village and Stanier Road Lewin Road between Brooke Road and A6014
1 – Very Poor	23.75 km	20.8%	Phoenix Parkway between A6086 and Courier Road Mill Hill
Total	114.43 km	100.0%	

Figure 3-6 visualises the results of the cycle audit:

Figure 3-6 – Corby Cycle Infrastructure Audit Results

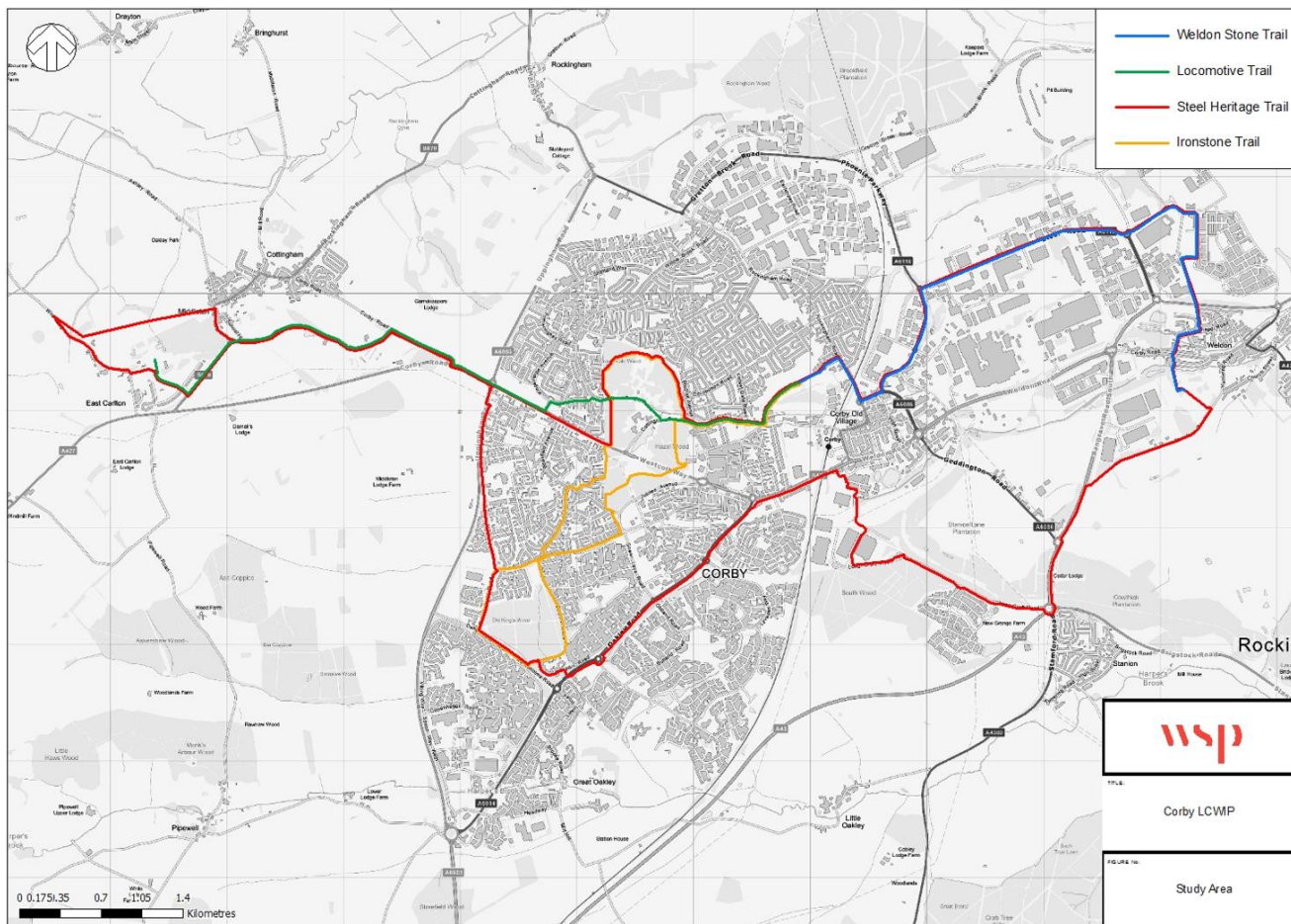


Further information can be found within the Corby Cycle Infrastructure Audit in **Appendix C**.

Corby Heritage Trail

The Corby Heritage Trail is an accessible natural trail across the green spaces within Corby, which has been funded by the Heritage Lottery. The various routes of the heritage trail are presented in Figure 3-7.

Figure 3-7 – Corby Heritage Trail Routes



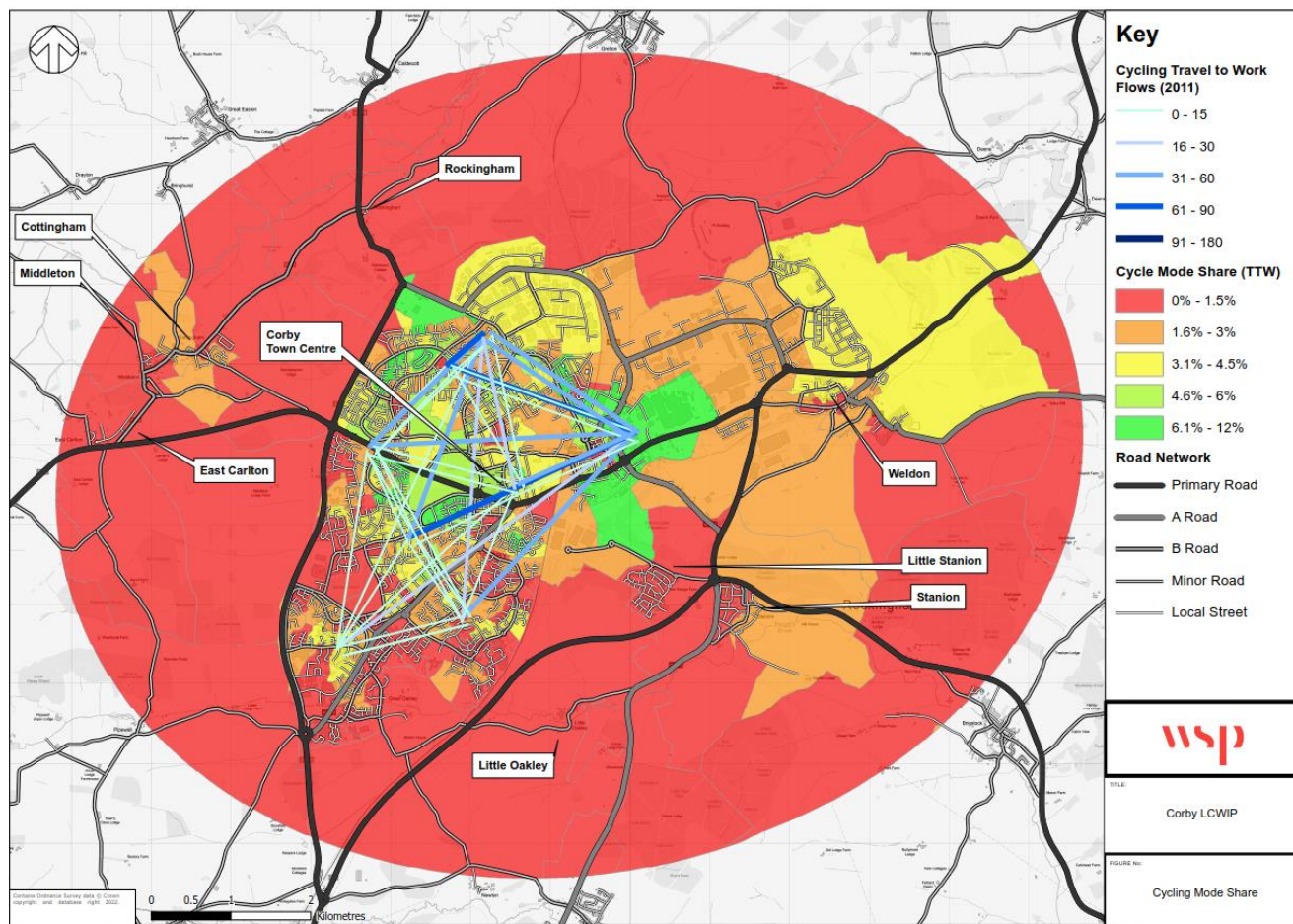
3.5 Travel Patterns

Existing cycling mode share

Figure 3-8 shows the cycle mode share and flows for travel to work trips based on data from the 2011 Census. For context, the Corby cycle mode share is 1.9%, which is the same as the England average at the time of the Census.

During the development of this LCWIP, the Office for National Statistics released some results from the 2021 Census. However, the 2021 Census was undertaken in the middle of the COVID-19 pandemic when people were advised to minimise their travel and the results were therefore affected and must be treated with caution. **Appendix D – Census Comparison 2011 – 2021** includes an analysis of how the patterns have changed.

Figure 3-8 – Existing Cycle Mode Share and Cycling Flows



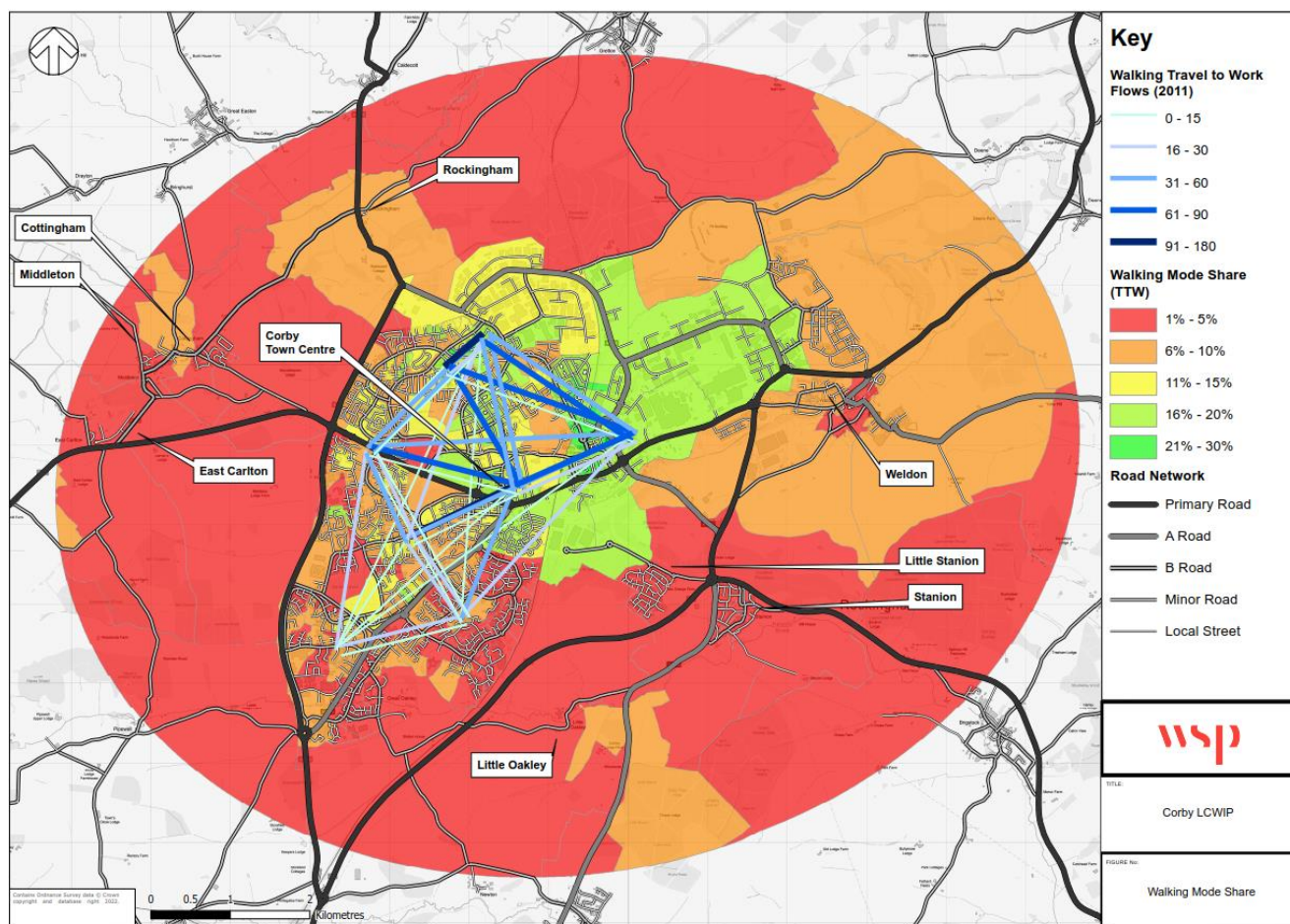
As shown in Figure 3-8, the level of cycle usage for work purposes varies across the study area. Areas of east Corby (near Corby Old Village), central Corby and north Corby have above-average levels of cycling (3.1%-12%); with the majority of the urban area being in line with the town and national average.

Figure 3-8 does highlight that a significant number of areas in the southern Corby urban area have relatively low levels of cycling to work. In addition, the majority of the rural area outside of Corby including East Carlton, Little Oakley, Rockingham and Little Stanion, has lower mode share compared to the Corby and national average.

Existing walking mode share

Figure 3-9 shows the walking mode share and flows for travel to work based on data from the 2011 Census. For context, the Corby walking mode share is 6.2%, which is less than the average England walking mode share of 6.9%.

Figure 3-9 – Existing Walking Mode Share and Walking Flows



Similar to the cycling mode share analysis, the level of walking to work varies throughout the study area, with east, north and central Corby having the highest levels of walking to work. Areas further to the east including Weldon Industrial Estate, Willowbrook Industrial Estate and TATA Steel also have higher than average levels of walking to work.

The southern half of the Corby urban area has relatively low levels of walking to work. In addition, the majority of the rural area outside of Corby including East Carlton, Little Oakley, Stanion and Little Station, has a walking mode share well below the Corby and national average; most likely due to the distance to walk to the main urban centre.

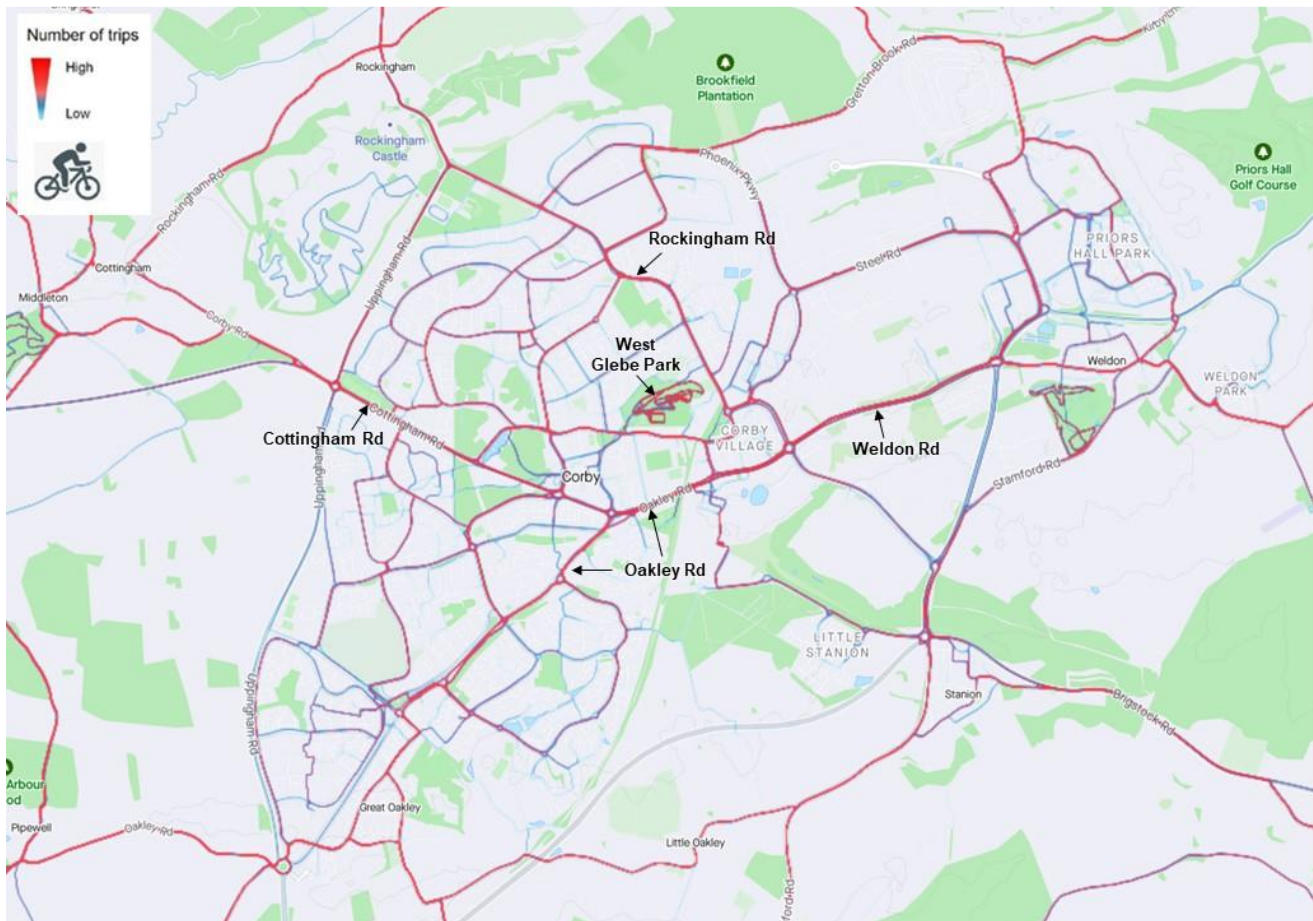
Leisure trips

In addition to the movements associated with travel to work, school or amenities, travel demand is also derived from social, leisure and exercise trips. Whilst leisure and social uses aren't picked up by the Census data, information from Strava has been used to understand the main patterns of leisure trips. Strava is a popular online application for people recording their activities (mostly running and cycling) with GPS tracks.

It should be noted that the dataset does not cover all trips in the area but only those what are uploaded to the app. However, multiple studies show that there is a strong correlation between the travel patterns of Strava users and general public. Although people can also record cycle rides when they commute to work or to shops as well, it is more typically used by leisure riders.

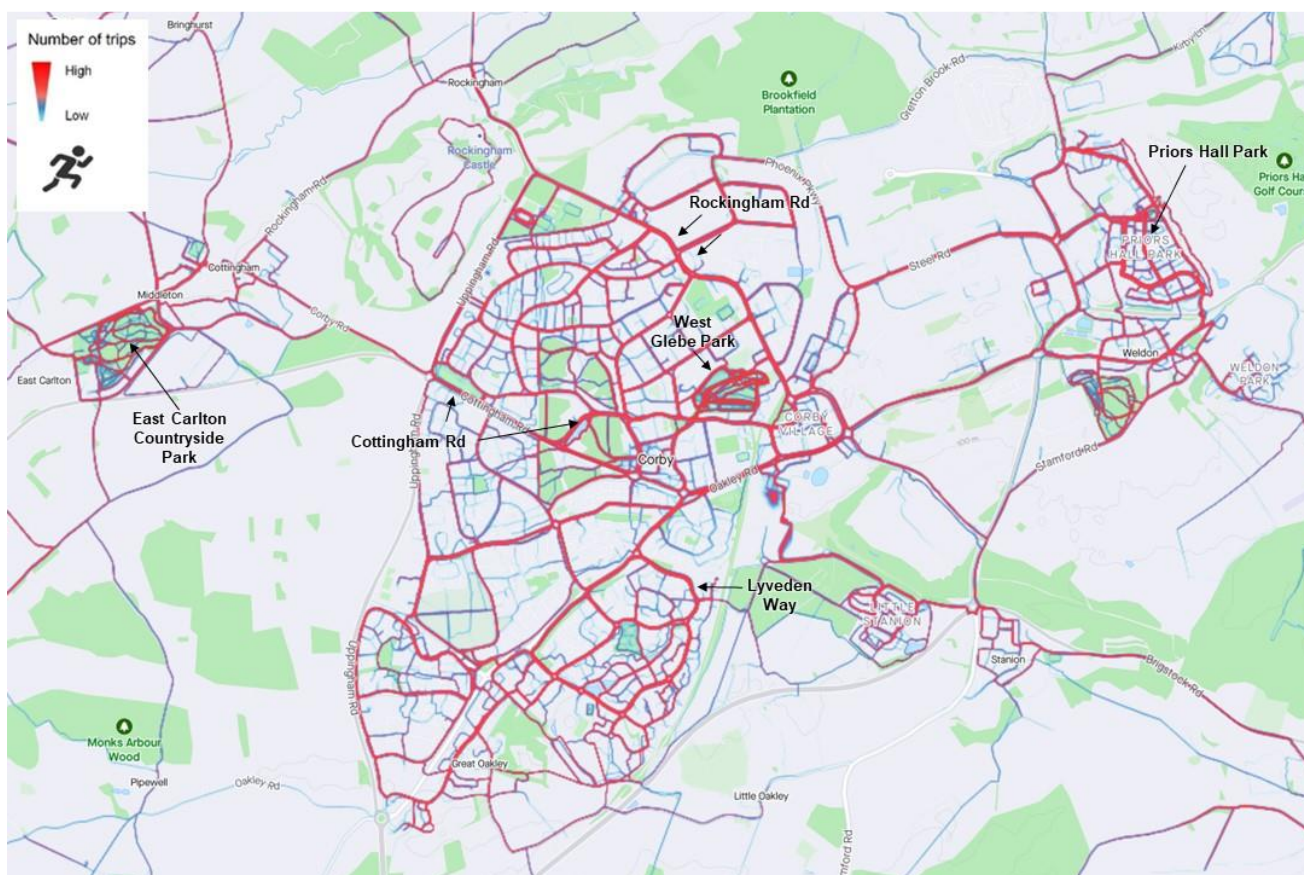
Whilst Figure 3-10 includes a snapshot from Strava heatmap illustrating popular cycle routes, Figure 3-11 illustrates where people go running.

Figure 3-10 - Strava Heatmap – Cycling



The outputs indicate that there is a high number of cyclists along some of the radial routes to the town centre such as Weldon Road, Oakley Road or Westcott Way/Cottingham Road. A high number of activities was recorded at West Glebe Park Pump Track, which is purely a leisure destination.

Figure 3-11 - Strava Heatmap – Running



Running activities are more widespread across the town. Unsurprisingly, a lot of activities have been recorded in green spaces of West Glebe Park, East Carlton countryside park or Weldon Woodland Park. Besides that, there are a lot of running activities recorded on roads which benefit from provision for pedestrians and/or cyclists such as Lyveden Way.

3.6 Propensity to Cycle Tool (PCT)

To support LAs across England in the development of LCWIPs, the DfT commissioned the development of the Propensity to Cycle Tool (PCT). The PCT has been designed to assist transport planners and policy makers in prioritising investments and interventions to facilitate cycling. The PCT answers the question: 'where is cycling currently common and where does cycling have the greatest potential to grow?'. The PCT can be used to identify existing cycle demand and where potential future demand could occur.

The PCT comprises two datasets, one is based on travel to work commuting journeys taken from the 2011 Census and the other data set is based on travel to school journeys taken from the 2011 National Schools Census. The tool does not include the 2021 Census data, which might be added later.

The PCT can be applied in two ways during the development of an LCWIP. First, the PCT can be used strategically to show the rate of cycling across an area, such as a LA area or a study area. Second, the PCT can also be used at a smaller scale by estimating the number of cycle users on a particular link in the highway network.

The PCT includes several scenarios for estimating cycle demand, they include:

- The baseline 'Census 2011' scenario is based on the journey to work patterns of cycle commuters recorded in the 2011 census. The dataset is a record of the location of origin (residence) and destination (workplace) and the associated number of cycle commuters. The PCT generates desire lines from this dataset based on the origin-destination pairs and the user can select the desire lines with the highest demand.
- The 'Government Target' scenario is based on cycle flows if UK Government targets to double cycling by 2025 were met, whereby cycle flows from the Census 2011 are uplifted. There are two Government Target scenarios, these being 'Near Market' and 'Equality'. Both sub-scenarios were

tested and demonstrated similar results; as such, only the Government Target Near Market scenario is presented in the analysis below.

- Another scenario, the 'Go Dutch' scenario, considers what would happen if people were as likely to cycle as the Dutch and had the same infrastructure as The Netherlands, but it adjusts the estimations to account for hilliness and trip distance. On average, people in the Netherlands make 26.7% of trips by bicycle, fifteen times higher than the figure of 1.7% in England and Wales. The 'Go Dutch' scenario highlights areas where cycling could be the natural choice for journeys, if suitable cycle infrastructure was in place and a cycling culture resembling that in The Netherlands were present. This is likely to highlight new priorities once accounting for the potential untapped demand for cycling.

The origins and destinations are grouped by Lower Super Output Area (LSOA). This level of disaggregation provides a robust understanding of overall cycle commuting patterns for the study area.

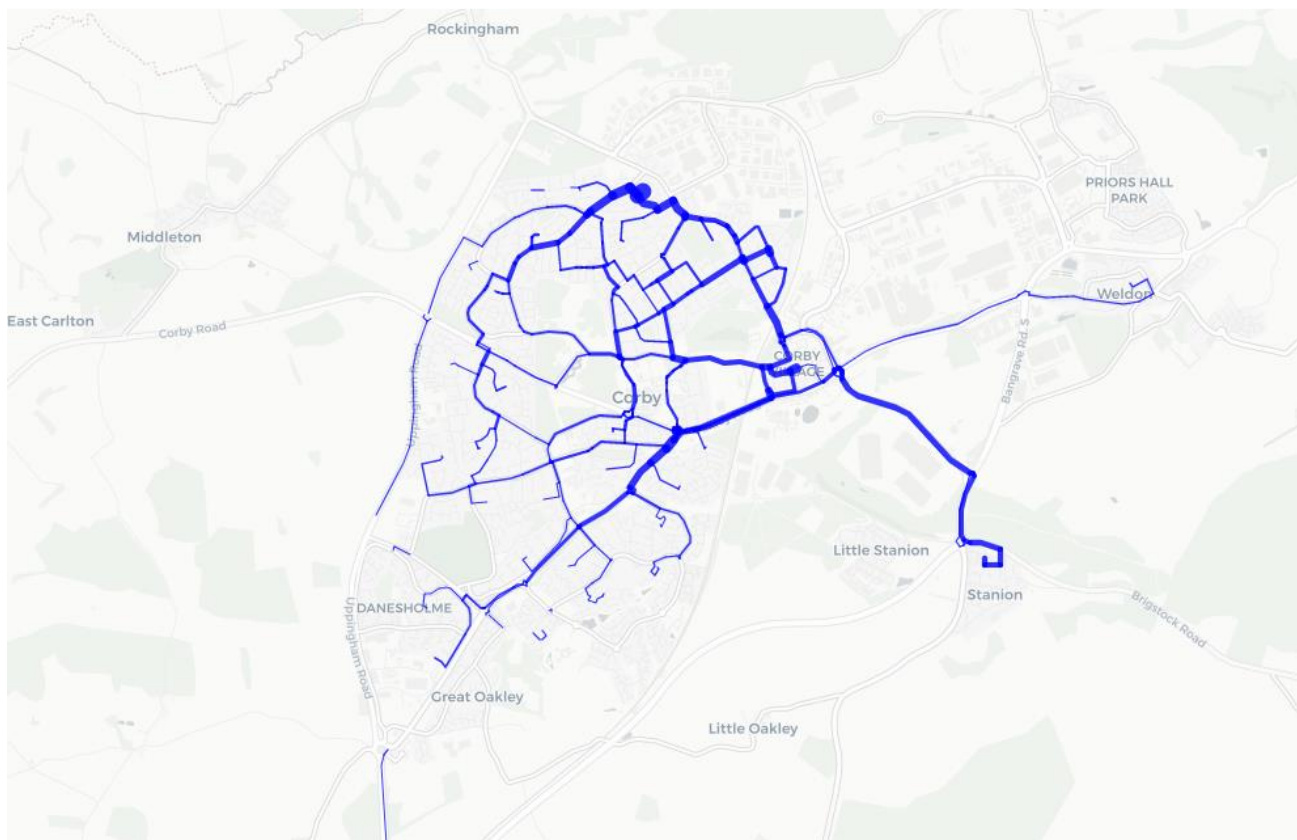
Whilst the PCT can identify existing cycle movements and where potential future demand could occur, it is based only on travel to work/school journeys and does not include other trip types such as to local shops or leisure facilities. Another limitation is that it is based on existing land use and therefore does not account for future development sites or new sites since 2011, which have made Corby one of the fastest growing towns in the country. Additionally, it does not show cycle journeys that have their start and finish points within the same LSOA.

The following section discusses each of the PCT scenarios for the study area and analyses the outputs in relation to the Corby LCWIP. The following scenarios are analysed:

- 2011 Census scenario – Travel to work
- Government target near market scenario – Travel to work
- Go Dutch scenario – Travel to work
- 2011 Census scenario – Travel to school
- Government target near market scenario – Travel to school
- Go Dutch scenario – Travel to school
- 2011 Census scenario – Travel to work

Figure 3-12 presents the cycle flows as per the PCT tool in the 2011 Census (travel to work) scenario.

Figure 3-12 - PCT Cycle Flows (2011 Census travel to work scenario)



In the Census 2011 scenario, the PCT tool estimates that the vast majority of links in Corby have under 50 cyclists. The highest number of cyclists (100-249) are along Willow Brook Road in north Corby, as well as Rockingham Road and Oakley Road in central Corby.

The number of cyclists throughout Corby is generally low, however it is noted that the number of cyclists using routes to the surrounding villages such as East Carlton, Middleton, Little Oakley, Little Stanion and Weldon is estimated to be particularly low.

It should be noted that cycling flows are automatically assigned to the road network using the PCT tool, based on the origins and destinations of those trips at LSOA level. Although this provides a useful model of how popular some routes may be, in reality the exact routes taken could be different due to highway conditions and traffic levels. In addition, the mapped routes use population weighted centroids rather than actual origins and destinations.

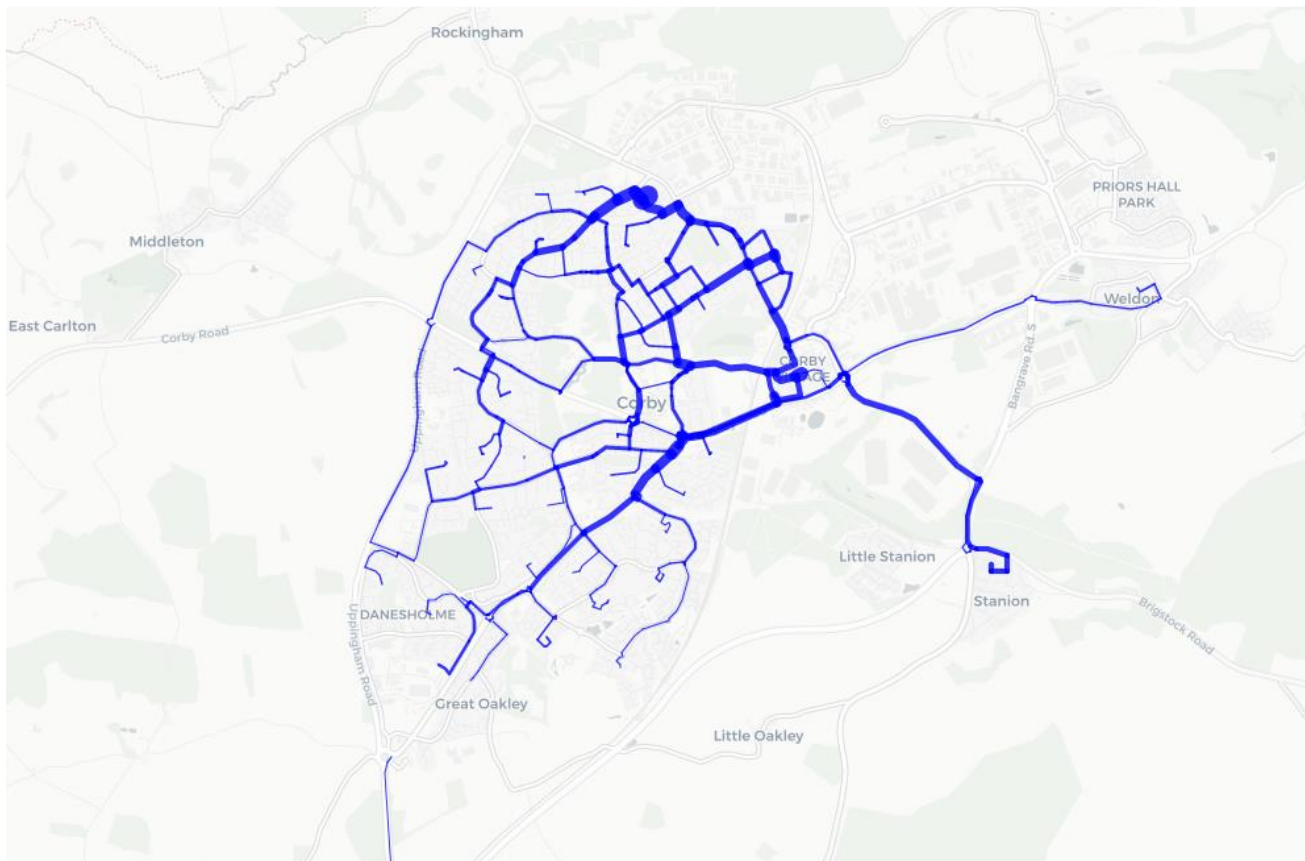
Government Target (near market) Scenario – Travel to Work

Figure 3-13 presents the cycle flows if government targets to double cycling were met. In this scenario, the cycle mode share identified in the 2011 baseline travel to work flows are uplifted in line with the following targets:

- Government target (Equality): Equitability across age, sex and other socio-demographic groups
- Government target (Near Market): Cycle usage increases as a function of trip distance and hilliness, plus a number of socio-demographic and geographical characteristics

As both government target scenarios have very comparable outputs, only the Near Market scenario is presented below.

Figure 3-13 - PCT Cycle Flows (Government Target Near Market travel to work scenario)



In both government target scenarios (Near Market and Equality), there is a general uplift in the number of cyclists across the study area. There are significantly more routes which have over 100 cyclists compared to the 2011 Census scenario, including Oakley Road, the A6086, Station Road, Cottingham Road, Willow Brook Road, Welland Vale Road, Rockingham Road, the A43 and Occupation Road.

Go Dutch Scenario – Travel to work

Figure 3-14 forecasts the most likely cycle movement corridors and cyclist numbers under the ‘Go Dutch’ (travel to work) scenario.

Figure 3-14 - PCT Cycle Flows (Go Dutch travel to work scenario)

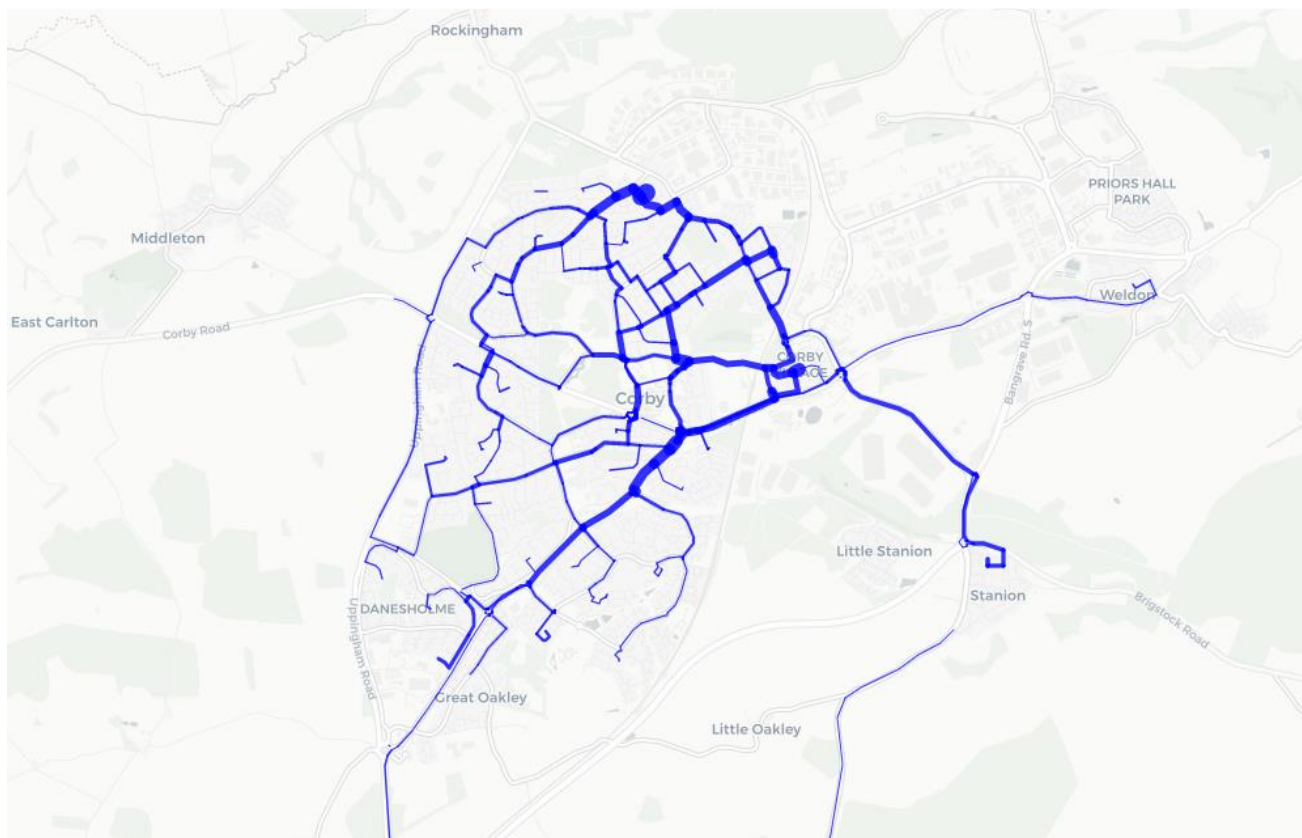


Figure 3-14 shows that under the 'Go Dutch' scenario, many routes have over 250 cyclists, such as Oakley Road, Cottingham Road, Occupation Road and Willow Brook Road. Under this scenario, the number of cyclists also increases on routes connecting to surrounding villages to East Carlton, Middleton, Stanion and Weldon.

Unlike the 2011 Census scenario which had under 50 cyclists along most links in Corby, the Go Dutch scenario has a majority of links with over 100 cyclists.

2011 Census scenario – Travel to school

Figure 3-15 presents the cycle flows as per the PCT tool in the 2011 Census (travel to school) scenario. The dataset excludes schools associated with the development sites, such as Weldon Village Academy.

Figure 3-15 - PCT cycle flows (2011 Census travel to school scenario)

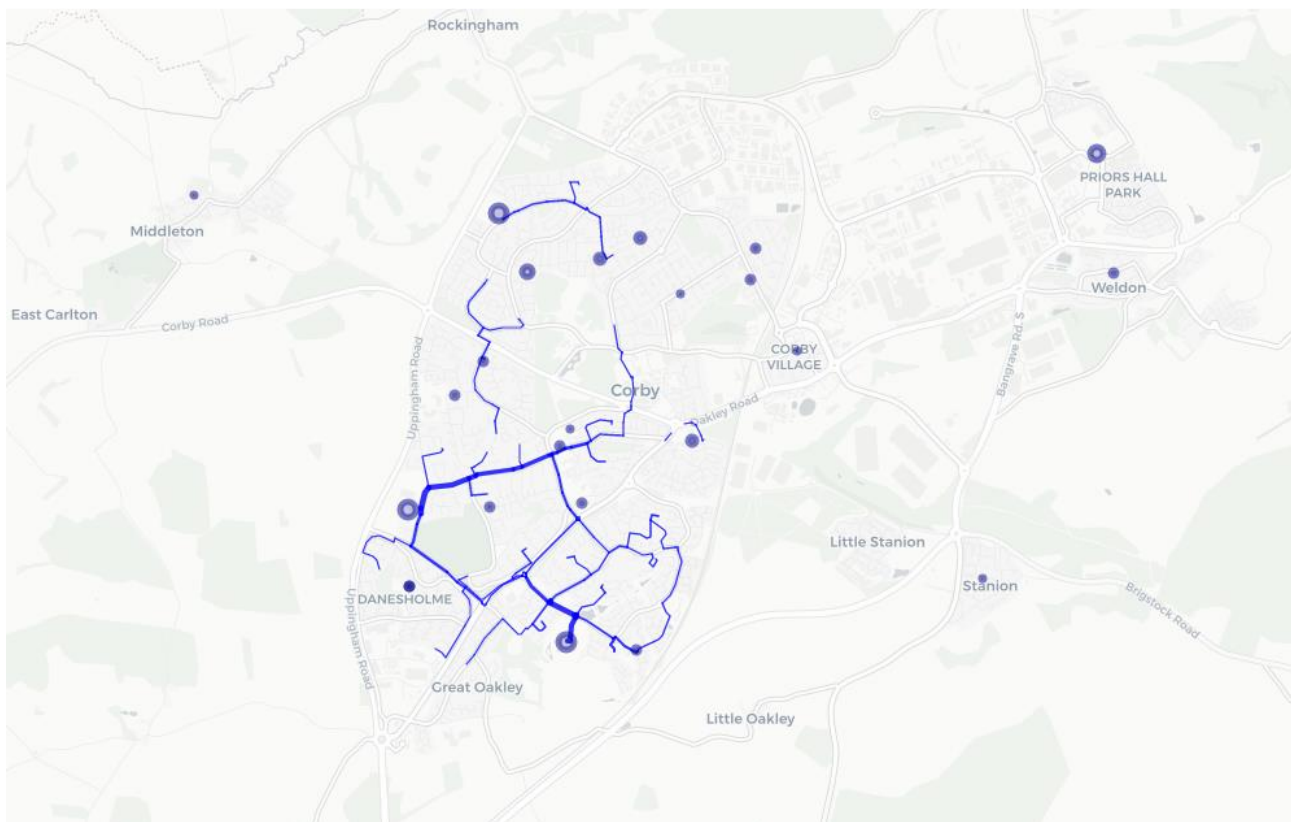


Figure 3-15 demonstrates that in the 2011 Census scenario, travel to school cycle flows are very low throughout the study area, particularly east of the town centre. Cycle flows are highest in the residential areas of Corby to the northwest and southwest of the town centre, in particular around the Danesholme and Great Oakley residential areas in southwestern Corby.

Highest cycle flows are seen along Danesholme Road, Gainsborough Road, A6014 Oakley Road, Sower Leys Road and Lyveden Road.

Government target (near market) scenario – Travel to school

Figure 3-16 presents the cycle flows if government targets to double cycling were met. In this scenario, the cycle mode share identified in the 2011 baseline travel to school flows are uplifted in line with the following targets:

- Government target (Equality): Equitability across age, sex and other socio-demographic groups
- Government target (Near Market): Cycle usage increases as a function of trip distance and hilliness, plus a number of socio-demographic and geographical characteristics

As only the Equality scenario is available in the government target using school trips, the equality scenario has been used.

Figure 3-16 - PCT cycle flows (Government Target Equality travel to work scenario)

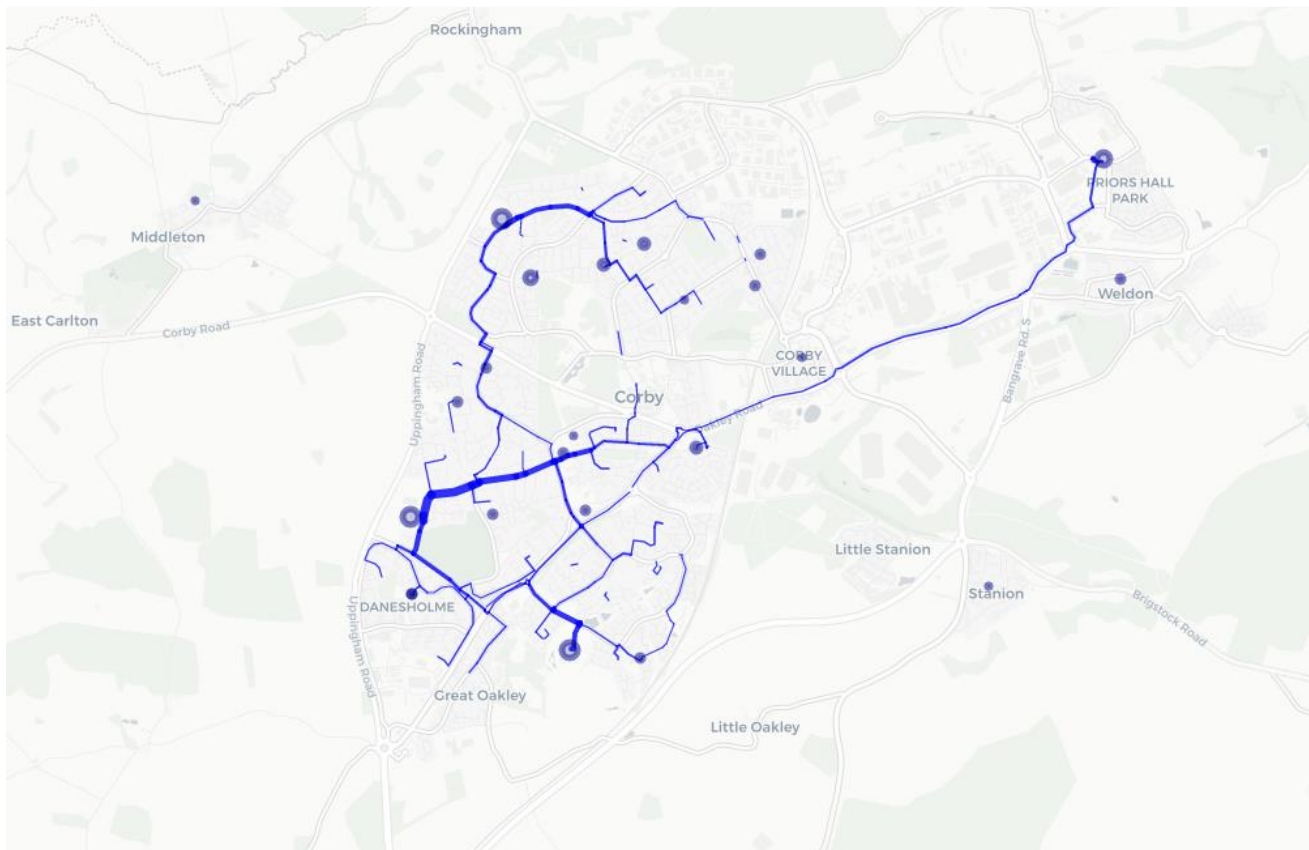


Figure 3-16 shows that in the government target equality scenario, cycle flows increase and become more widespread throughout the study area. In this scenario, cycle flows remain strong in the Danesholme and Great Oakley area; and also increase in northern Corby along Willow Brook Road and also to the east along A427 Oakley Road and A427 Weldon Road towards Priors Hall Park.

Go Dutch scenario – Travel to school

Figure 3-17 forecasts the most likely cycle movement corridors and cyclist numbers under the ‘Go Dutch’ (travel to school) scenario.

Figure 3-17 - PCT cycle flows (Go Dutch travel to school scenario)

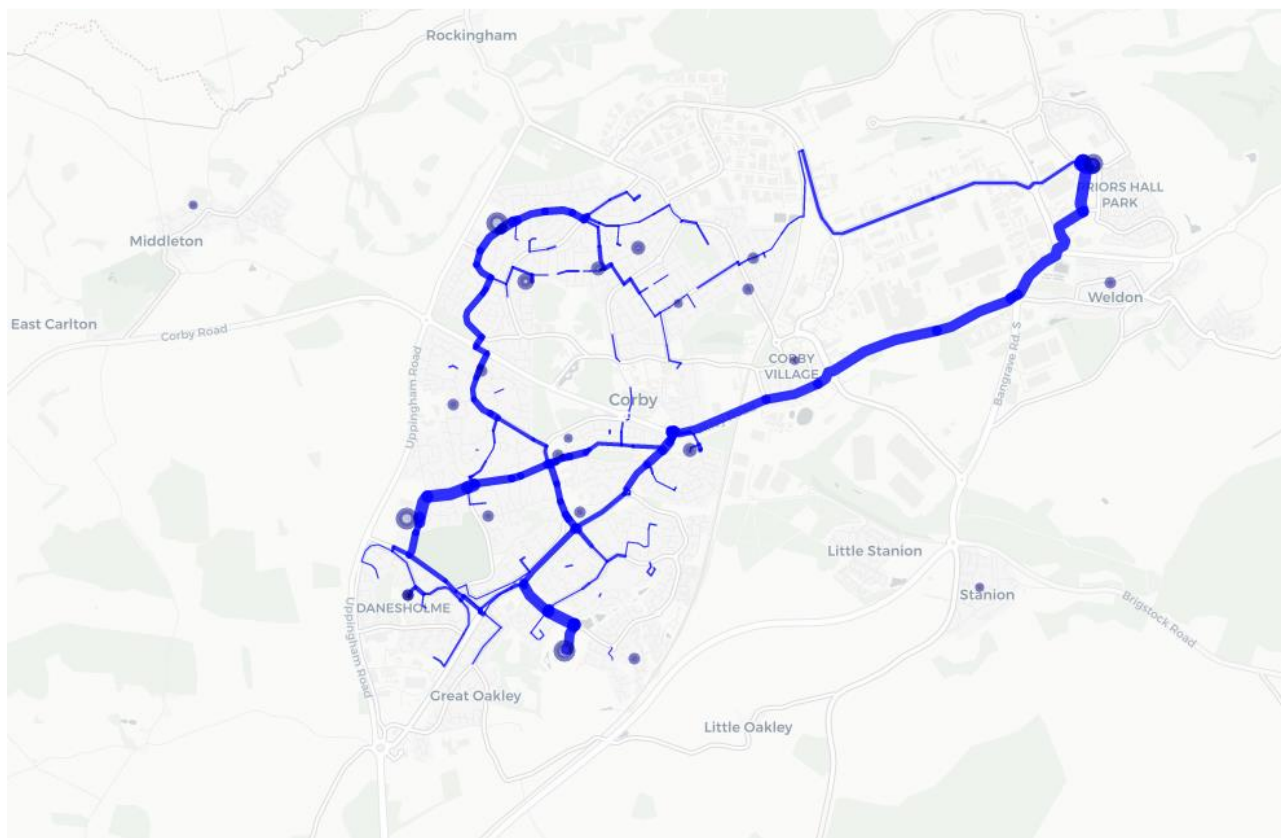


Figure 3-17 shows that in the Go Dutch scenario, cycle flows further increase throughout the study area, with significant flows along Gainsborough Road, Lyveden Way, A427 Oakley Road, A427 Weldon Road, Willow Brook Road and within the Priors Hall Park SUE development. The demand along the A427 is even higher with the Weldon Village Academy located within Weldon Park SUE.

3.7 Rapid Cycleway Prioritisation Tool (RCPT)

The Rapid Cycleway Prioritisation Tool (RCPT) was developed by Sustrans and the DfT to help to identify promising new cycleways in England, as well as showing an estimate of cyclists using these routes if the government's aim to double cycling by 2025 is met.

The tool's main purpose was to help direct investment in emergency active travel solutions during the response to the COVID-19 pandemic. The three types of cycle routes it identifies are:

- Top ranked new cycleways: Those that have the highest cycling potential and also have spare space for cycle schemes. Spare space is defined by the available width or whether there are two or more traffic lanes in one direction.
- Cycleways that form part of a 'cohesive network': This includes narrower streets in addition to those which already have spare space. The tool connects all the identified roads to form a single network. This layer might also help to identify areas that could benefit from area wide measures, such as modal filters.
- Existing cycleways: Where existing cycle infrastructure exists and gaps in the existing provision.

Figure 3-18 presents the output from the RCPT for the Corby area.

Figure 3-18 - RCPT Output for Corby

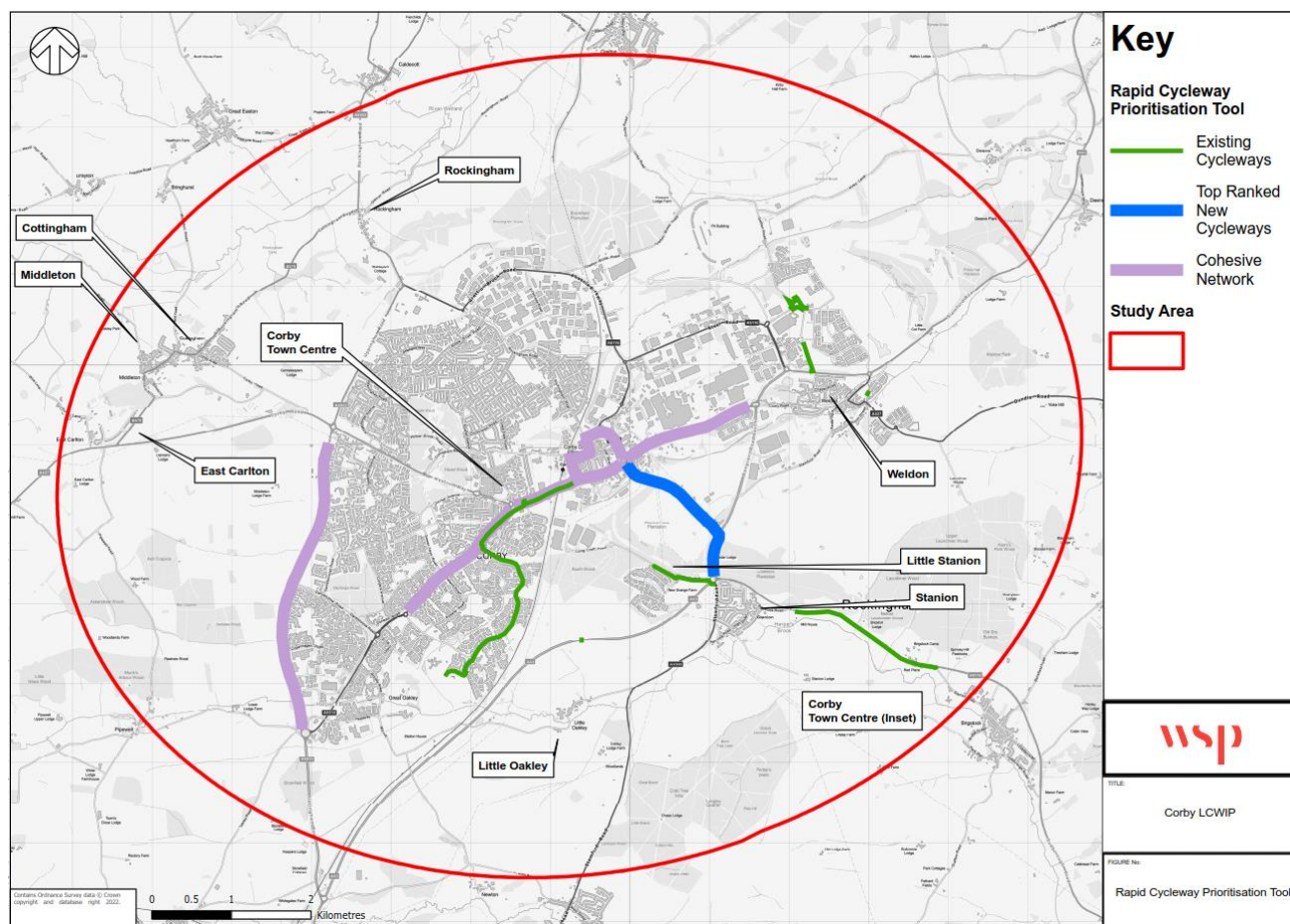


Figure 3-18 illustrates a section identified as the top-ranked new cycleway between the Corby Old Village area and Stanion. This section follows the A43 Stamford Road and the A6086 Geddington Road. It shows potential for available space and high demand along this route, which could serve as a major cycling pathway connecting large employment sites in the southeast and Stanion to Corby Old Village.

Additionally, Figure 3-18 highlights the links that form a cohesive network, primarily concentrated in and around Corby town centre and Corby Old Village. The main central route within this cohesive network runs from west to east, starting at Oakley Road and extending to the A427 Weldon Road. Another central route encircles Corby Old Village, following Station Road, High Street, The Jamb, and the A6086 Lloyds Road.

Another link categorised as cohesive network is a north-south connection along the A6003 Uppingham Road which forms the southwestern boundary of Corby.

3.8 Collision Analysis

Perceived and actual safety can be a barrier to taking up or continuing cycling and walking.

Pedestrian and cycle collision data was provided by NNC for the five-year period between May 2017 and April 2022. Within the study area, a total of 143 collisions involving either pedestrians or cyclists were reported, which equates to around 29 collisions per year and over 2 collisions per month on average.

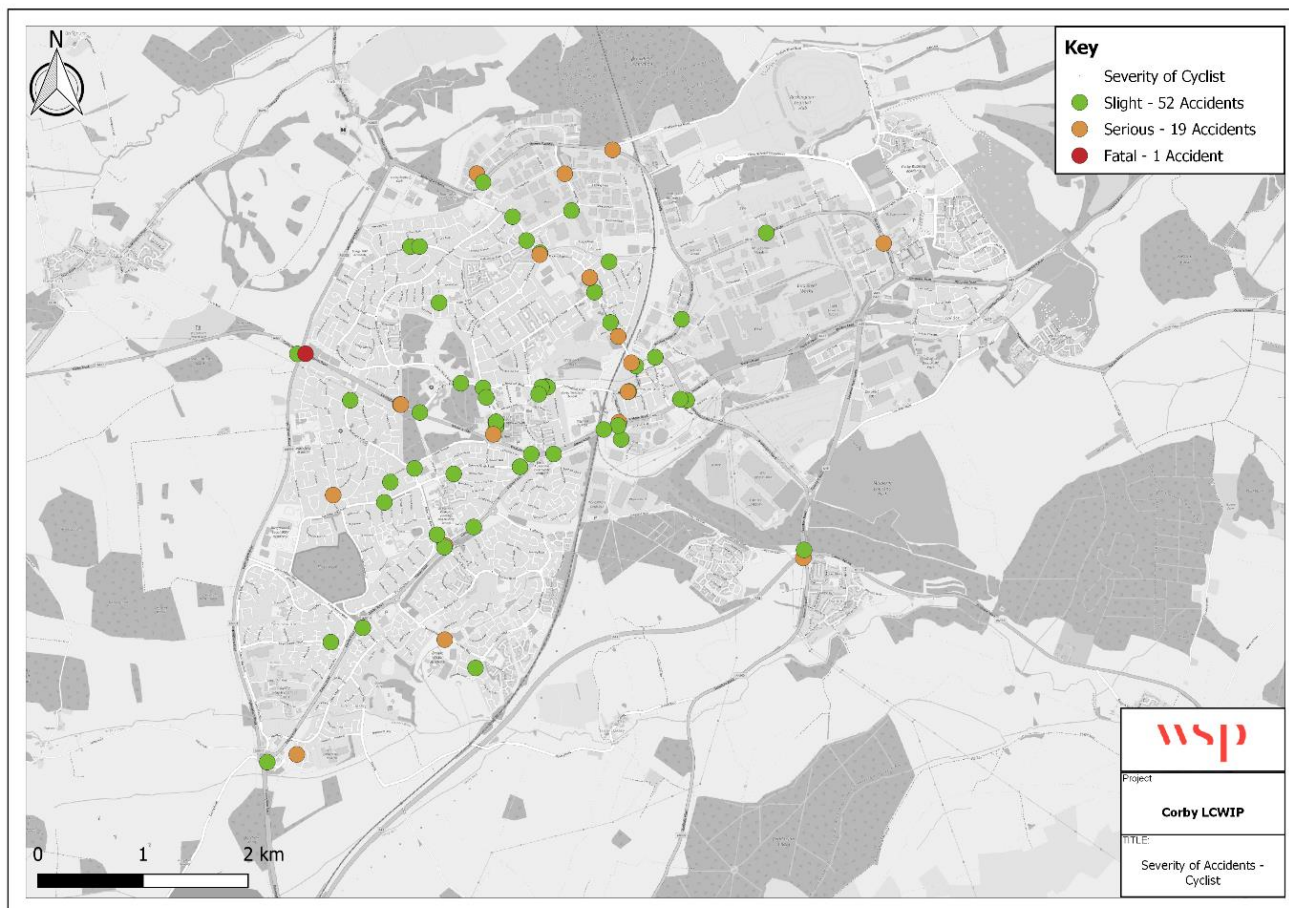
Collisions involving cyclists

Over the five-year period, there were 72 collisions involving cyclists in the study area, which equates to around 14 collisions per year and over 1 collision per month.

The following numbers of collisions, shown in Figure 3-19, were reported:

- 52 slight severity
- 19 serious severity
- 1 fatal (at the A427 Cottingham Road / A6003 Uppingham Road roundabout)

Figure 3-19 - Collisions Involving Cyclists 2017-2022



Collisions involving cyclists are generally spread out across Corby and the study area. However, clusters of collisions were identified along the A427 Cottingham Road, A427 Westcott Way, A427 Oakley Road, Rockingham Road, A6014 Oakley Road and the A43/A6116 junction near Stanion. It should be noted that for every injury shown on the map, there will be additional injuries and near misses not reported.

Collisions involving pedestrians

Over the five-year period, there were 76 collisions involving pedestrians in the study area, which equates to around 14 collisions per year and over 1 collision per month.

The following numbers of collisions with pedestrians, shown in Figure 3-18, were reported:

- 41 slight severity
- 33 serious severity
- 2 fatal along Manton Road in Earlstrees Industrial Estate and Oldland Road

Figure 3-20 - Collisions involving pedestrians 2017-2022

Similar to collisions involving cyclists, collisions involving pedestrians are generally spread out across Corby and the study area. However, clusters of collisions were identified along the A427, Rockingham Road and the town centre.

3.9 Demographics

Indices of multiple deprivation

The Indices of Multiple Deprivation (IMD) 2019 provides a set of relative measures of deprivation for Lower Super Output Areas (LSOAs) across England, based on seven different domains of deprivation:

- Income Deprivation;
- Employment Deprivation;

- Education, Skills and Training Deprivation;
- Health Deprivation and Disability;
- Crime;
- Barriers to Housing and Services; and
- Living Environment Deprivation.

The IMD 2019 combines information from the seven domains to produce an overall relative measure of deprivation. This acknowledges that, for example, low income alone might not be the defining factor for deprivation and enables consideration and identification of where several of the Indices of Deprivation are present.

Figure 3-21 shows the IMD present within Corby, based upon their IMD rank in relation to the wider UK.

Figure 3-21 - Indices of Multiple Deprivation in Corby



Figure 3-21 demonstrates that there are several LSOAs within Corby that are within the 20% most deprived LSOAs in the UK; in particular around central, eastern and southern areas of Corby. The majority of LSOAs within the urban area of Corby are within the 20% or 40% most deprived LSOAs in the country. Conversely, the rural area and villages surrounding Corby are in the 40% least deprived LSOAs in the UK.

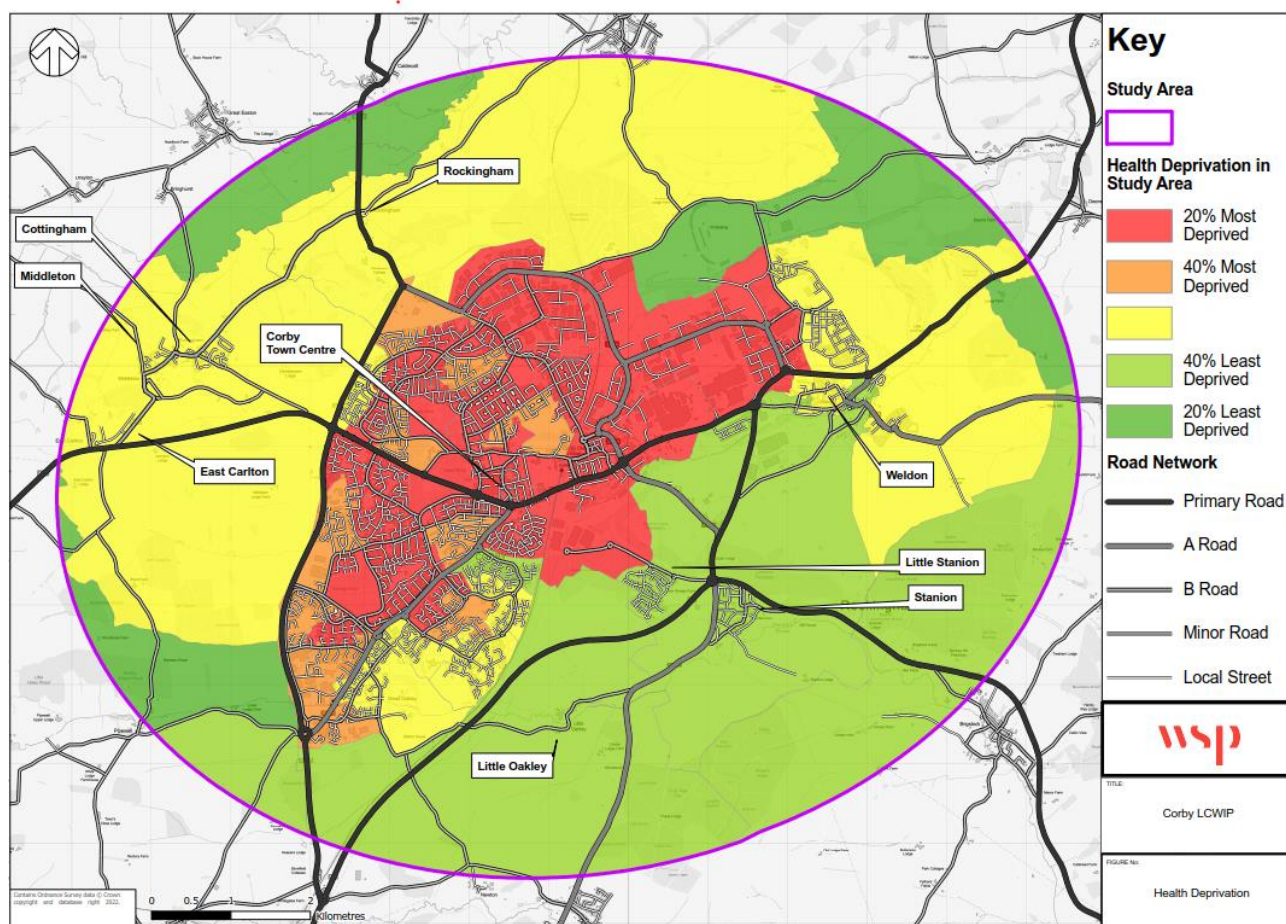
The map demonstrates that interventions, such as walking and cycling interventions, are required to help 'level-up' Corby. By improving accessibility and urban realm through investment in active travel, access to education and skills can be raised for those without a car; activity levels can be increased; and people's health can benefit.

Health indices of deprivation

Health is one of the seven domains of the IMD. A key element of this Corby LCWIP is to support increased physical activity levels and improved health outcomes through increased walking and cycling as a method to travel.

Figure 3-22 presents the IMD health domain for Corby.

Figure 3-22 - IMD health domain in Corby



The health IMD map demonstrates that health deprivation in comparison to overall IMD is more widespread throughout Corby; with the majority of the urban area LSOAs being in the top 20% most deprived.

In addition, to the west, the villages of East Carlton and Rockingham are not in the 40% least deprived compared to overall IMD; with the remaining rural areas being in the 40% least deprived LSOAs in the UK.

The map demonstrates that health deprivation is a key issue throughout Corby. As such, walking and cycling investment in Corby is vital to help encourage increased active travel and thus better health outcomes for residents.

3.10 Air Quality

North Northamptonshire's 2022 Air Quality Annual Status Report outlines that air pollution is associated with a number of adverse health impacts and is recognised as a contributing factor in the onset of health issues such as heart disease and cancer. Poor air quality particularly affects the most vulnerable in society: children and older people, as well as those with heart and lung conditions.

In North Northamptonshire, sources of air pollution include recent developments, industry and transportation. The report states that the main pollutant of concern in the district is associated with road traffic, being Nitrogen Dioxide (NO₂).

In 2021, nowhere within the North Northamptonshire area registered the annual mean air quality objective of 40µg/m³, and as a result, there are no plans to introduce Air Quality Management Areas (AQMAs).

However, throughout 2021, a number of actions to tackle air quality across North Northamptonshire commenced, including:

- The Voi Scooter project, which successfully replaced 244,081 car trips with trips using electric scooters.
- Continued support for the Northamptonshire Greenway Project.
- Continued implementation of The East Midlands Air Quality Network (EMAQN) 'Air Quality and Emissions Mitigation - Guidance for Developers'.

The Air Quality Annual Status Report also outlines further measures to improve air quality, including promoting walking and cycling.

Since forming in 2021 North Northamptonshire has committed to becoming carbon neutral by 2030.

3.11 Future Plans and Proposals

Future growth context

Corby is one of the fastest growing towns in England and aims to realise its ambition to almost double its population to 100,000 by 2031.

The Priors Hall Park SUE development to the east of the town centre is already underway and will deliver 5,000 new homes, whilst the Weldon Park SUE development will deliver 1,000 new homes when completed. In addition, the West Corby SUE seeks to deliver 4,500 new homes and at least 2,500 new jobs, with outline permission granted in December 2019. Tresham Garden Village further to the east is a proposal including 1,500 homes and local amenities.

The Priors Hall Park and Weldon Park SUEs are located to the east of Corby near Weldon, with the West Corby SUE located to the west of Corby adjacent the A6003 Uppingham Road. These SUE locations are shown in Figure 3-1.

The North Northamptonshire Authorities Monitoring Report 2021/22 sets out that 4,853 housing completions have been recorded between 2011 and 2021. As such, leaving a Joint Core Strategy residual requirement of 4,347 new homes to be delivered between 2022 and 2031.

Both the recent and further anticipated growths are forecast to lead to an increased travel demand, including increased footfall in Corby town centre. This will have a positive impact on the local economy, strengthening the town's position in the region as a key centre.

However, much of Corby's growth is currently planned for the periphery of the town. This could lead to increased road traffic, more congestion and more pollution. This would reduce the benefits of greater patronage of the town centre.

On this basis, the major challenge and opportunity presented by this growth is to not only provide more sustainable transport options to facilitate this, but to enhance the environment of the town centre for visitors, businesses and residents as well as encouraging more active journeys to improve health and well-being.

Kingswood

Kingswood and Hazel Leys have been identified by the Government as a 'left behind' area as part of the 'levelling-up' agenda.

Making connections within and beyond Kingswood and establishing new connections to the local centre were identified within the master planning for the Kingswood area as being necessary to tackle the fundamental problems affecting Kingswood and ensure regeneration of the estate. The extract in **Figure** below from the master plan included within the Kingswood Area Action plan illustrates the proposed priority routes.

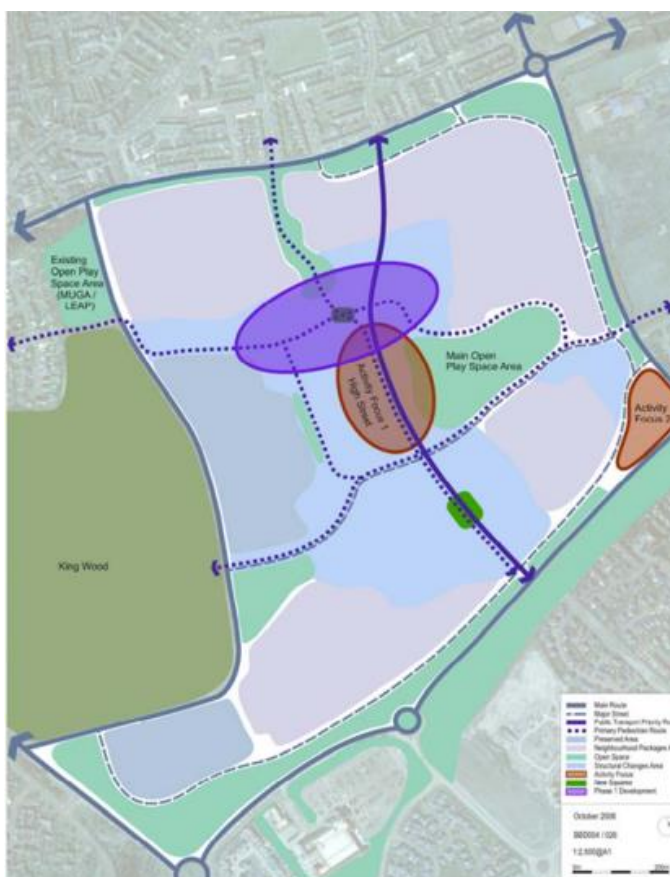


Figure 3-23- Kingswood and Hazel Leys

Corby Station Link Scheme

It is essential that the Corby LCWIP outlines key cycling and walking schemes that are proposed to be delivered in the coming years. Of significant importance within central Corby is the proposed

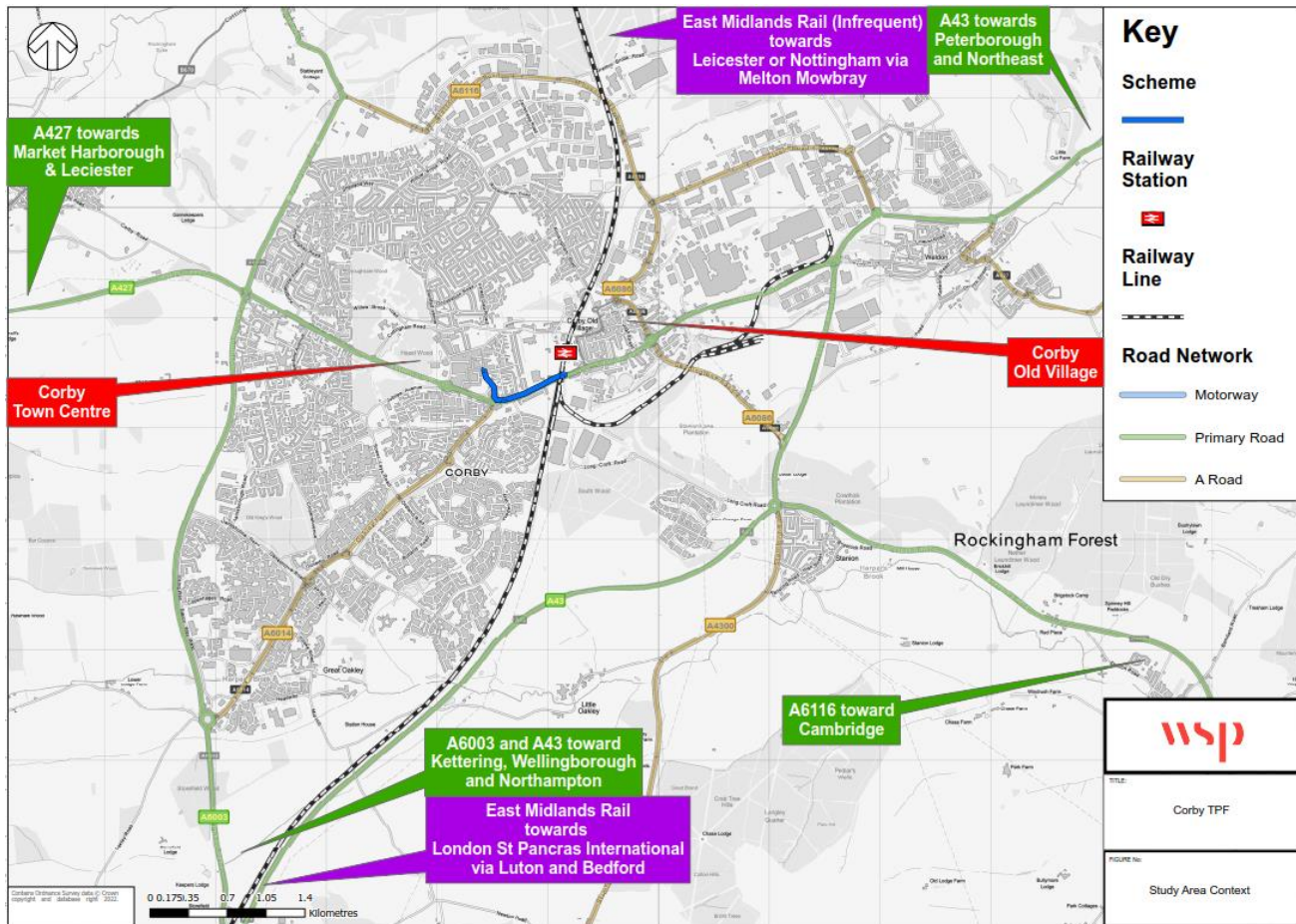
Station Link scheme which seeks to improve the pedestrian and cyclist facilities between Corby Railway Station and Corby Town Centre.

The proposed Corby Station Link scheme seeks to deliver a segregated two-way cycle track and improved footpaths along Oakley Road and Elizabeth Street, as well as improving crossing points. NNC have submitted a business case and concept design for funding for the improvements and ran a public engagement period in September 2022.

The project has secured funding in 2023 and works are scheduled to commence later in 2023 with the aim for scheme opening in 2025.

Figure 3-24 presents the location of the proposed Corby Station Link scheme.

Figure 3-24 - Proposed Corby Station Link scheme



North Northamptonshire Greenway

NNC are currently working on the North Northamptonshire Greenway Strategy, which will create traffic free routes throughout the area. The Greenway will provide new links between settlements and enhance the opportunities for leisure walking and cycling. The plans are currently under development and are aligned with this LCWIP as well as LCWIPs of other towns. The aim of the Greenway Strategy is to build on these and fill in any gaps to create a comprehensive network across North Northamptonshire.

Ise Valley Strategic Plan

The Ise Valley Strategic Plan (IVSP) has been produced by the Nene Rivers Trust on behalf of and with input from the River Ise Partnership. The IVSP seeks to act as a tool to attract funding to support the delivery of projects within the Ise Valley to enhance the natural environment and improve active travel connectivity.

The IVSP launch event took place in October 2022, with the plan seeking to put the Ise Valley on the map; catalysing what the valley has to offer; creating a vision with clear desired outcomes; and ultimately supporting benefits to residents and businesses in North Northamptonshire.

A key flagship project is the 'Ise Valley Way', a proposed link between the towns of Corby, Kettering and Wellingborough, through the Ise Valley, for cyclists and pedestrians.

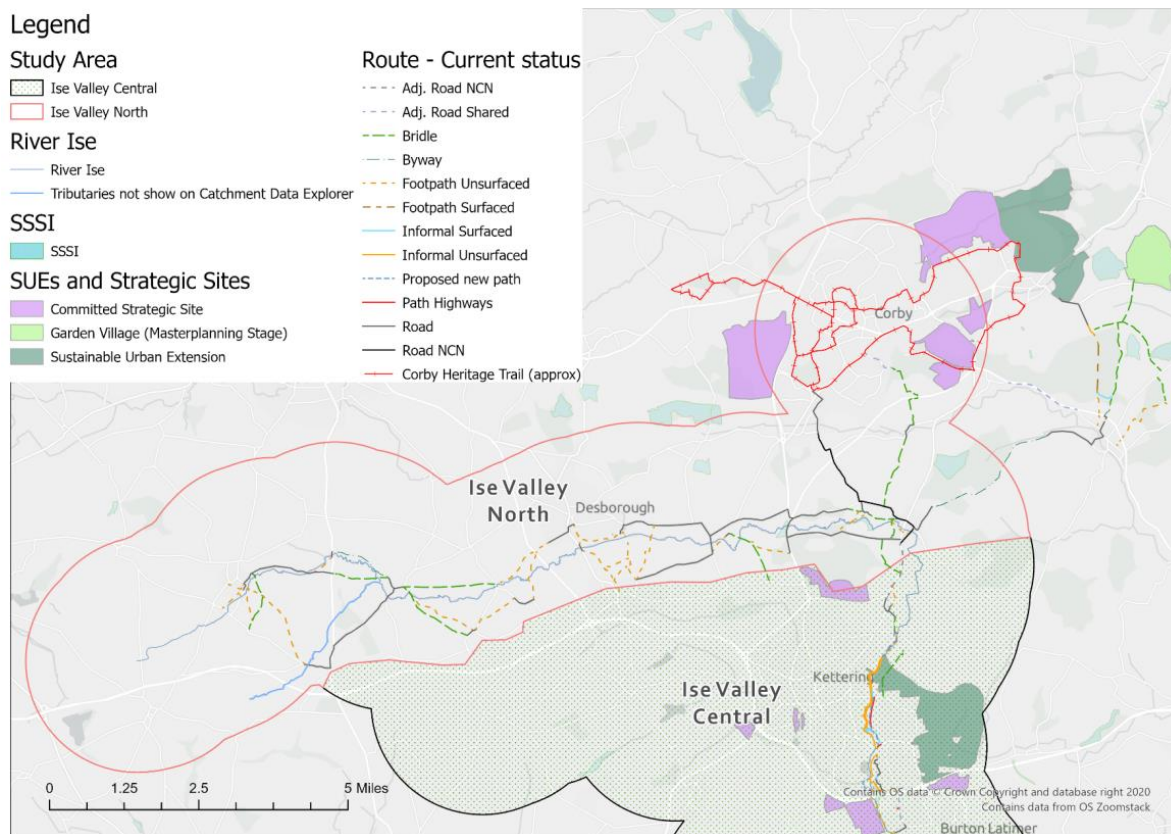
The IVSP also identified other opportunities for spur routes off the main route, to add to broader accessibility to other settlements or key network routes. The route will capitalise upon the green infrastructure resources which the Ise Valley contributes to the area by providing green transport options, recreational opportunities, and access to the natural environment, as well as linking new Garden Communities as they develop.

The River Ise Partnership aspires to create full access for both pedestrians and cyclists from Wellingborough through to Geddington and out towards Corby that follows the Ise as closely as possible.

Corby is located in the 'Ise Valley North' Zone, which includes parts of the route from Corby to Boughton House, also passing through the villages of Geddington and Newton. The route can link to Corby's Heritage Trail, Weldon Park Sustainable Urban Extension and several Strategic Sites.

Figure 3-25 below has been taken from the Ise Valley Strategic Plan and shows the Proposed new paths included in the document.

Figure 3-25 - Proposed paths in Ise Valley North from the Ise Valley Strategic Plan



3.11 Existing Public Opinion

Safer Streets

In 2020, the former Northamptonshire County Council undertook a county-wide survey seeking people's opinions on walking and cycling within the County. The survey was undertaken using the Commonplace platform and received 11,000 replies from 3,000 respondents.

Within Corby, there were several key themes and concerns:

- Fast traffic and high volume of vehicles
- Lack of safe crossing points (such as Elizabeth Street and the A43)
- Traffic rat-running, particularly in surrounding villages
- Cycle tracks and footpaths not wide enough and too busy
- Overgrown trees and bushes narrow cycle tracks and footpaths further
- Poor footpath surfaces
- Lack of cycle parking

- Cycle infrastructure around Corby is not coherent and connected.

Widen My Path

In addition, the Widen My Path website (www.widenmypath.com) offers a platform for general public to comment on, and suggest improvements, for active travel across the UK.

Specifically for Corby, there were over 30 responses, with the following key suggestion themes:

- Providing additional footpaths due to a lack of footpaths including Saxon Way East; A6086 Geddington Road (one side only); and between Priors Hall Park and Weldon
- Widening existing footpaths due to being too narrow including Viking Way; A427 Westcott Way; Rowlett Road; Cottingham Road; Stamford Road; and A6116
- Poor condition of footpaths
- Providing more crossing points and dropped kerbs due to a lack of safe crossing points including the A43/A427 roundabout and along the A6086 Lloyds Road
- Priority crossing for pedestrians and cyclists including St Mark's Road
- Reducing traffic limits to 20mph including adjacent educational facilities at A427 Oakley Road; Cottingham Road; Occupation Road; Rockingham Road; Rowlett Road; and Willow Brook Road
- Removal of restrictive bollards along existing cycle paths including between Long Croft Road and Weldon Road

Stakeholder workshops

Three stakeholder workshops were undertaken in total for the Corby LCWIP. For all three workshops, attendees included local councillors, representatives from healthcare, local employers and other groups of interest such as local campaign groups and local cyclists. These were held both virtually and in person and helped to identify the key issues and shape the key network as described further in Chapters 4 and 5.

The first stakeholder workshop, which took place in July 2022, was a digital stakeholder workshop which gave an overview of the LCWIP process and gained input from stakeholders to ensure key issues, challenges and opportunities were identified at an early stage.

The focus of the second stakeholder workshop (September 2022) was to identify 5 key cycling routes and 5 key walking routes, which contributed to Stage 3 network planning for cycling and Stage 4 network planning for walking.

A first draft of the Walking and Cycling Network Plans were presented in December 2022 in the third workshop with the aim to obtain initial feedback before Stages 3 and 4 were finalised.

Engagement with public

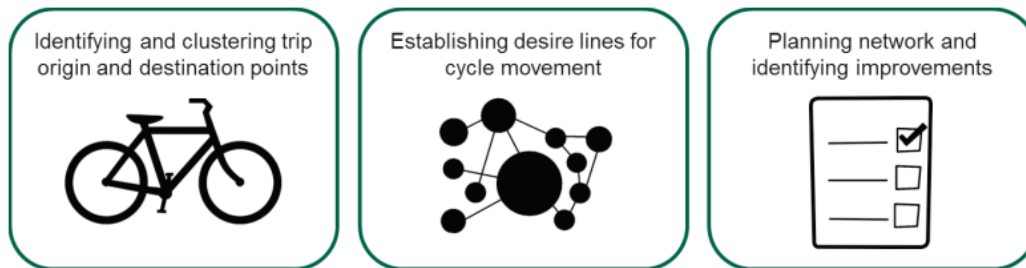
The Corby Commonplace platform (<https://corbytravel.commonplace.is>) was launched in August 2022 to inform the public and gather views, feedback and comments for the LCWIP.

Corby LCWIP Engagement Report in **Appendix A** contains an overview of the received feedback and describes other forms of how the project team engaged with the general public.

4.0 STAGE 3: NETWORK PLANNING FOR CYCLING

4.1 Introduction

The LCWIP Technical Guidance for Local Authorities states that Stage 3 of the LCWIP process should involve:



The key output for Stage 3 is a Cycle Network Plan, detailing preferred cycle routes for further development, which involves an evidence-based review to identify key desire lines between origins and destinations. There are several compelling reasons to promote walking and cycling as modes of transport.

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The process is founded on the principle of connecting people to places, ensuring that the proposed networks correspond to the routes people currently take, and those people are likely to want to take, both now and in the future. This method also helps to identify the long-term vision for the networks, while ensuring investment is focused on the key routes and the needs of cycle users. The resulting outputs are networks that are evidence-based and facilitate strategic development.

This section then summarises the following:

- Network Design Principles
- Development of Cycle Network Plan
- Proposed Primary and Secondary Cycle Networks
- Overview of potential types of improvements.

The Cycle Network Plan has been produced considering a number of inputs:

- Findings summarised in Stage 2 Information Gathering
- Identified current and future Origins and Destinations
- Findings of the Cycle Audit and site visits
- Propensity to Cycle Tool
- Patterns observed from Strava
- Stakeholder Workshops
- Feedback from Commonplace platform
- Findings of Corby and Kettering Intelligent Transport SYSTEM Strategy

4.2 Design Principles

It is important to consider the key design principles and key considerations throughout the development of the cycle network, undertaking auditing and when considering potential improvements. The following documents have informed our key design considerations for the LCWIP:

- LTN 1/20: Cycle Infrastructure Design;
- Gear Change: A Bold Vision for Cycling and Walking; and
- The 2022 Highway Code.

An overview of the design principles in each document is provided in **Appendix B – Policy Note**.

The summary principles that are pertinent to the network development and scheme identification stages, that form the basis of this LCWIP are presented below in Table 4-1.

Table 4-1 - Summary principles to inform the Corby LCWIP

Network Design Principles	
Cycle infrastructure should be accessible to everyone from 8 to 80 and beyond: it should be planned and designed for everyone. The opportunity to cycle in our towns and cities should be universal.	Cycle infrastructure should be designed for significant numbers of cyclists, and for non-standard cycles. The Government's aim is that thousands of cyclists a day will use many of these schemes.
Cycles must be treated as vehicles and not as pedestrians. On urban streets, cyclists must be physically separated from pedestrians and should not share space with pedestrians. Where cycle routes cross pavements, a physically segregated track should always be provided. At crossings and junctions, cyclists should not share the space used by pedestrians but should be provided with a separate parallel route.	Consideration of the opportunities to improve provision for cycling will be an expectation of any future local highway schemes funded by Government.
Cyclists must be physically separated and protected from high volume motor traffic, both at junctions and on the stretches of road between them.	Largely cosmetic interventions which bring few or no benefits for cycling or walking will not be funded from any cycling or walking budget.
Side street routes, if closed to through traffic to avoid rat-running, can be an alternative to segregated facilities or closures on main roads – but only if they are truly direct.	Cycle infrastructure must join together, or join other facilities together by taking a holistic, connected network approach which recognises the importance of nodes, links and areas that are good for cycling.
Cycle parking must be included in substantial schemes, particularly in town and city centres, trip generators and (securely) in areas with flats where people cannot store their bikes at home. Parking should be provided in sufficient amounts at the places where people actually want to go.	The simplest, cheapest interventions can be the most effective.
Schemes must be legible and understandable.	Cycle routes must flow, feeling direct and logical.

The principles in the table were considered during network planning and the development of interventions to support the delivery of high-quality infrastructure that will promote mode shift.

4.3 Cycle Desire Lines

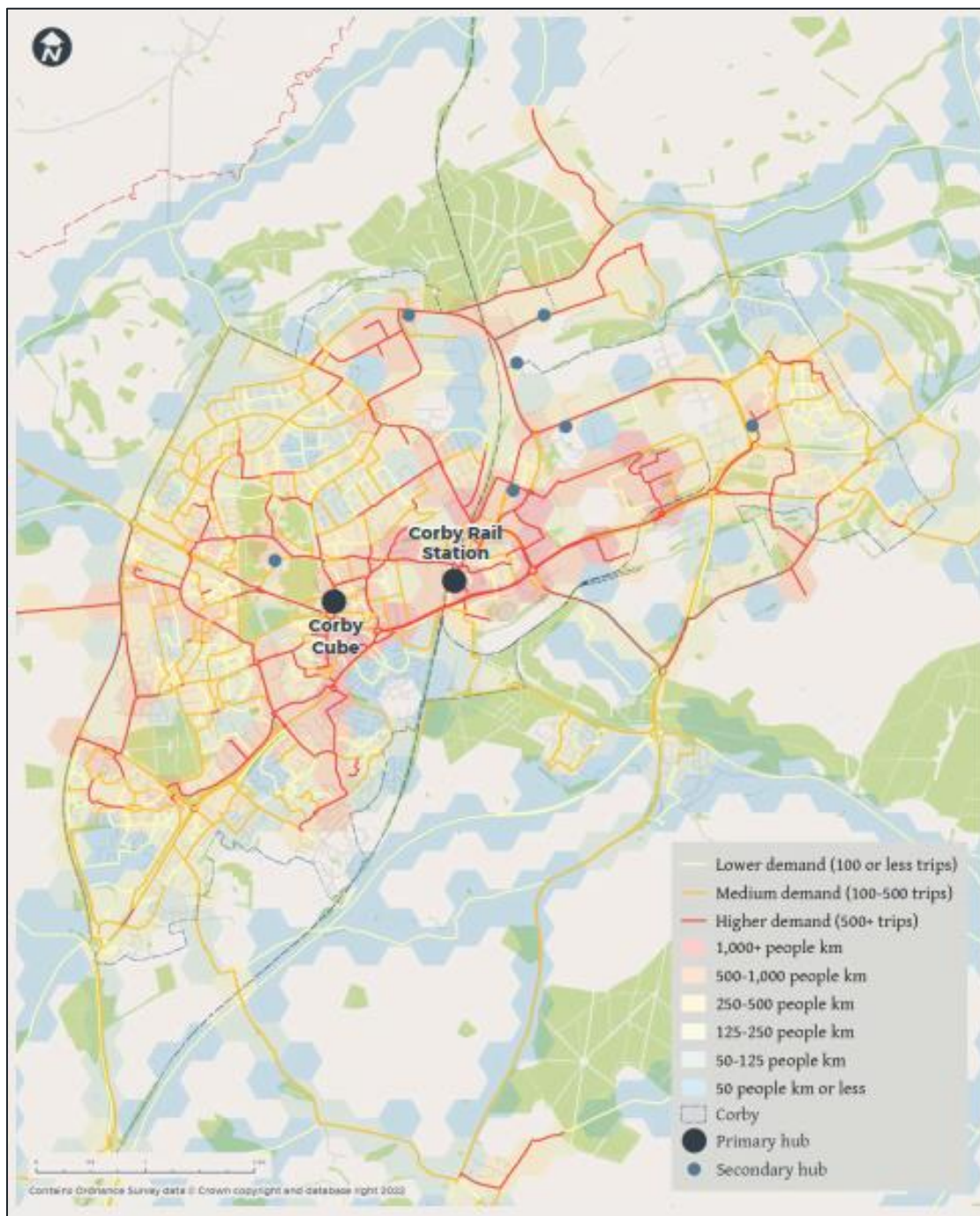
As described above in Chapter 3.3, the main trip origin and destination points were mapped to identify any demand patterns. In line with the guidance, census output areas were chosen to represent journey origins from existing residential areas. It should be noted that besides the existing residential areas, there will be further significant housing developments within the identified SUEs.

Opportunity to shift modes

As part of North Northamptonshire to Net Zero (NN2NZ), WSP was commissioned by Electric Corby to develop a Corby and Kettering Intelligent Transport System Strategy (CoKITS) for North Northamptonshire. The CoKITS included an analysis of Opportunity to Shift Modes based on the trip patterns and travelled distances included in the Northamptonshire Strategic Transport Model (NSTM).

Figure 4-1 shows the cycling potential for Corby. This includes the number of daily trips that have the potential to be switched from current driving trips. The report calculated that this equates to a daily carbon saving of 15,001 kg CO₂ for Corby alone.

Figure 4-1 - Cycling potential in Corby



Stakeholder workshops

The second stakeholder workshop, which took place in September 2022, was held both in person (AM) and online (PM) to allow for choice on how the stakeholders wanted to attend and contribute to the workshop. The objective of the stakeholder workshop was to define 5 key cycling routes and 5 key walking routes, which contributed to Stage 3 network planning for cycling and Stage 4 network planning for walking.

The format of the second workshop was:

- Introductions and purpose of the workshop
- Setting out what an LCWIP is and the LCWIP process
- Outlining work completed as part of Stages 1 and 2 including baseline analysis
- Workshop session defining the core cycle network and core walking zone

In the in-person stakeholder workshop, the stakeholders were split into three sub-groups annotating three separate maps to avoid over-crowding. In the online workshop, which had fewer attendees, ideas and corridors were verbally expressed and consolidated onto one virtual map.

Figure 4-2 demonstrates all the outputs of the second stakeholder workshop, which comprises three hand drawn maps from the in-person workshop and one virtually drawn map from the online workshop.

All lines drawn on the maps (of any colour) were corridors identified by all stakeholders as potential cycling corridors to be improved. In terms of walking corridors, the majority of stakeholders set out that the current pedestrian provision within Corby town centre and Corby Old Village already have suitable pedestrian infrastructure; and in fact, suggested that walking improvements should also be implemented where possible along the cycling corridors suggested.

Figure 4-2 - Corby LCWIP second stakeholder workshop cycling corridor outputs

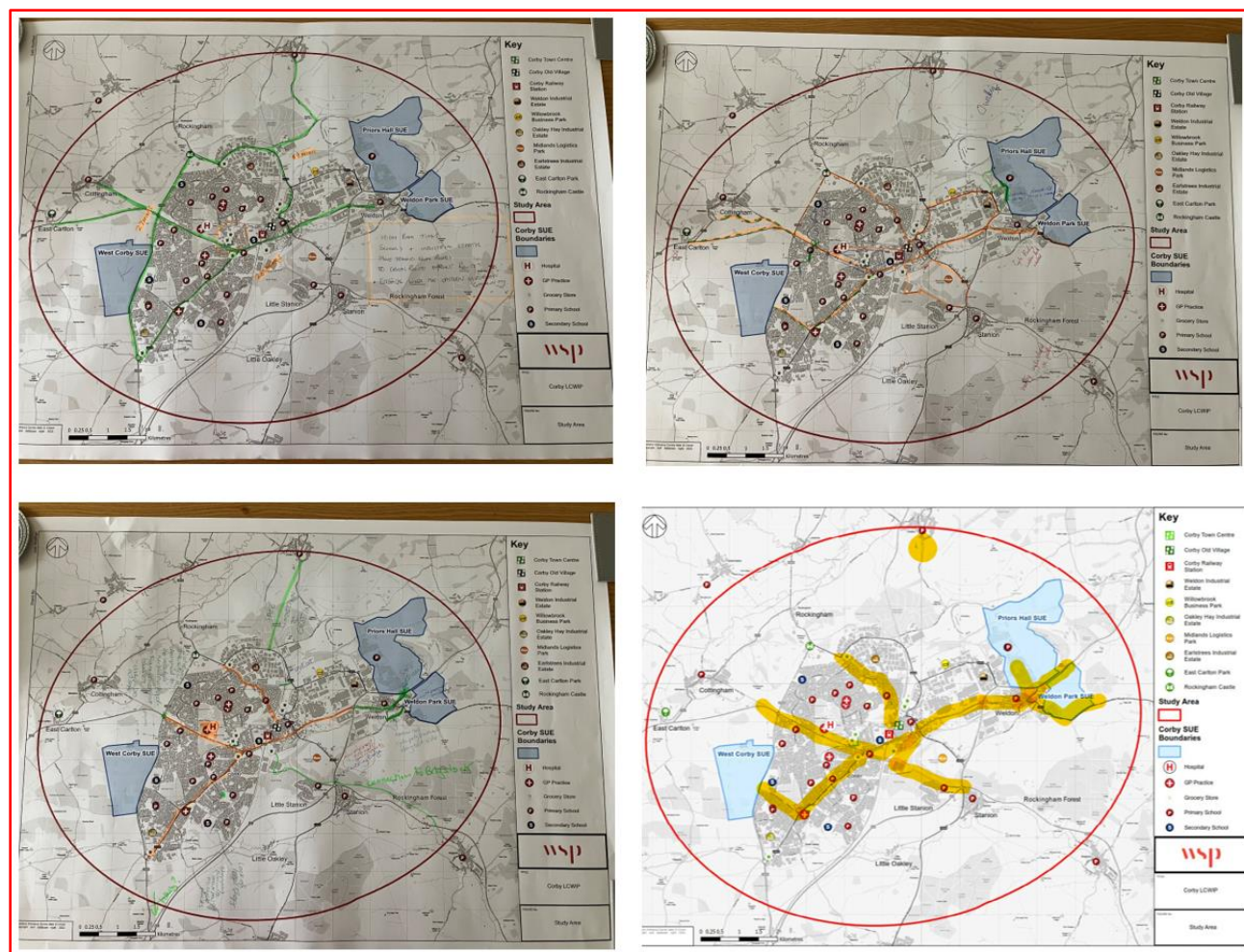
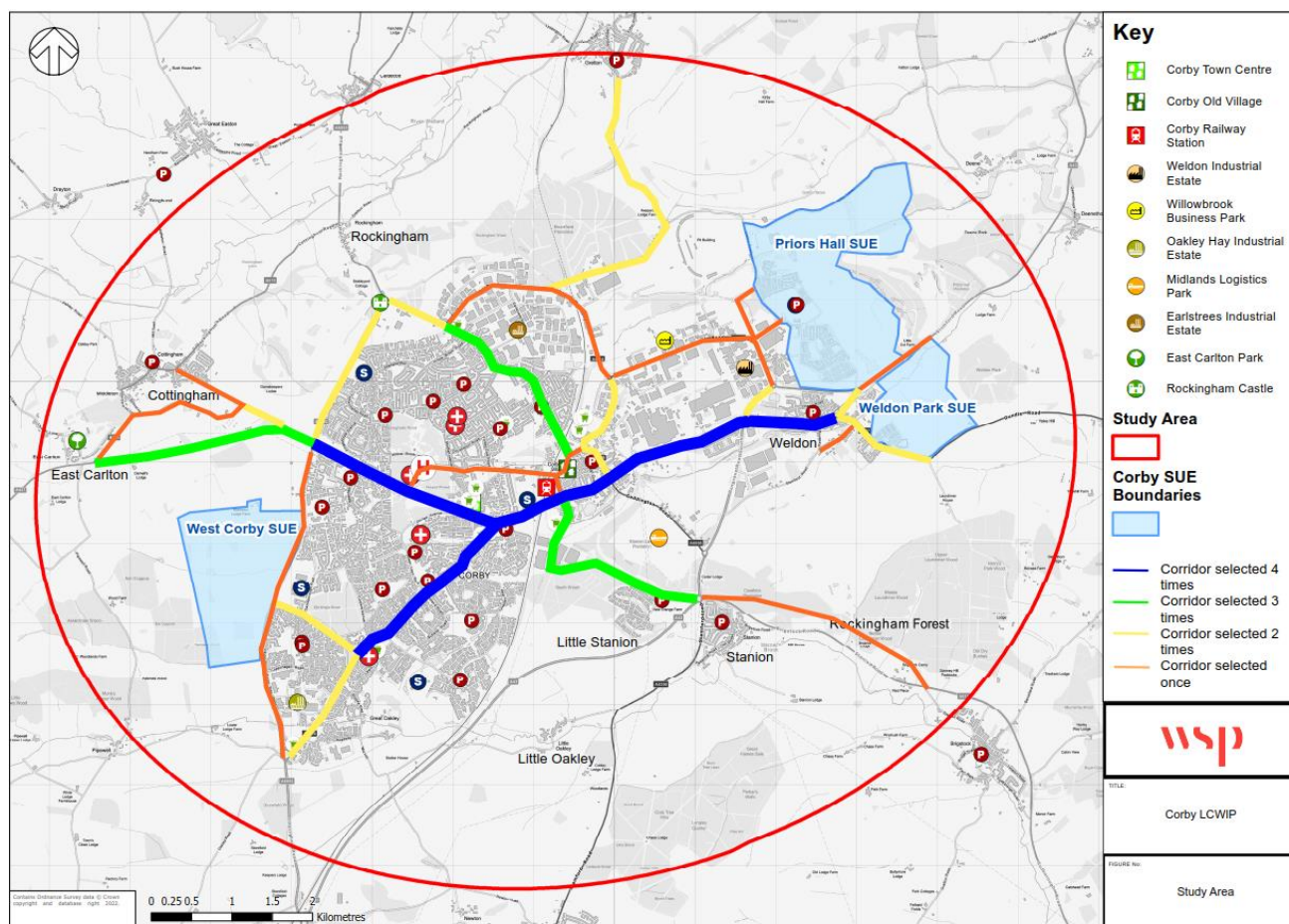


Figure 4-3 below provides a summary of the second stakeholder workshops, combining all four maps into one summary figure, with the following important to note:

- Corridors selected in all four groups are identified in blue
- Corridors selected three times are identified in green
- Corridors selected twice are identified in yellow
- Corridors selected once are in orange

Figure 4-3 - Corby LCWIP second stakeholder workshop cycling corridor summary map



The map demonstrates that the following corridors were identified in all four groups (blue corridors):

- A427 Cottingham Road / A427 Westcott Way to town centre
- A427 Oakley Road / A427 Weldon Road / Corby to town centre
- A6014 Oakley Road to town centre

The stakeholder feedback aligns with the PCT outputs as well as OD links and Strava.

4.4 Proposed Cycle Improvements

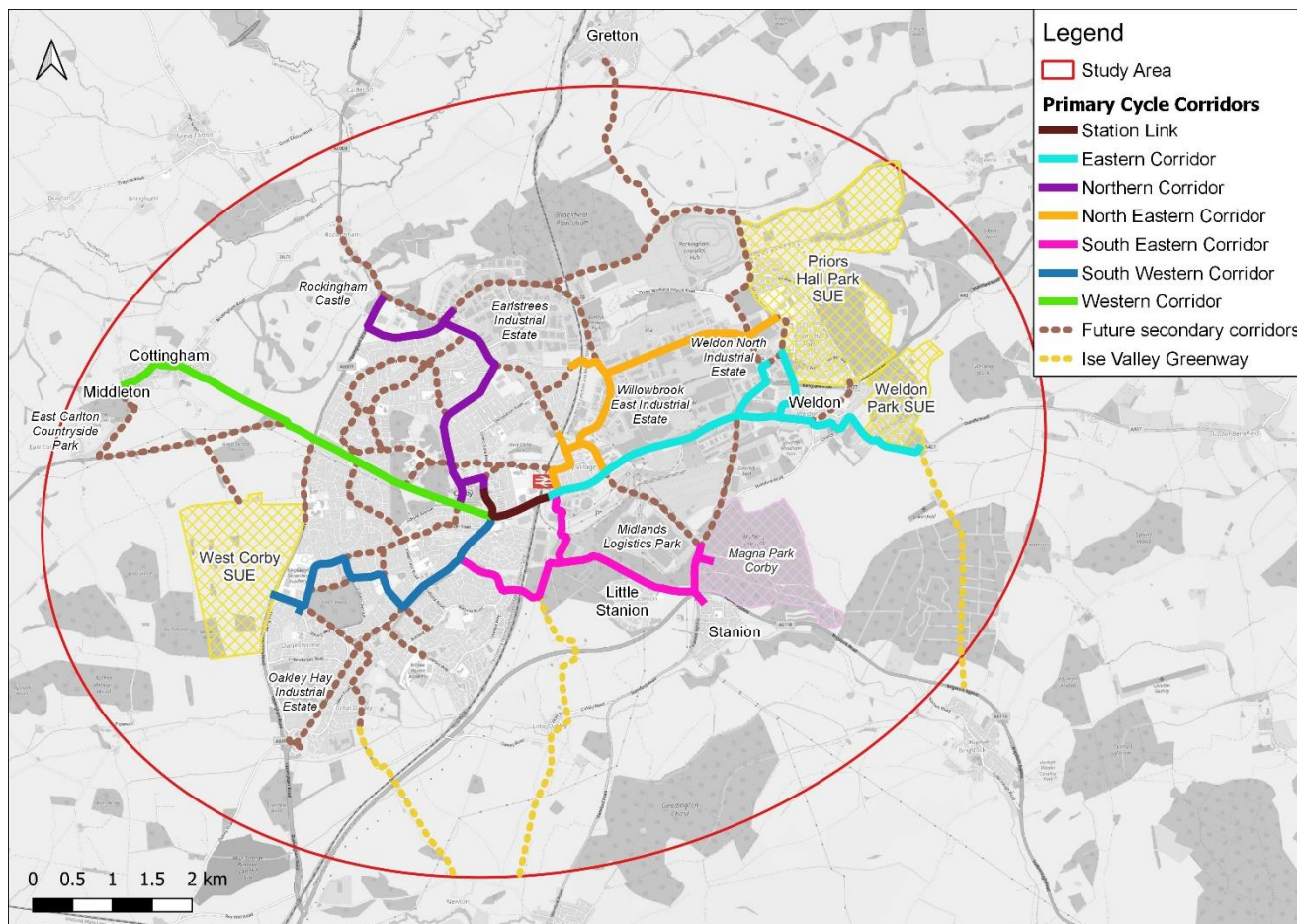
Having determined the desire lines, the next stage of the process is to identify routes that can accommodate these desire lines. This could be through appropriate schemes to upgrade existing roads or paths to the latest standards, or identifying opportunities to create new links.

The importance of each link and route needs to be understood in terms of their overall significance in the network. This will largely relate to the numbers of cyclists that each will cater for in the future. The following hierarchy was therefore applied to the links in the network:

- **Primary:** The primary routes are generally those which align with the agreed desire lines, and are therefore most likely to attract the highest number of cyclists. These are supplemented by forecast flows from the PCT, DfT AMAT Uplift Tool, CoKITS, Strava, as well as local knowledge;
- **Secondary:** Secondary routes are those with lower expected flows of cyclists, generally those links that connect to specific attractors such as schools, colleges, employment sites or a sole village; or which add to the 'mesh density' of the overall network. The density of the network is the distance between the routes which make up the grid pattern ensuring that a high-quality infrastructure is never too far from its users.

Figure 4-4 displays the suggested Cycle Network Plan.

Figure 4-4 - Cycling Network Plan



Primary Cycle Network

The Primary Cycle Network has been developed to prioritise connectivity for everyday journeys such as commuting to help increase active travel in order to reduce car journeys. The network presented provides key connections in the town, recognising that it is not possible to connect everywhere. The Plan therefore focuses on the most important routes to secure funding for.

Six main corridors have been identified to form the Primary Cycle Network with the Corby Station Link connecting them together. The total length of the Primary Cycle Network is 33.7km.

Figure 4-5 shows the area within 400m from the Primary Cycle Corridors. It covers a majority of the town with only small residential areas to the west and south of Corby, a part of Earlstrees Industrial Estate and some villages (Great Oakley, Little Oakley, Rockingham and Gretton) being further than 400m. Although Priors Hall Park and West Corby are also not covered, there is a high-quality provision within the new developments already in place or will be delivered as the SUEs develop. The primary corridors focus on connecting the SUEs to the town.

Figure 4-5 - Primary Cycle Network - 400m 'mesh density'

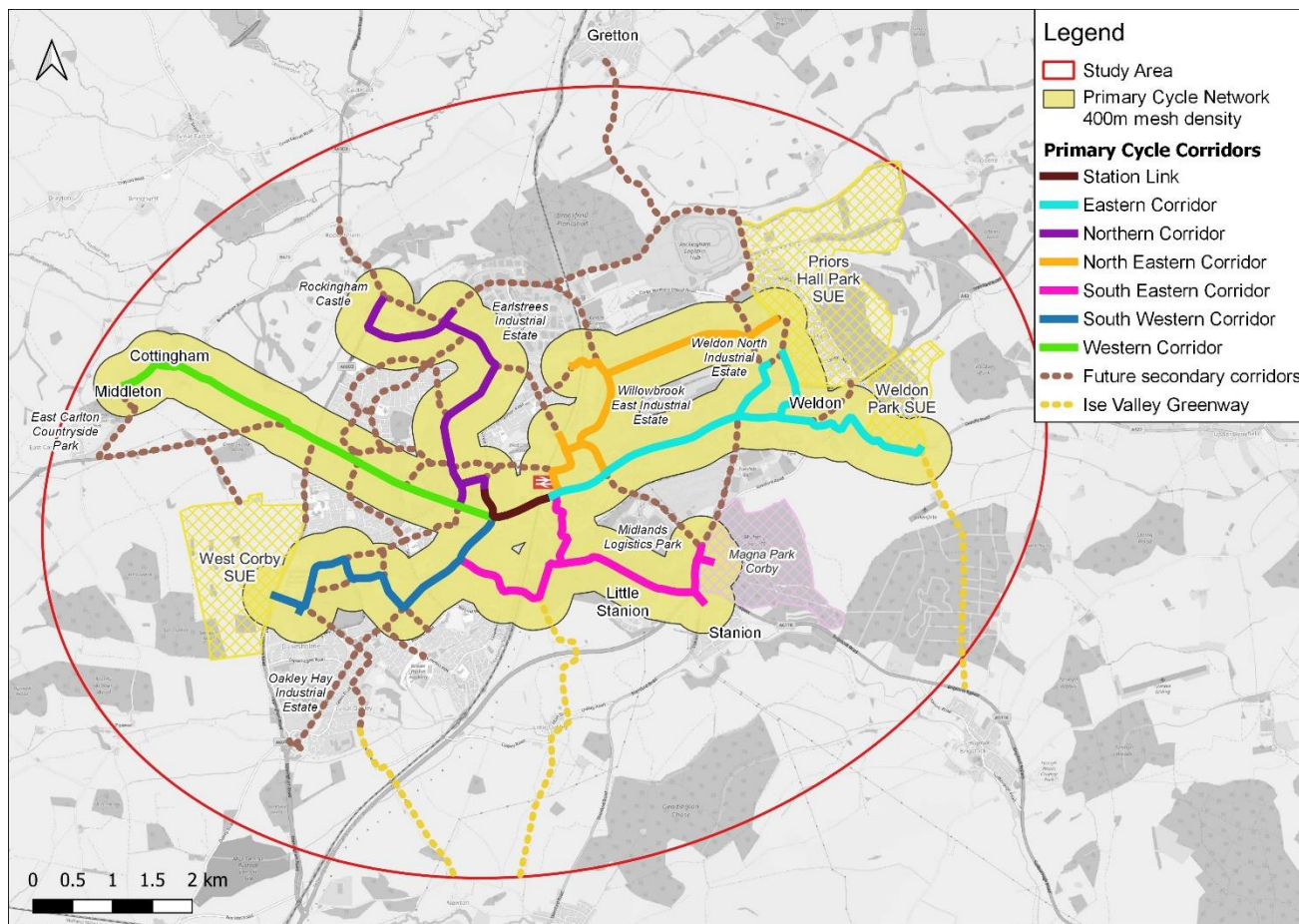


Table 4-2 includes a description of each of the primary corridors and its benefits.

Appendix E - Primary Cycle Corridors contains details of what measures can be considered along each of the six corridors to address the identified issues. However, it should be reiterated that the purpose of the LCWIP is not to carry out a feasibility study or to design the improvements. These are initial suggestions of what might overcome the major barriers to cycling and are considered potentially feasible based on initial observations. Further detailed feasibility studies would need to be undertaken for any routes taken forward for further consideration.

Table 4-2 - Primary Cycle Corridors

Corridor	Length	Description	Reasons for selection	Estimated Cost (in Millions £)
Station Link	1.03 km	<p>A high-quality cycle link in the central part of Corby between the centre and the railway station along Elizabeth Street and Oakley Road.</p> <p>Consultants Kier who are currently working on this scheme propose it to be a two-way segregated cycle track where the space allows.</p> <p>A number of crossings are proposed to be upgraded and existing footways will be resurfaced.</p>	<p>Key central location with a high volume of movements.</p> <p>The link joins other corridors together.</p> <p>Improves connectivity between the town centre and the station with a scope for further improvements at both ends.</p> <p>Plans are further developed than other corridors (a separate public consultation was carried out in 2022).</p>	£4.21 M (Cost for direct works estimated by Kier in Feb 2023)

Corridor	Length	Description	Reasons for selection	Estimated Cost (in Millions £)
Eastern Corridor	7.15 km	<p>A corridor along the A427 Weldon Road between the railway station and eastern parts of the town, including Weldon and Priors Hall Park.</p> <p>Three spurs at its eastern end to Adrenaline Alley, Priors Hall Park and Weldon Park with improved crossings across the A43 which currently presents a barrier for movements.</p> <p>Potential for a fully segregated cycleway along Weldon Road and a possible new link towards Weldon Park.</p> <p>A number of improvements at busy junctions are required.</p> <p>Scope to introduce a 20mph speed limit zone in the village of Weldon.</p>	<p>Connects the town and Weldon, Priors Hall Park and Weldon Park where thousands of houses are being built.</p> <p>Provides a connection between the town and Adrenaline Alley, a significant leisure destination as well as Weldon Village Academy, which was recently completed.</p> <p>Improves connectivity between Weldon and the two SUEs.</p> <p>Supports the neighbourhood green infrastructure corridor.</p> <p>22 comments received, general positive consensus at the workshop.</p> <p>Strong local support.</p> <p>Existing provision along the A427 does not meet the current standards.</p>	£7.01 M (excludes the cost of a potential new bridge across the A43)
Northern Corridor	5.55 km	<p>An important north-south connection between the town centre and the north of the town with a spur to the industrial estate to the north and links within the town centre to the south, where it will tie into the Station Link.</p> <p>Segregated cycleway along Studfall Avenue with scope to enhance public realm around the local centre.</p> <p>Improved cycle route through a service road along Rockingham Road.</p> <p>A proposed new traffic-free route from the cemetery, around the sports pitches to Rockingham Castle to these leisure destinations.</p>	<p>Links large residential areas and the town.</p> <p>Includes trip generators such as Rockingham Castle, sports pitches, tennis courts and a local centre on Studfall Avenue.</p> <p>Provides a link to a large employment site to the north with a high potential of cycle trips.</p> <p>Offers opportunity to enhance the Neighbourhood Green Infrastructure Corridor.</p> <p>6 comments received on Commonplace.</p> <p>Currently poor provision.</p>	£5.01 M
North Eastern Corridor	5.10 km	<p>A corridor between the Old Village, retail off Phoenix Parkway, large employment sites off Steel Road and Priors Hall Park.</p> <p>Potential to improve connectivity across the railway line to enhance west-east connectivity.</p> <p>Safe, fully segregated cycleways around Old Village and A6086</p>	<p>A strategic corridor for connecting the town, industrial estates and Priors Hall Park.</p> <p>Retail around ASDA generating a high number of trips.</p> <p>Currently busy roads and dangerous crossings around Old Village. These roads can be utilised to accommodate through traffic and as such</p>	£5.00 M

Corridor	Length	Description	Reasons for selection	Estimated Cost (in Millions £)
		<p>with improved crossings to retail park.</p> <p>Existing shared use path along Steel Road to be retained with junction improvements to give priority to cyclists.</p> <p>Scope to introduce a Liveable Neighbourhood in Old Village to restrict through traffic and enhance the public realm and placemaking in the setting of a former village with a number of local amenities.</p>	<p>the Old Village is in a favourable location which could benefit from a Liveable Neighbourhood.</p> <p>Improvements to the existing bridge across the railway line with a new link to Phoenix Parkway will improve permeability. This will also connect an employment development site off Cockerel Road.</p> <p>Current provision of a shared use path along Steel Road is in good condition and sufficient for the number of pedestrians and cyclists in the areas considering its distance from the town centre.</p> <p>Received 13 comments on Commonplace highlighting issues.</p>	
South Eastern Corridor	5.52 km	<p>A corridor between the villages and employment sites to the southeast of Corby and the A427 Weldon Road and A6014 Oakley Road will create better links into Little Stanion and Stanion (and improve connectivity between them).</p> <p>Upgrade of a footpath through the woods to the east of the railway line and a link into Lyveden Way across the railway line will shorten west-east journeys between residential areas and employment.</p> <p>Path along Long Croft Road to be widened and cyclists to be segregated. A new segregated two-way cycle track to be provided along the A43 to ensure the Magna Park Corby development site is well connected to the town via this corridor as well as via Geddington Road. The shared use path along Lyveden Way to be segregated. The existing path between Tesco and Long Croft Road to be widened.</p> <p>Better signage to be provided.</p>	<p>Cluster of Stanion, Little Stanion and employment sites.</p> <p>Magna Park Corby development site with thousands of jobs.</p> <p>Includes Tesco generating a high number of trips.</p> <p>New link across the railway line will increase permeability.</p> <p>Opportunity to enhance the green infrastructure corridor.</p> <p>11 comments received on Commonplace.</p> <p>A43 Holiday Inn roundabout highlighted as a safety concern.</p>	£4.76 M

Corridor	Length	Description	Reasons for selection	Estimated Cost (in Millions £)
South West-ern Corridor	4.18 km	<p>A main corridor along Oakley Road between the town centre and residential areas to the southwest of the town.</p> <p>Proposed segregation of cyclists along Oakley Road with junction improvements to give priority to cyclists and improvements to crossings.</p> <p>Improvements across the A6014 to connect Kingswood and the estate to the SE of Oakley Road.</p> <p>Routing via Kingswood improvement area with dedicated traffic-free links.</p>	<p>Strategic link between residential estates and the town centre.</p> <p>Includes Kingswood Academy and provides opportunity to strengthen connections to West Corby SUE.</p> <p>Reduces the barrier effect of the A6014 Oakley Road.</p> <p>Opportunity to create a new high street / local centre and enhance public realm by high quality placemaking in Kingswood.</p> <p>Opportunity to enhance the green infrastructure corridor.</p> <p>Importance highlighted 4 times at the workshop.</p>	£4.62 M
West-ern Corridor	5.19 km	<p>A corridor along the A427 Westcott Way / Cottingham Road between the town centre and a cluster of villages to the NW.</p> <p>Includes improvements to the Oakley Road / Westcott Way / Elizabeth Street roundabout with crossings in all directions.</p> <p>Improvements are required not only along the A427 but also with new and improved crossings between Hazel Wood and Boating Lake increasing safety and reducing traffic speeds.</p> <p>Potential to provide a two-way segregated cycle track along most of the corridor.</p> <p>Villages with limited space and on-street parking need extra consideration. Introduction of measures to reduce traffic speeds to provide a safer environment.</p> <p>Links into West Corby SUE are required to be considered in the future.</p>	<p>Cluster of Cottingham, Middleton and East Carlton.</p> <p>General consensus at the stakeholder workshop.</p> <p>Currently poor provision and paths are too narrow despite sufficient space.</p> <p>Improved crossings across Cottingham Road will improve safety for all users.</p> <p>Opportunity to enhance the green infrastructure corridor</p> <p>Potential to accommodate some trips associated with West Corby SUE due to its proximity.</p>	£4.27 M

Consultants Kier are currently working on the Corby Station Link. Although the design has not been finalised at the time of writing, the plans have been progressed significantly further than with the other corridors.

Secondary Cycle Network

The Primary Cycle Network provides an ambitious and comprehensive network for the area and represents the strategic pieces of infrastructure required to bring forward a cohesive network that is likely to form the

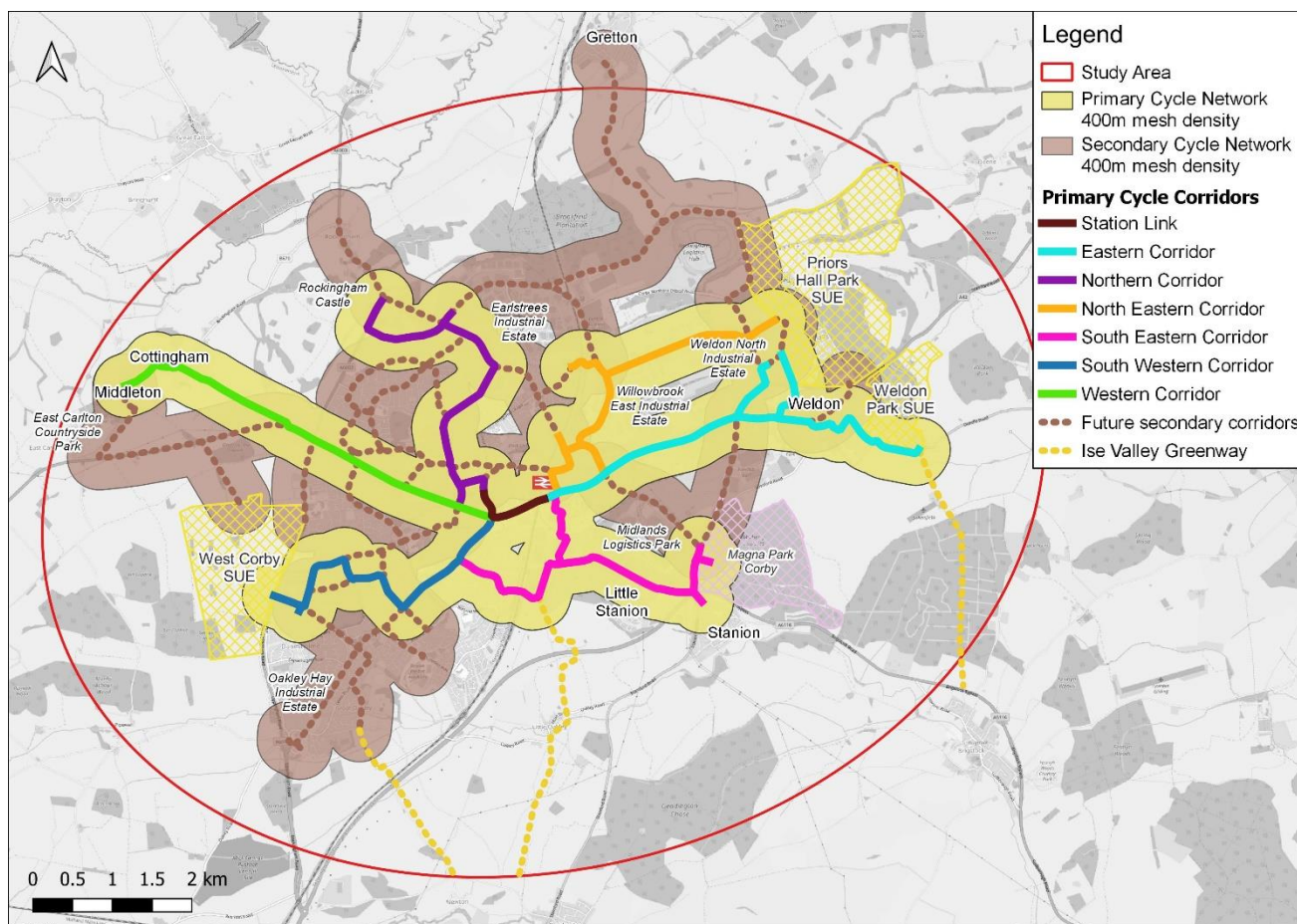
basis of future central government funding bids. However, the ambition of the LCWIP is not limited to this network.

The Cycling Network Plan also indicates a wider network of secondary routes (those of lower usage) that provides a greater ‘mesh density’ and ensures that people are always close to high quality cycle routes. The length of the Secondary Cycle Network is approximately 40km and would cover almost the entire town as well as provide links to the surrounding villages as shown in Figure 4-6.

These routes will be investigated in collaboration with delivery partners over the life of the LCWIP to consider additional links, such as connections through residential areas or direct connections into schools, health cares, surrounding villages and other discreet locations. As such, some of the secondary links shown in the maps are rather indicative. For example, there are potentially a few options how to provide a high-quality cycle link into the village of Gretton.

Another important part of the cycle network are links within the development sites. These have not been included in the development of the Cycling Network Plan. However, it is strongly recommended that the Council continues working closely with the developers to ensure that each site benefits from high-quality cycle infrastructure. There should be Internal links within the site for local journeys as well as connections to the cycle network outside the SUEs. Poor and unattractive infrastructure within the sites could lead to residents deciding not to cycle at all.

Figure 4-6 - Secondary Cycle Network - 400m 'mesh density'



4.5 Potential Infrastructure Types

The Primary Cycle Network broadly identifies the types of improvements that could be implemented. These have been considered in accordance with the LTN1/20. Although a design of any improvements is not the objective of the LCWIP, it is considered highly beneficial to suggest improvements which are realistic and could be potentially delivered. However, a preliminary design study will be required for each route to identify the best possible solutions.

The section below outlines what improvements have been or could be considered:

New on-highway segregated cycleway

Segregated Cycleway

A fully segregated cycle track usually runs at carriageway level, with a buffer between the track and the carriageway as well as the footway. The route may be next to, or sometimes completely away from the carriageway. A fully segregated track will generally offer the greatest level of service for cyclists, although they are also the most expensive option and can require significant changes to the highway to incorporate. It can be one-way or two-way.



Stepped Cycle Track

Stepped cycle tracks run at an intermediate height between the carriageway and the footway, directly adjacent to the carriageway. Although more space efficient than a fully segregated cycleway, a stepped cycle track does not offer the same level of safety and are therefore unsuitable for high-speed roads.



New off-road cycleway (greenways, rural routes)

Shared Use Path

A footway converted to legally permit cycling. Can also refer to other places where cyclists and pedestrians are unsegregated, such as a bridleway or Vehicle Restricted Area. Shared use paths are generally unsuitable except where pedestrian flows are very low, as they can result in actual and perceived safety issues for both users. They are therefore most suitable for greenways, PROWs which permit cycling, or rural connections with few people on foot.



Upgrades to existing facilities

Light Segregation

Vertical infrastructure that can be placed within existing traffic lanes (including cycle lanes) to convert them to protected space. They are easy to install, comparatively cheap, and can be used to trial a new cycle path. Cyclists can leave the path easily but vehicles are prevented from entering. However, light segregation provides only limited protection from motor traffic, with other solutions providing a greater feeling of safety.



Removal of Centre Lines

Removing the centre line can reduce traffic speeds and may be a suitable solution on relatively quiet roads where the carriageway is too narrow to accommodate cycle lanes. In addition to providing marked space for cyclists, the lanes have a psychological traffic-calming effect by visually narrowing the carriageway, further helping to reduce speeds.



Contraflow Cycle Route

Contraflow cycle lanes are an easy and low-cost way of increasing an area's permeability to cycles, by permitting cycling on one-way streets.



Modal Filters

Removing through traffic can enable cycling in mixed traffic streets by lowering traffic volumes. Encouraging traffic to use main roads can provide benefits for pedestrians and residents as well as enabling cycling. A modal filter typically consists of a bollard, planter, or other barrier that allows pedestrians, cyclists, and occasionally public transport to pass, but not other motor traffic.



20 MPH Zones and Traffic Calming

Traffic calming includes features that physically or psychologically slow traffic. 20mph limits refers to 20mph areas enforced by signs only. 20mph zones refers to 20mph enforced by signs and traffic calming.



New road crossings

Continuous Footway/Cycleway Crossing

A method of giving people walking and cycling priority over motor vehicle movements at side junctions. The footway and / or cycleway material continues across the junction, giving a strong visual priority. There are a number of different ways to achieve this depending on the characteristics of the location.



Parallel/Tiger Crossing

A parallel crossing is similar to a traditional zebra crossing, but with a cycle crossing provided alongside. Drivers must give way to cyclists and pedestrians using the crossing. As with traditional zebra crossings, parallel crossings can be divided into two parts with a central refuge to improve the ease of use.



Signalised Parallel (Sparrow)/Toucan Crossing

These are usually appropriate where vehicle flows, and speeds are higher. Toucan crossings should be avoided and only used where it is necessary to provide a shared facility. Instead dedicated cycle crossings should be used, and a pedestrian crossing used alongside if necessary. Such design is also known as a 'sparrow' crossing.



New junctions

Providing separation between conflicting streams of traffic (including pedestrians and cyclists) can improve road safety at junctions where most conflicts occur.

Junctions are often the most hazardous and intimidating parts of a journey for cyclists, and a junction that does not provide safe facilities may be the reason people will not use the remainder of the route.

CYCLOPS Junction

The best UK example of segregated junctions are Manchester CYCLOPS junctions (Cycle Optimised Protected Signals). CYCLOPS junctions are equipped with cycle tracks on each arm.



'Dutch' Roundabout

Segregated roundabouts use parallel crossings on each arm of the roundabout to separate pedestrians, cyclists, and vehicles. On entering the roundabout vehicles must give way to pedestrians and cyclists circulating the roundabout.



Provision of secure cycle parking facilities

Cycle Stands and Hubs

Cycle parking should be carefully considered against the type of expected user, the duration of their stay, and the need for enhanced security. While standard “Sheffield” stands can be sufficient for short stay parking needs, such as local shops or in the town centre, it will seldom meet the needs of longer stay commuters, who will require facilities that are at least covered and well overlooked, if not fully secure lockable facilities. High quality cycle hubs should be considered at strategic locations, such as schools or transport interchanges.



5.0 STAGE 4: NETWORK PLANNING FOR WALKING

5.1 Introduction

Stage 4 of the LCWIP process involves:



This chapter outlines the existing walking routes in the study area and provides an audit of their quality, condition, comfort, directness and attractiveness before identifying which are most suitable for improvements.

The key output for Stage 4 is a proposed future Walking Network Map, detailing preferred walking routes and Core Walking Zones (CWZs) for further development. When the routes and zones identified on the map are not of sufficient quality to meet the needs of people who would wish to travel by foot, Walking Infrastructure Improvements will need to be identified.

Developing a network for walking is similar to cycling in that this process is founded on the principle of connecting people to places, ensuring that the proposed networks correspond to both the routes people currently take and those people are likely to want to take, both now and in the future. This method also helps to identify the long-term vision for the networks while ensuring investment is focused on the key routes and the needs of pedestrians. The resulting outputs are networks that are evidence-based and facilitate strategic development.

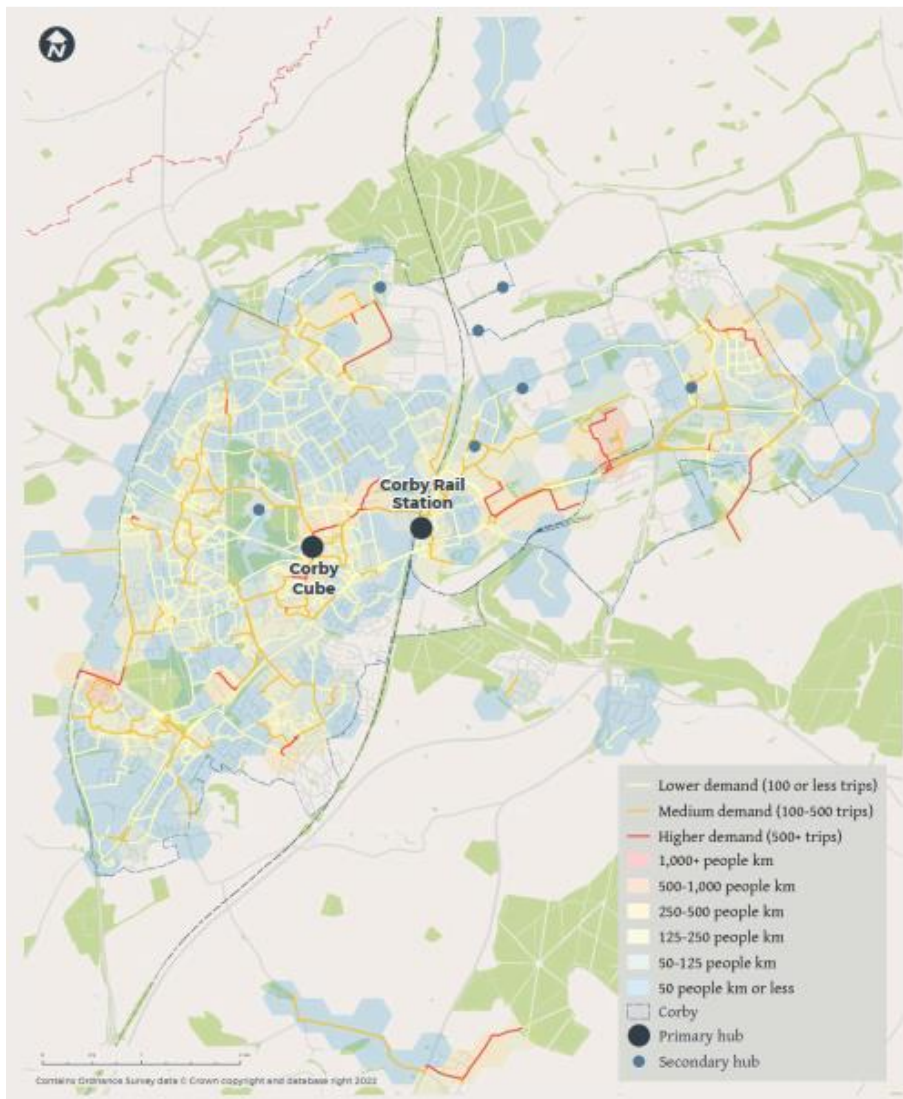
5.2 Walking Routes

Opportunity to shift modes

The analysis undertaken as part of the CoKITS project identified routes where walking can be a realistic option to replace car journeys.

Figure 5-1 displays outputs from the Opportunity to Shift Modes tool showing the walking potential in Corby for the number of switchable car trips. The study estimated that if all of the identified walking trips were walked in Corby, a carbon saving of 3,333 kg CO₂ per day could be realised.

Figure 5-1 - Walking potential in Corby



Stakeholder workshops

At the stakeholder workshops, it was perceived that the town centre has good pedestrian links, with the main feedback being that walking improvements along central areas of the cycling routes would be beneficial (particularly along the three corridors identified in all workshop groups). As such, the stakeholders did not specify a single Core Walking Zone with specific walking routes leading to it.

5.3 Existing Situation

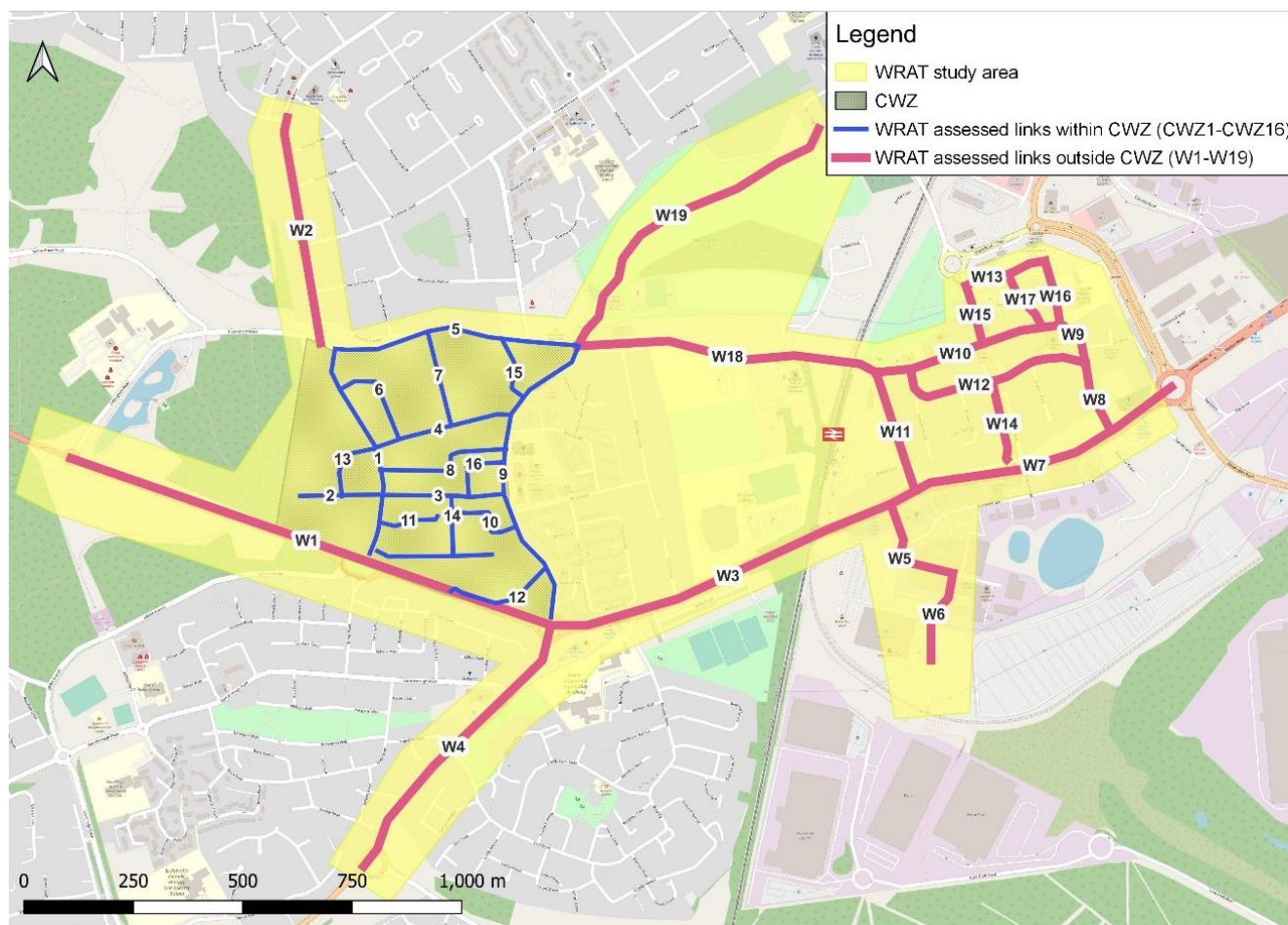
Following the confirmation of the Corby LCWIP study area in Stage 1, further investigation was undertaken to define the Core Walking Zone and walking routes.

Minimum footway provision has been a core part of design guidance and scheme delivery for many decades and most roads in Corby do have footways. However, there is still a need to improve conditions for walking, including footway provision where it does not currently exist, helping to unlock increased walking rates within the town.

Based on the data presented in Stage 2, and the outcomes from the stakeholder workshops, potential walking corridors and a Core Walking Zone (CWZ) were identified for audit. The CWZ and Key Walking Routes are shown in Figure 5-2.

For legibility a distinction has been drawn between the CWZ, comprising Corby's new and partially pedestrianised town centre, and Key Walking Routes, which include connections around Corby's old town centre and routes to and from the new town centre.

Figure 5-2 - CWZ and Key Walking Routes Plan



To inform the walking audit, an initial assessment of user-appraised information was gathered from Commonplace and Widen My Path. This provided a firm grounding of the views of residents with everyday experience of the walking network. An overview of the comments can be found in Table 5-1. The views contained within them have been used to guide decision making around proposed improvements.

Table 5-1 - Summary of user appraised comments

Road Name	Summary of Comments
Elizabeth Street	No footpath between British Heart Foundation and the Corby Candle Public House - pedestrians have to walk in the road in the middle of the town centre.
Westcott Way	High traffic volumes Difficult to cross Narrow footway
Oakley Road (A427)	Traffic is too fast, particularly past the school. Narrow footway Difficult to cross Elizabeth Street safely at the Oakley Road roundabout
Oakley Road (A6014)	Feels unsafe Traffic congestion Difficult to cross Gainsborough Road
St Mark's Road	Feels unsafe High traffic volumes Difficult to cross

Weldon Road	Feels unsafe Traffic congestion High traffic volumes HGVs and lorries Difficult to cross, no safe crossing points
High Street	Uneven/poor surface Traffic congestion and high traffic volumes Narrow footway No wayfinding Insufficient dropped kerbs and tactile paving at crossing points
Station Road	No protected cycle lane Uneven/poor surface

5.4 Walking Audits

Subsequently, the CWZ and key walking routes were audited by the project team. The process used the DfT's Walking Route Audit Tool (WRAT). The WRAT scores each route on five different characteristics: attractiveness, comfort, directness, safety, and coherence.

Each team member scored the five attributes as either green (2), amber (1) or red (0) providing a potential maximum score of 40 for any given route. The WRAT scores by different assessors were averaged to give the audit score.

For legibility, this score out of 40 was converted to a score out of 10 with scores below 3/10 earning a 'red' rating, scores between 3/10 and 7/10 an 'amber' rating and scores above 7/10 a 'green rating'.

Within the CWZ there were 16 separate streets which were audited, these can be seen as the blue lines in Figure 5-2. Outside the CWZ, there were 19 walking routes that connected the CWZ to key trip attractors, such as the Old Village and the railway station. The additional walking routes (W1 - 19). As such, a total of 35 walking routes were audited using WRAT.

Table 5-2 - Walking route audit scoring table

CWZ	Road Name	Attractiveness	Comfort	Directness	Safety	Coherence	Score (out of 10)
1	George Street	5.20	8.60	7.60	5.60	1.40	7.10
2	Corporation Street (West)	6.40	10.00	8.80	5.80	2.00	8.25
3	Corporation Street (East)	6.00	9.00	8.80	5.80	1.80	7.85
4	Alexandra Road	4.00	8.00	7.00	3.60	1.20	5.95
5	Cottingham Road	4.60	6.60	6.00	2.80	1.20	5.30
6	Wood Street	2.00	3.50	2.75	4.75	0.50	3.38
7	Richmond Road	6.00	7.75	8.00	6.00	1.25	7.25
8	Everest Lane	2.50	4.75	6.00	4.75	0.75	4.69
9	Elizabeth Street	3.00	6.40	3.60	3.40	0.60	4.25
10	Windsor Place	3.50	5.50	5.75	5.00	1.50	5.31
11	Cardigan Place	2.75	5.50	6.00	4.25	0.50	4.75
12	Anne Street	3.50	5.00	4.50	5.00	1.00	4.75
13	Victoria Place	4.00	6.75	5.00	5.25	1.00	5.50
14	Willow Place	5.75	10.00	10.00	6.00	2.00	8.44
15	Coronation Park	4.67	7.67	9.67	6.00	2.00	7.50

W	Road Name	Attractiveness	Comfort	Directness	Safety	Coherence	Score (out of 10)
16	Unnamed Town Centre Walk	4.67	9.67	10.00	5.67	2.00	8.00
1	Westcott Way	3.00	7.50	3.50	4.00	1.00	4.75
2	Studfall Avenue	5.50	7.00	5.50	4.50	1.00	5.88
3	Oakley Road (A427)	2.67	7.67	2.33	1.33	1.00	3.75
4	Oakley Road (A6014)	3.50	8.50	6.00	4.00	1.00	5.75
5	St Mark's Road	1.50	4.50	7.00	3.50	0.00	4.13
6	St Luke's Road	2.50	7.00	5.00	4.00	1.00	4.88
7	Weldon Road	2.00	6.33	3.00	0.33	0.67	3.08
8	High Street (Weldon Road to South Rd)	3.67	5.00	4.67	4.67	0.33	4.58
9	High Street (South Road to Stocks Ln)	5.00	10.00	7.00	5.50	1.00	7.13
10	High Street (Stocks Lane to Station Rd)	3.33	5.67	5.00	3.33	1.00	4.58
11	Station Road	3.00	6.67	4.67	3.00	0.67	4.50
12	South Road	4.50	7.00	7.50	4.50	0.50	6.00
13	Tunwell Lane	4.50	5.50	6.00	6.00	0.00	5.5
14	Southall Road	5.00	8.50	6.00	6.00	0.00	6.38
15	The Jamb	3.33	5.67	5.67	3.00	0.67	4.58
16	Meeting Lane	4.00	5.00	7.00	5.50	0.00	5.38
17	Stocks Lane	4.67	7.00	6.33	5.33	0.67	6.00
18	Cottingham Road (between Station Rd and Elizabeth St)	3.50	8.00	8.00	4.00	1.00	6.13
19	Link through the park between Cottingham Rd and Kelvin Grove)	4.50	9.00	10.00	6.00	1.50	7.75

Table 5-2 provides a summary of the scorings by walking route. The full WRAT scoring spreadsheets are provided in **Appendix F – Walking Route Audit Tool Results**.

The scores from the WRAT audit are visualised in Figure 5-3.

Figure 5-3 - WRAT score summary plan

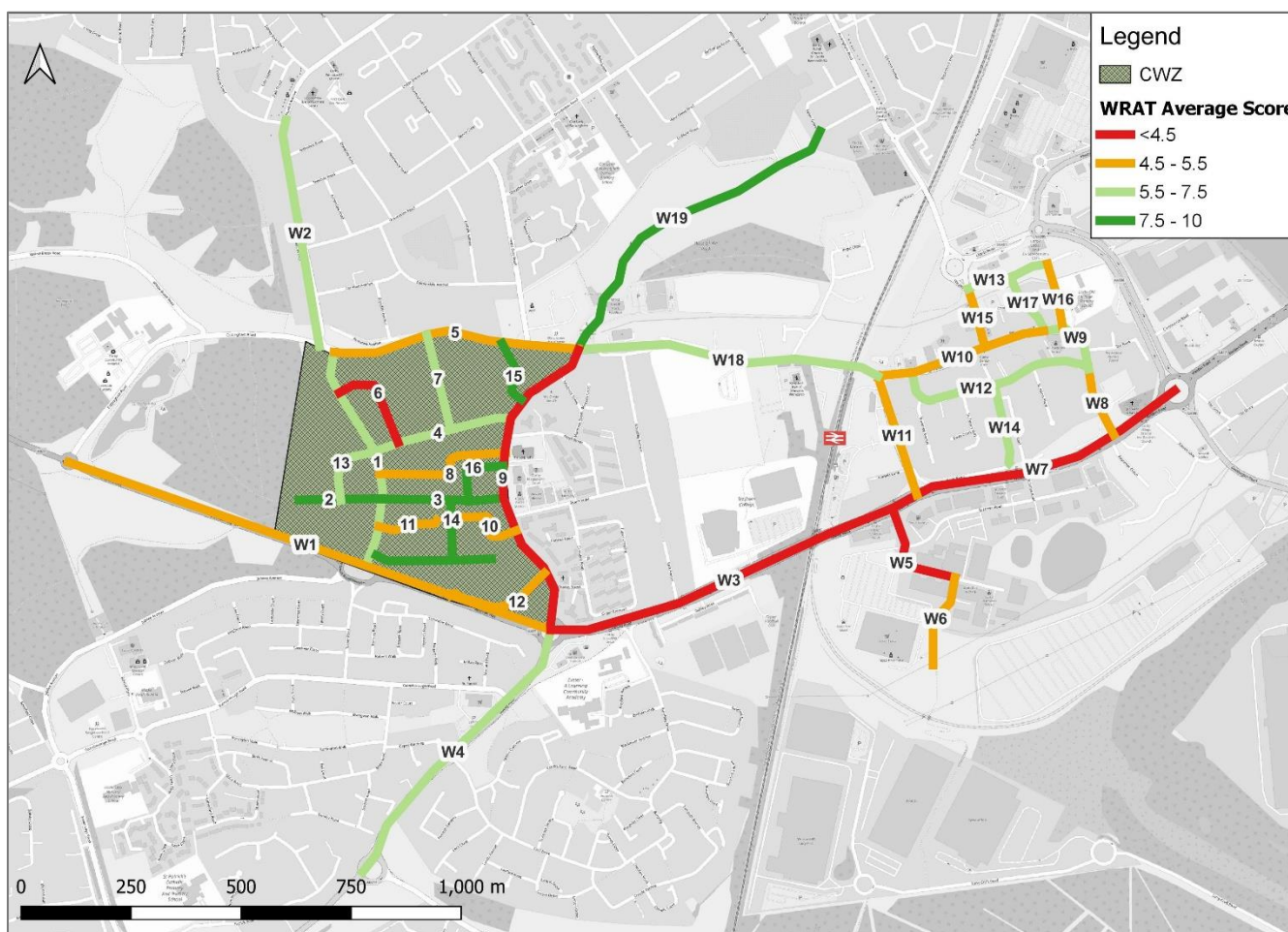


Figure 5-3 shows that Elizabeth Street and the A427 Oakley Road score very low for the current level of provision for walking. This will be addressed by the Station Link, which is currently being prepared. There are also some links with poor scores within the CWZ - many of these streets are used as servicing yards behind existing commercial premises and for parking although they do link to the pedestrianised parts of the town centre. It is unlikely that this can be remedied without wholesale redevelopment of the buildings adjoining them.

While superficially similar, Weldon Road scores less favourably than Oakley Road. The footway along Weldon Road is not separated from the carriageway by a grass verge (which provides some sense of safety and shielding from the traffic) and its poor landscaping results in unintuitive crossing opportunities. There is also not a single crossing point at the Geddington Road roundabout that meets current accessibility requirements or that is signalled.

For the purposes of the WRAT, Corporation Street has been split into 'East' and 'West' corresponding to the sections in the 1960s town centre and the more recent development respectively. While both sections give a 'green' score, Corporation Street East suffers more due to its poor surfacing, and difficult onward connections through much narrower pedestrian route to Elizabeth Street. Both sections of Corporation Street would benefit from improvements to onward walking connectivity such as better lighting, wayfinding and a more coherent identity as a single street through public realm changes.

The southern portion of George Street provides a better pedestrian environment than the northern half and further development in the town centre is likely to continue the enhancements that have already been undertaken.

Alexandra Street suffers from a lack of active frontage and an unintuitively located crossing point which does not provide an immediately legible walking route to Richmond Road.

The walking links outside of the CWZ and the Old Village, including Station Road, achieve low-medium scores for walking environments according to the WRAT. Most are let down by missing dropped kerbs, insufficient safe crossings, lack of active frontages and traffic dominance. The A6014 Oakley Road is a notable exception which provides sufficient separation from traffic, generous and well-maintained footway

provision, sensibly located crossing points and adequate natural surveillance to achieve a higher score in spite of its heavy traffic.

The Corby Old Village walking routes, though experiencing low levels of traffic, are poorly maintained, too narrow and prioritise vehicle parking over the public realm. Reducing on-street parking, widening pavements, and introducing greenery will soften what is at present a harsh space. Options should include redesigning the current junction with The Jamb to yield sufficient space to provide a level footway of sufficient width as far as Station Road.

5.5 Proposed Walking Improvements

Improvements are recommended along the worst scoring routes from the WRAT assessment. Several of the lowest scoring routes in the CWZ are loading bays behind shop frontages and are unsuitable for significant improvements without wholesale redevelopment of the site around them. However, parking restrictions might be an effective solution in certain locations.

The walking routes which have been identified for prioritised pedestrian environment improvements are listed in Table 5-3.

Table 5-3 - Potential walking improvements summary

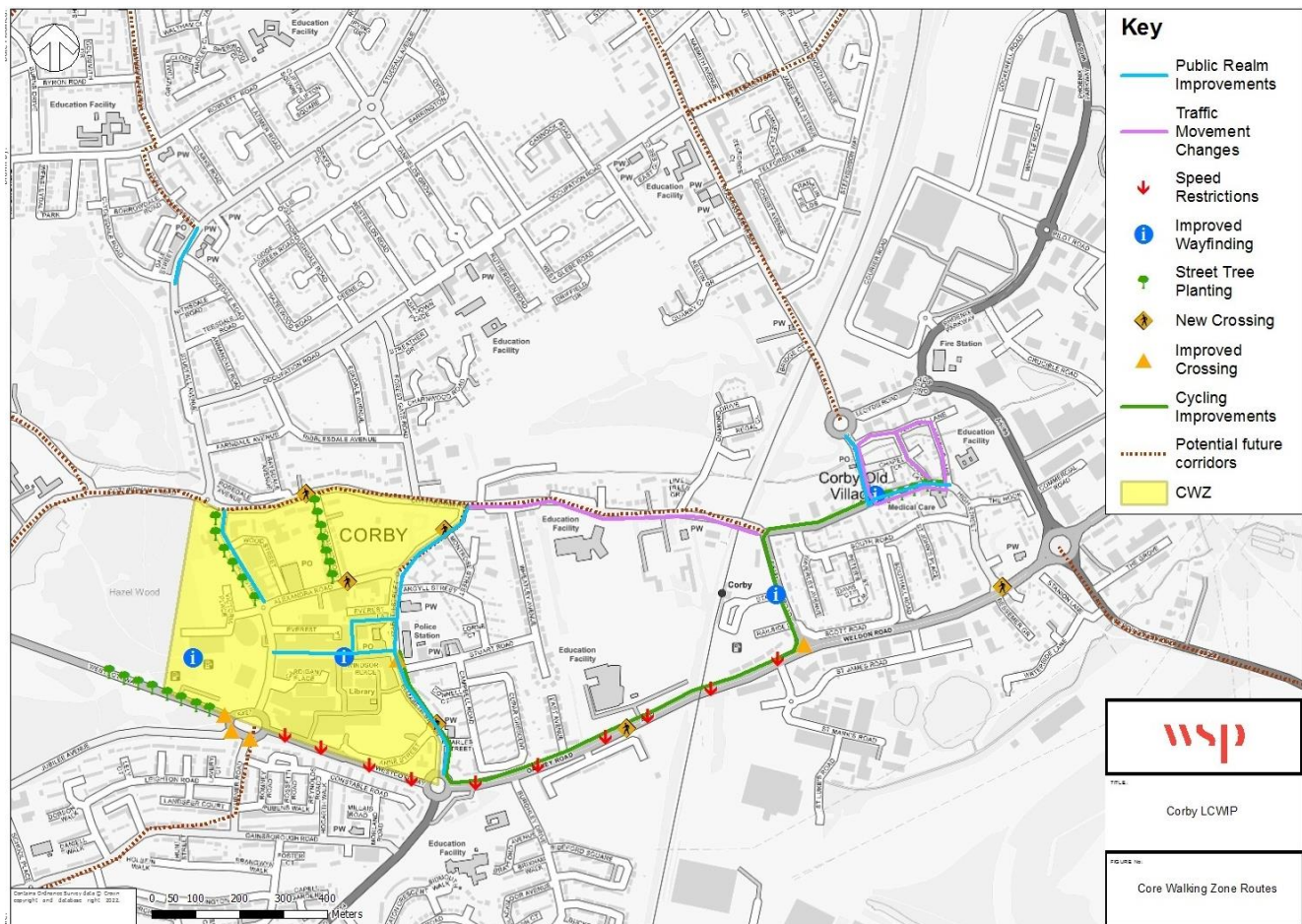
Route	Location	Summary of Recommended Improvements
CWZ1	George Street	Improve the public realm to bring it up to the same standard as 'lower' George Street, creating better crossing facilities for pedestrians and cyclists.
CWZ2	Corporation Street (West)	Improve wayfinding, visual connections and lighting on the route to Westcott Way and the hospital across the park.
CWZ3	Corporation Street (East)	Create consistent public realm across the pedestrianised area of the town centre and enhance through connections to Elizabeth Street. These are presently through very narrow alleyways without any active frontage.
CWZ4	Alexandra Road	Improve crossing facilities to support desire lines and increase accessibility between Richmond Road and the town centre. Improve lighting conditions. Continue encouraging the redevelopment of sites along the road's southern side to create active frontages.
CWZ5	Cottingham Road	Improve crossing facilities to support desire lines and increase accessibility between Baysdale Avenue and the town centre. As the bridge was recently closed, revised traffic flows should be studied to see the impact of a future closure and road space reallocation initiative. Explore an option to create a one way traffic loop (utilising the other lane for a bidirectional segregated cycle lane) which would reduce car dominance and create an alternative direct link between the town centre, the Old Village and the station.
CWZ7	Richmond Road	Discourage inconsiderate verge and footway parking through the provision of formal bay parking, new street trees and SUDS.
CWZ9	Elizabeth Street	Utilise the space to provide a segregated cycle lane along the full length of the street and introduce public realm enhancements. This can connect with a future scheme along Cottingham Road. Improve crossing facilities to minimise two stage crossings and narrow the carriageway.

Route	Location	Summary of Recommended Improvements
		Better connect and signpost access to the town centre via Corporation Street. Redevelopment of the buildings fronting both Elizabeth Street and Corporation Street will open up views of the town centre and encourage better pedestrian connectivity.
W1	Westcott Way	Tree or hedgerow planting would improve the environment and aesthetics of this main route to the town centre. Provision for cycling could be accommodated to prevent shared use and minimise conflict. Existing crossing points need improving across the junction with George Street. Although uncontrolled crossings are present with dropped kerbs and tactile paving, pedestrians have to step out into fast moving traffic across a two-stage crossing to traverse the roundabout. Additional safe crossing points will improve permeability between the town centre and both Turner Road and Jubilee Avenue.
W2	Studfall Avenue	Crossing Studfall Avenue at the mini-roundabout requires walking across the grass verge - more coherent access is required. There are implied crossing points to traverse Cottingham Road represented by gaps in the railings, but this is unsafe. A new crossing point and revised verge planting would create a more legible and safe means of traversing the street.
W3	Oakley Road (A427)	Reduce traffic speed through a speed limit change or changes to the carriageway, particularly in front of the school. Improve crossing facilities at the roundabout junction with Elizabeth Street.
W4	Oakley Road (A6014)	Better differentiate the wide footway to separate pedestrians and cyclists and minimise conflict.
W5	St Mark's Road	Improve junction for both cyclists and pedestrians by altering the traffic light phasing. Address pavement parking throughout the industrial estate.
W6	St Luke's Road	Address pavement parking throughout the industrial estate. Improve lighting and onward connection legibility.
W7	Weldon Road	Introduce an at grade crossing improvement to the junction with High Street. The level change poses problems for people accessing the bus stop.
W8	High Street (Weldon Road to South Road)	Resurface the road and introduce a footway where there presently isn't one, providing dropped kerbs and tactile paving. Introduce improved signage. Create a pocket park with places to dwell in the underutilised green space at the South Road and High Street junction. Reduce through traffic, perhaps by restricting access to High Street from Weldon Road.
W9	High Street (South Road to Stocks Lane)	In partnership with the Road Safety Team investigate alternatives to the bollards obstructing pedestrian movement between Page's Walk and Meeting Lane.

Route	Location	Summary of Recommended Improvements
		Consider extending one-way streets to create a one-way loop between High Street, Meeting Lane, Stocks Lane and Tunwell Lane to facilitate widened footways.
W10	High Street (Stocks Lane to The Jamb)	<p>Reallocate road space from on-street parking to public realm improvements to improve the trading environment for businesses.</p> <p>Introduce places to dwell, outdoor seating and shading street trees.</p> <p>Improve crossing facilities.</p> <p>Redesign the mini-roundabout at the junction with The Jamb as a T-junction with priority given to vehicles on High Street. This should enable further public realm improvements and footways wide enough for increased accessibility for disabled people.</p>
W11	Station Road	Introduce dropped kerbs and tactile paving outside the bus depot.

The location of the identified opportunities for improvements are shown in Figure 5-4.

Figure 5-4 - Location of identified potential interventions



5.6 Corby Old Village

To address traffic congestion and encourage behavioural change within Corby Old Village, a concept of Liveable Neighbourhood could be considered.

Such schemes reduce traffic by preventing 'rat running' and diverting through traffic onto more appropriate roads to create safer streets for cycling and walking. Vehicular access is maintained but through traffic is prevented. As journeys in private cars are made longer and more inconvenient, cycling, walking and public transport becomes more attractive.

The idea of Liveable Neighbourhoods and how it could be introduced in the Old Village was presented at the third stakeholder workshop organised in December 2022 and was generally well received with people expressing their interest to know more.

5.7 Types of Improvements

Improvements were developed according to the latest design standards, with key improvement types shown below.

Maintenance

Where this is highlighted as an issue, the route likely requires immediate maintenance to bring it to standard, and it may be that a longer-term programme of maintenance needs to be developed in order to ensure that this route is maintained to a standard commensurate with its importance in the active travel network.

Increased Surveillance

Increased surveillance can increase both the perception of and actual level of safety for users. This can be through technology, such as CCTV or 'help' points, or natural surveillance such as that afforded by good sightlines (which could be linked to maintenance), higher levels of activity, additional access points and permeability, or police patrols where deemed necessary.

Place-Based Interventions (Greening, Streetscape, Seating etc)

These are measures that enhance the look and feel of an area, including tree planting, street art, paving, seating, and other features to make public spaces more attractive.

This is likely to be very bespoke to each area where required, but can be as simple as planting, such as trees or rain gardens (perhaps as part of Sustainable Urban Drainage Systems). Another option could include significant changes involving use of materials, sculpture, art installations, or water features.



Footway Widening

Wider footways increase the level of comfort for all users, especially parents with pushchairs or pedestrians with impairments. However, widening the footway can be problematic, particularly where superfluous carriageway doesn't exist. Where this is recommended, it may be most feasible where undertaken alongside cycle schemes which also require significant changes to the highway.

Parking Controls

Where indiscriminate parking creates an issue for pedestrians, this could be due to various issues and a bespoke solution is likely to be required. This could be through provision of dedicated bays on carriageway, appropriate parking permit schemes, or perhaps greater enforcement of existing restrictions.

New Crossing Point Following Desire Lines

Where across a major road, this is likely to be a new dedicated crossing point. A more detailed study would be required to determine the exact type and what additional changes may be required in order to implement it.

Traffic Signals

Potential traffic signals improvements include widening central refuges, improved timings or revising multistage crossings. Altering any junction is likely to incur significant costs, and additional feasibility work including a traffic



impact assessment is likely to be required. New signals can be also installed at roundabouts that do not benefit from pedestrian facilities.

New Access Point to Buildings/Car Parks

This is likely to include new access points on desire lines where these have not been provided as part of the development. These may require third party agreement.

Speed Reduction Scheme

Any speed reduction scheme needs to be self-enforcing, and the methods employed to do so effectively will be bespoke to the specific location. This could be through enforcement cameras (including average speed limit zones), or through physical traffic calming measures, but could also be through a wider scheme which changes the fundamental purpose and feel of a street, including public realm, parking controls, and reduced kerb radii.

Reduced Kerb Radii

Kerb radii affect vehicle speeds and pedestrians' ability to cross minor roads on their desire line. Where it is safe to do so, a reduced kerb radii can be carried out in conjunction with other interventions (such as a speed reduction scheme or blended footway) to create a low-speed environment where pedestrians are afforded priority over vehicles.



Dropped Kerbs/Tactile Paving

Dropped kerbs provide level access for pedestrians between the footway and carriageway. They are essential for most wheelchair users to provide them with an accessible means of crossing a road safely and coherently. Tactile paving helps people with sight impairments understand the street and crossing points.

It is very important for visually impaired people that tactile paving is present, correct and adheres to standards as it can communicate to visually impaired pedestrians information about the environment that they are in.

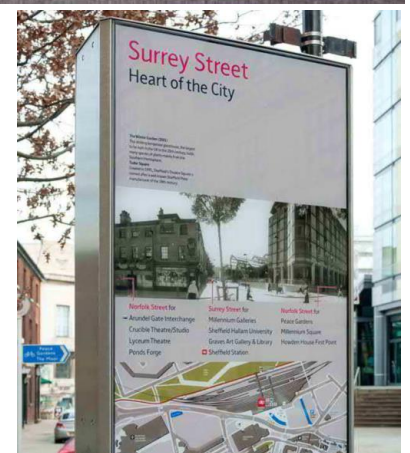
BLENDED FOOTWAY

'Blended footways' describe a footway which continues over the minor arm of a priority junction, enforcing the Highway Code (rule 170) through good design. These can be implemented through various techniques, including at carriageway level, raised tables (footway level), use of materials, and the positioning of road markings. The appropriate design solution will need to be determined in each instance.



Wayfinding

This intervention encompasses all of the ways in which people orient themselves and navigate from place to place. Wayfinding improvements could be as simple as directional and distance signage at key junctions, but could also be larger maps or even interactive screens where appropriate (such as a town centre).



6.0 STAGE 5: PRIORITISING IMPROVEMENTS

6.1 Introduction

Stage 5 of the LCWIP process involves prioritisation of the proposed improvements in the short, medium and long term.



The guidance states that priority should be given to improvements that are most likely to have the greatest impact on increasing the number of people who choose to walk and cycle, and therefore the greatest return on investment. Other factors may also influence the prioritisation of improvements such as the deliverability of the proposed works or opportunities to link with other schemes or projects. As such a multicriteria assessment has been undertaken to prioritise the proposed improvements.

6.2 Prioritising Improvements

A bespoke prioritisation framework has been produced based on the DfT LCEIP guidance to ensure consistency when prioritising walking and cycling infrastructure improvements. The framework includes the following criteria:

- **Effectiveness** – based on the potential number of walking or cycling trips that might use the route.
- **Policy Alignment and local priorities** – considering the Local Plan, local priorities and alignment with ongoing workstreams.
- **Economic factors** – Including scheme cost, value for money and likelihood of attracting funding.
- **Deliverability** – Including engineering constraints, land ownerships and level of stakeholder support.

6.3 Cycle Route Appraisal

Cost estimates

Initial high-level costings have been undertaken to estimate the capital costs of each the six Primary Cycle Corridors.

To develop the cost estimate, a range of standard unit cost rates for different intervention types was applied. The costs are based the prices published by Active Travel England in their Active Travel Fund 4 Uplift Tool last updated in January 2023.

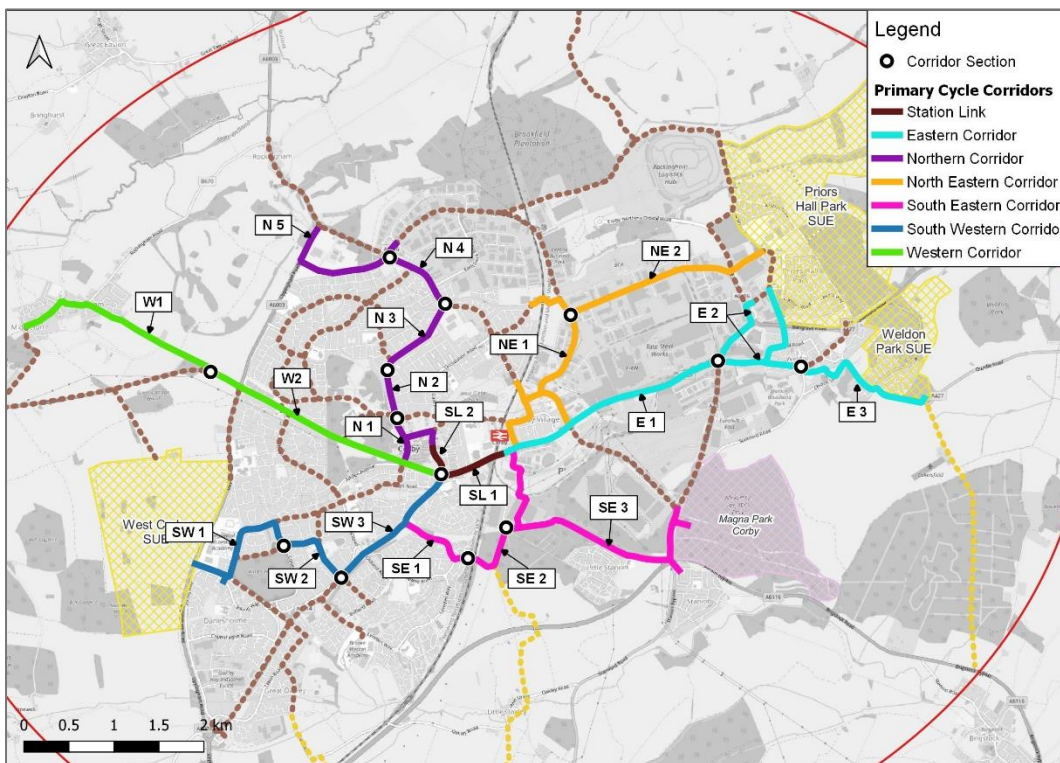
The following assumptions were made:

- 5% maintenance cost is assumed every 10 years;
- Optimism bias of 15% is assumed in all cases; and
- Additional 50% risk allowance to account for costs including but not limited to preliminaries, site preparation, land preparation and design costs.
- It is also important to note the following key information, assumptions and exclusions for the cost rates:
- The cost rates are based on Q1 2023 and have been adjusted to the midpoint of construction.

- All costs are exclusive of VAT, Stamp Duty, costs associated with legal issues, land taken etc;
- All rates and prices are net of Contractors Fee/Overheads & Profit; and
- Indirect costs for items such as contingencies, general allowances and traffic management are assumed to be a percentage of the construction cost build ups. These are also based on typical percentage uplifts commensurate for this early stage of the study, based on previous experience.

Considering the length of the Primary Cycle Corridors, it is likely that some of them might be split as funding becomes available. The cost estimate and appraisal have been therefore carried out for sections which could potentially bring benefits even in isolation. While there are several ways how the works could be phased, the assumed sections are illustrated in Figure 6-1.

Figure 6-1 - Sections assumed for the appraisal



Value for Money

A high-level assessment of the Value for Money (VfM) for each cycle route has been undertaken by calculating an indicative Benefit - Cost Ratio (BCR) based on the limited information available at this stage of development.

The DfT's Active Modes Appraisal Toolkit (AMAT) (November 2022) has been used to appraise the proposed cycling interventions. This ensures that the calculation of benefits is in accordance with DfT guidance, set out in Transport Analysis Guidance A5-1 'Active Mode Appraisal' and its VfM can be consistently compared against other proposed schemes.

AMAT quantifies a wide range of potential benefits of active travel interventions including:

- Health improvements;
 - Improvements to journey quality; and
 - Modal shift impacts.
- In order to calculate the impacts, the AMAT requires the following inputs:
- Scheme opening year (assumed 2024);
 - Last year of funding;
 - Type of area scheme is located;
 - Number of walking and cycle journeys per day without the proposed scheme;

- Number of walking and cycle journeys per day with the proposed scheme;
- The average proportion of a trip which uses the scheme infrastructure;
- Current walking and cycling infrastructure for the route;
- Proposed new walking and cycling infrastructure;
- Proportion using the walking and cycling scheme to commute to work;
- Appraisal period (assumed 20 years); and
- Number of days the scheme data is applicable.

A number of assumptions are also included within the AMAT, where the DfT has provided default values based on a number of DfT defined sources and research.

The high level cost estimates and BCRs calculated for each of the section forming the Primary Cycle Network using the AMAT is presented in Table 6-1.

Table 6-1 - Estimated cost and Benefit-Cost Ratios

Corridor	Section	Route	Cost Estimate (millions £)	High Level BCR
Station Link	Total (as estimated by consultants Kier)		£4.21 M	1.70
Eastern Corridor	E 1	A427 Weldon Rd	£4.38 M	1.86
	E 2	A43 and new links between Weldon and Priors Hall	£0.58 M + bridge	1.77
	E 3	Corby Road-Oundle Road	£2.05 M	1.65
	Total		£7.01 M	1.79
Northern Corridor	N 1	George St-Cottingham Rd	£1.80 M	2.09
	N 2	Studfall Avenue-Clydesdale Rd	£0.54 M	1.85
	N 3	Studfall Avenue-Rockingham Rd	£0.84 M	2.00
	N 4	Rockingham Rd	£0.27 M	2.35
	N 5	Around sports pitches	£1.56 M	1.30
	Total		£5.01 M	2.02
North Eastern Corridor	NE 1	A6086	£2.44 M	2.30
	NE 2	A6116	£2.56 M	1.44
	Total		£5.00 M	1.86
South Eastern Corridor	SE 1	Lyveden Way	£0.06 M	3.72
	SE 2	b/w Lyveden Way-Longcroft Rd (in the woods)	£0.64 M	1.69
	SE 3	Longcroft Rd-St Luke-Mark's Road	£4.06 M	1.82
	Total		£4.76 M	1.83
South Western Corridor	SW 1	Danesholme Rd-Gainsborough Rd-Colyers Ave	£1.73 M	1.86
	SW 2	Curloss Walk	£0.82 M	1.67
	SW 3	Oakley Rd	£2.06 M	2.21

	Total		£4.62 M	1.98
Western Corridor	W 1	Berry Rd-High St-Corby Rd	£1.24 M	1.70
	W 2	Cottingham Road	£3.03 M	1.88
	Total		£4.27 M	1.83

The calculated BCRs should be considered as indicative, given the level of uncertainty associated with the schemes at this early stage of development.

The appraisals will need to be updated and sensitivity tests undertaken as the schemes are progressed. Consideration should be given to additional benefits not captured in the AMAT. These could include benefits associated with improved safety or wider economic benefits. Therefore, it is likely that the benefits achieved through the proposed schemes have been underestimated, which would further strengthen the VfM case.

The appraisal aspect of the LCWIP is designed to feed into the prioritisation framework in that the BCR for each route can be recorded on the framework once it has been established.

The AMAT summary sheets for each cycle route can be found in **Appendix G - AMAT**.

Prioritisation framework.

Table 6-2 presents details of the prioritisation framework criteria and scoring methodology.

Table 6-2 - Prioritisation criteria

Category	Criteria	Definition	Low (0)	Medium (1)	High (2)
Effectiveness	Catchment population with direct benefit	Number of residents living with a direct access to the corridor/section	< 1,500	1,500 – 2,500	> 2,500
	Employment	Number of existing workplace zone centroids	0 sites	1 – 2 sites	> 2 sites
	Forecast increase in the number of trips	Calculated forecast increase of walking/cycling journeys	< 100	101 – 400	> 400
	Education	Number of schools / colleges benefiting from the corridor	0 schools	1-2 schools	>2 schools
	Network development	How does the corridor section contribute to form a cohesive network?	Limited benefit	Some benefit	Creates new connections
	Road safety	Number of hotspots involving pedestrians / cyclists or locations with safety concerns	No safety concerns	1 – 2 locations	> 2 locations
	Degree of deficiency of the existing infrastructure	Quality of the current provision	Good	Acceptable	Poor
Policy alignment and local priorities	Development sites	Number of significant future housing / employment sites supported by the corridor/section	0 sites	1 site	> 1 site
	Alignment with ongoing workstreams	Does the corridor align with other schemes or other planner transport improvements?	No	Potentially / to a certain limit	Yes
	Car ownership	Percentage of households with no car	< 20% of households	20 – 40% households	> 40% households
	Health & deprivation	Households not deprived in any dimensions	> 60% households	40% – 60% of households	< 40% of households
	Leisure & tourism	Access to green spaces or other leisure destinations	No sites	1 – 3 sites	> 3 sites
Economic	Scheme Cost	Total scheme cost estimate	>4 million	1 – 4 million	< 1 million
	Value for Money (BCR)	Assessment of scheme benefits vs costs	BCR <= 1.5	1.5 < BCR < 2.0	BCR >= 2.0
Deliverability	Scheme feasibility	Known land ownership issues, environmental or other constraints	Constraints unlikely to be overcome	Potential constraints, likely to be overcome	No issues, scheme likely to be feasible
	Local support & acceptability	Likelihood of support or opposition for the scheme based on the received comments from public and key stakeholders.	Likely to be opposition	Neutral / unknown	Likely to be supported
	Dependency on other schemes	Does the scheme depend on other schemes?	Wholly dependent on the delivery of another scheme.	Will require integration with another scheme but with limited impact on delivery	Can be delivered as a standalone scheme

Scoring of each section of the primary corridors is summarised in Table 6-3.

Table 6-3 - Scoring & Prioritisation of the Primary Cycling Network

Corridor	Section	Effectiveness							Policies & Local Priorities					Economic		Deliverability			Total Score	Prioritisation
		Catchment population	Employment	Increase in the number of trips	Education	Network development	Road safety	Degree of deficiency	Development sites	Alignment with ongoing workstreams	Car ownership	Health & deprivation	Leisure & tourism	Scheme Cost	Value for Money (BCR)	Scheme feasibility	Local support & acceptability	Dependency on other schemes		
Station Link	Station Link	1	2	2	1	2	2	1	0	1	2	2	0	1	1	2	2	24	Short term	
Eastern Corridor	E1	0	2	2	1	2	2	2	2	0	1	1	0	1	2	2	2	23	Short term	
	E2	1	1	0	2	1	1	2	2	1	0	1	1	2	1	1	2	20	Medium term	
	E3	1	0	2	1	0	0	1	1	1	0	0	0	1	1	1	2	13	Long term	
Northern Corridor	N1	0	2	1	0	2	2	2	0	1	2	2	1	2	2	2	2	25	Short term	
	N2	0	0	1	0	2	1	2	0	0	1	2	1	2	1	1	2	17	Long term	
	N3	2	1	1	1	0	1	2	0	0	1	1	0	2	2	1	1	18	Medium term	
	N4	1	2	0	0	1	2	2	0	0	1	1	1	2	2	2	1	20	Medium term	
	N5	1	1	1	0	0	0	1	0	0	1	1	2	1	0	2	1	14	Long term	
North Eastern Corridor	NE1	1	2	2	1	2	2	2	1	1	1	2	1	1	2	2	2	27	Short term	
	NE2	1	2	2	1	2	0	0	1	1	1	1	0	1	0	1	1	17	Long term	
South Eastern Corridor	SE1	1	0	0	0	1	0	0	1	0	1	2	1	2	2	1	2	16	Long term	
	SE2	0	2	1	0	2	0	2	1	1	0	1	1	2	1	1	1	18	Medium term	
	SE3	1	2	2	1	1	1	2	1	1	0	1	1	0	1	2	1	20	Medium term	
South Western Corridor	SW1	2	0	1	1	1	0	2	1	1	1	2	1	1	2	1	2	20	Medium term	
	SW2	1	0	1	1	1	0	2	1	2	2	2	1	2	1	1	0	19	Medium term	
	SW3	2	1	2	2	2	1	0	1	1	1	2	0	1	2	2	1	23	Short term	
Western Corridor	W1	0	0	0	1	2	0	2	1	1	0	1	1	1	1	2	1	16	Long term	
	W2	2	1	2	1	1	2	2	0	0	1	2	1	1	1	1	2	22	Short term	

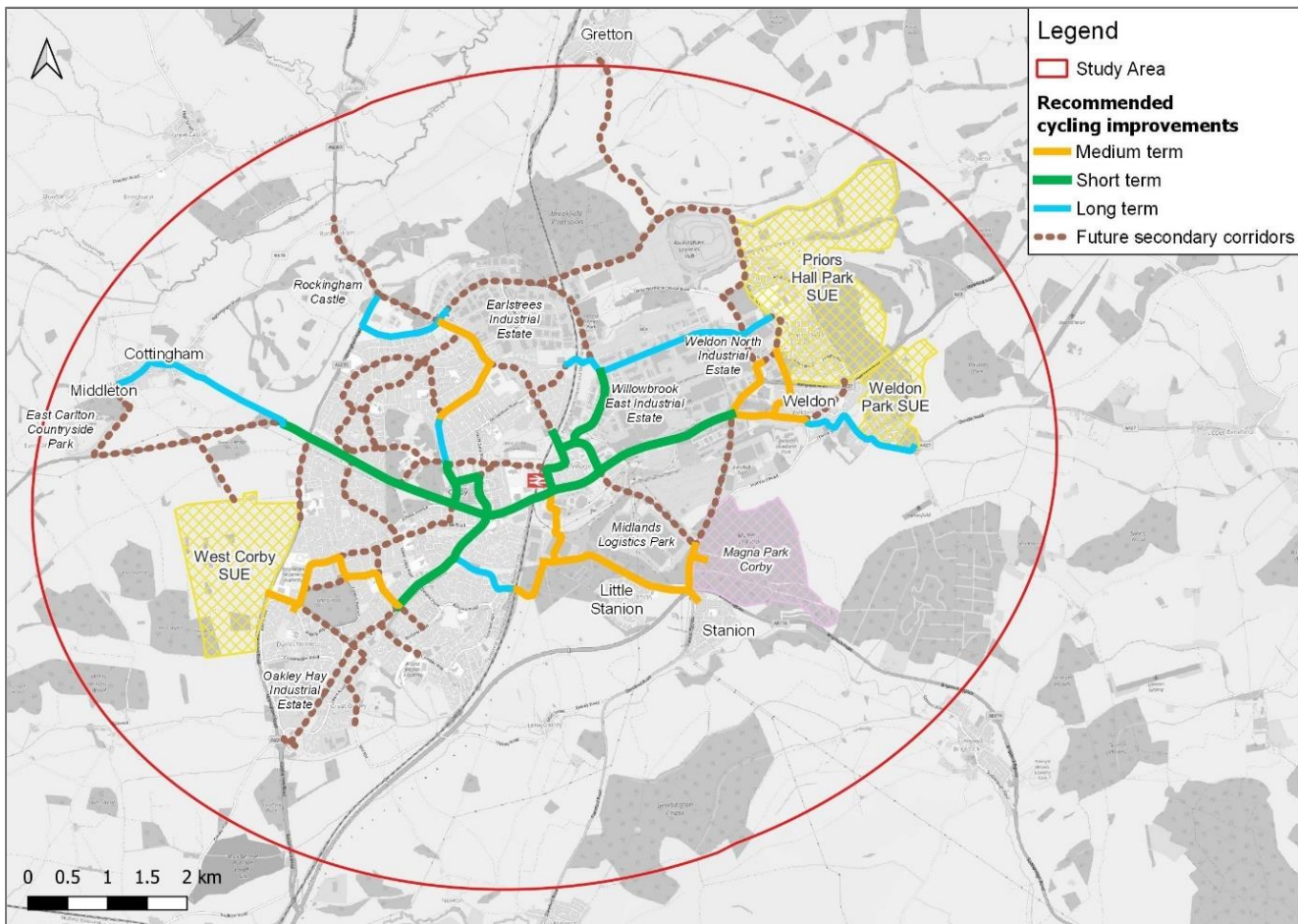
Based on the scoring assessment presented in Table 6-3, the Cycling Network Plan has been divided into three categories:

- **Short term improvements** (total score 22 or higher) – These are improvements which constitute the core of the LCWIP network. These are located along the key routes in Corby and would provide the biggest benefits. The length of the network is 11.9km and the associated cost has been estimated to be £17.9 million
- **Medium term improvements** (total score between 17.5 and 21.5) – These are improvements that are mostly a little further from the town centre and build upon the improvements identified for short term action. They include further 11.8km of the Primary Cycle Network estimated to cost £8.9 million.
- **Long term improvements** (total score 17 or lower) – These are improvements where the overall benefits are comparatively lower. As such, they are not recommended for immediate action. These include 10km of the network estimated to cost £8 million.

In addition to the Primary Cycle Network, a further 40km of the Secondary Cycle Network have been identified to provide improvements across the town.

The prioritisation results are visualised in Figure 6-2.

Figure 6-2 - Recommended prioritisation



Walking Route Prioritisation

There are clear synergies between walking and cycling improvements. For example, improved signalled crossing provision or traffic calming measures have benefits for both pedestrians and cyclists. As such, while the walking improvements could be delivered in isolation, where these overlap with the Primary Cycle Network, it is expected that the improvements would be delivered together (assuming funding is available) and form high quality active travel routes.

Most of the recommended walking improvements listed in Table 5-3 align with the suggested Primary Cycle Network. The links which do not align are Corporation Street (CWZ2 & CWZ3), Richmond Road (CWZ 7) and High Street in Corby Old Village (W8, W9 & W10).

- **Corporation Street** – Although Corporation Street is currently pedestrianised, some potential improvements have been identified. It is one of the streets with highest footfall and the surrounding links have been recommended for short term improvements. As such, Corporation Street is also recommended for **short term** improvements.
- **Richmond Road** – Richmond Road would open up the town centre from the north and improve the connectivity between the retail and housing. This improvement is recommended for **medium term**.
- **High Street** – As described above in Chapter 5.6 Corby Old Village is well positioned for a successful Liveable Neighbourhood. Whilst it is recognised that this must be considered sensitively, the surrounding links are recommended for short term improvements and as such, the Liveable Neighbourhood is also recommended for **short term**.
- Some of the walking improvements (such as dropped kerbs, improved wayfinding or street lighting) could be delivered on an entirely separate basis, potentially on a street or area basis or through small, localised improvements. It is expected that these will be delivered on an ad-hoc basis as funding become available. Similarly, the sections that need urgent maintenance could be prioritised to bring immediate benefits without any substantial design work or planning process.

7.0 NEXT STEPS

7.1 Integration and Application

The final stage of the LCWIP process considers how the Corby LCWIP should be integrated into local policy, strategies and plans, as well as practical applications of the outputs of the LCWIP.

Consideration should be made during the production of key documents such as the Local Plan to fully integrate the outputs from the LCWIP into local policy so that a stronger and more holistic case for government funding is made. Stage 5 of the LCWIP process involves prioritisation of the proposed improvements in the short, medium and long term.

7.2 Funding Mechanisms

The LCWIP sets out the case for future funding for cycling and walking infrastructure. As set out in this LCWIP, there are a number of compelling reasons for central government to invest in active travel infrastructure to level up cycling and walking provision in Corby. In addition, local funding contributions are likely to be available from developer contributions, other bids and potentially contributions from limited LA budgets.

High level consideration has been given to the potential funding sources that could be pursued in the delivery of the LCWIP interventions and next steps. The interventions identified in this LCWIP could potentially be supported by multiple funders and future funding opportunities including, but not limited to:

- DfT Active Travel Fund;
- The Levelling Up Fund;
- The Capability Fund;
- Future High Streets Fund;
- Heritage Horizon Awards and other National Lottery Heritage Fund opportunities;
- Network Rail 'Access for All' Programme;
- Towns Fund;
- Private developer contributions (e.g. Section 106);
- Future iterations of Access Fund-type funding;
- Synergies with ongoing workstreams within Corby;
- Integrated Transport Block;
- Maintenance funding;
- Local Growth Fund and synergies with potential large local major schemes;
- National Productivity Investment Fund (NPIF);
- Housing Infrastructure Fund (HIF);
- Private financing initiatives;
- Other innovative fiscal mechanisms to help fund investment in infrastructure;
- Reprioritisation of Vehicle Excise Duty; and
- Other government funding streams not yet announced.

It is important to note that the LCWIP sets out the case for investment from the above funding sources, but also from funding sources to be released in the future. The emphasis of funding for active travel interventions has increased over the years leading to a record amount of government investment in cycling and walking. There may also be opportunities to incorporate cycling and walking improvements as part of other transport schemes.

This is demonstrated by recent government initiatives such as the DfT Active Travel Fund. This significantly increased active travel funding to restart local transport and build on active travel momentum following COVID-19; and also the Levelling Up Fund which provides funding to improve infrastructure (such as active travel) in order to improve people's everyday lives, make journeys easier and ultimately level up opportunities across the UK. These funding streams are particularly relevant to Corby, in terms of boosting the economy, improving much needed active travel connectivity and reducing deprivation levels.

Considering the rapid growth within Corby, there is also an opportunity for the Council to secure funding from private developers through S106, S278 and S38 contributions.

7.3 Active Travel England

Due to the government investing a record amount in active travel to help deliver a healthy, safe and carbon-neutral transport system, DfT created a new executive agency, Active Travel England (ATE) in January 2022.

ATE ensure that active travel investment is well spent and help raise the standard of cycling and walking infrastructure. ATE now manage the national active travel budget; and inspect finished schemes and ask for funds to be returned if works have not been completed as promised or to incorrect timescales. ATE also assess LAs performance on active travel through inspections and reports; with findings influencing the funding that authorities receive across all transport modes.

7.4 Reviewing and Updating

In line with other transport plans, it is envisaged that the LCWIP will need to be reviewed and updated approximately every four to five years to reflect progress made with implementation. It may also be updated if there are significant changes in local circumstances, such as the publication of new policies or strategies, major new development sites, or new sources of funding.

Appendix A – Corby LCWIP Engagement Report

Appendix B – Corby LCWIP Policy Note

Appendix C – Corby Cycle Infrastructure Audit

Appendix D – Census Comparison 2011 - 2021

Appendix E – Primary Cycle Corridors

Appendix F – Walking Route Audit Tool Results

Appendix G – AMAT

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Corby LCWIP Engagement Report

June 2023



Introduction and Contents

Introduction

This report is a summary of the engagement activities undertaken with or by Brightwayz social enterprise and the resulting data which has been used to prepare the Corby Local Cycling and Walking Infrastructure Plan (LCWIP).

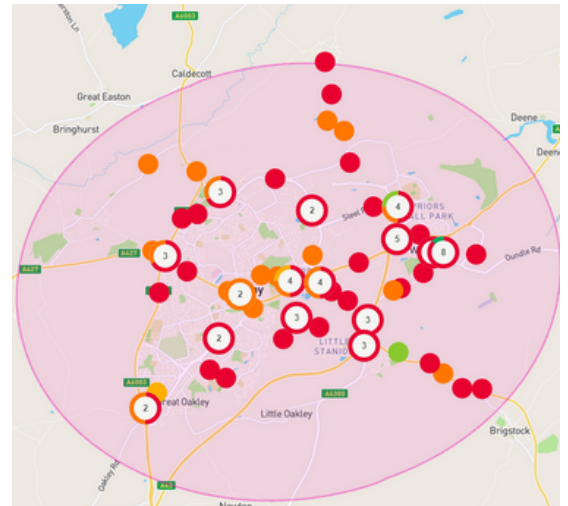
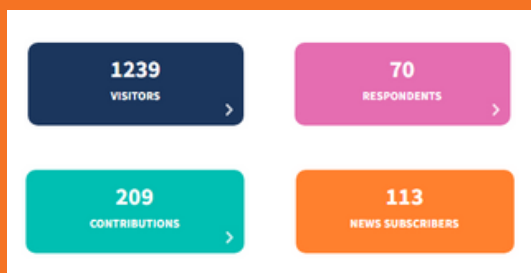
- Commonplace Overview
- Radio, Print and Social Media
- Key Stakeholder Workshops
- Face to Face Engagement
- School Travel Surveys
- Responses by Area
- Conclusions



Commonplace Overview

- The Corby Commonplace platform has been used to inform the public and gather views, feedback and comments for the LCWIP.
- Launched in August 2022, it is scheduled to remain open until after the second stage public consultation in 2023.

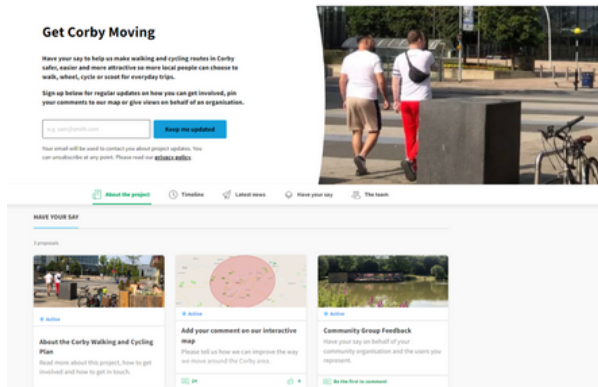
Engagement stats for corbytravel.commonplace.is



Distribution of comments on Commonplace heatmap in Corby LCWIP study area. (to Feb23)

- Respondents were mainly in the 35 to 75 year age bracket.
- Gender split was fairly even.
- 50% work full time.

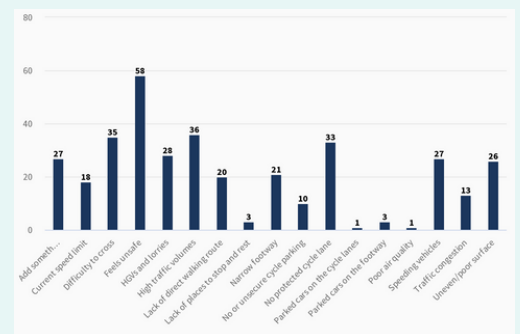
The Corby Commonplace Home Page



Overall Commonplace responses:

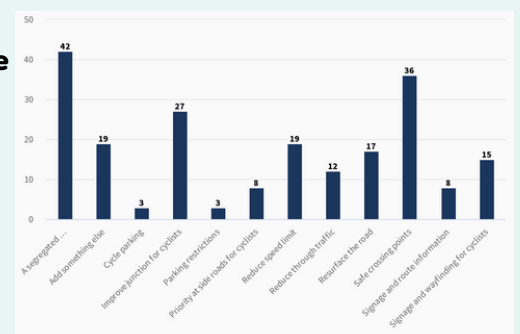
What do you believe are the current issues here?

- 58% feels unsafe
- 36% high traffic volumes
- 35% difficulty to cross
- 33% no protected cycle lane



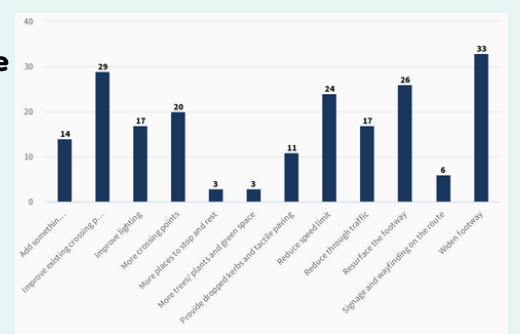
What would encourage you to cycle here, or cycle more often?

- 42% segregated cycle path
- 36% safe crossing points
- 27% improve junctions for cyclists



What would encourage you to walk here, or walk more often?

- 33% widen footway
- 29% improve existing crossing points
- 26% resurface footway
- 24% reduce speed limit



Word Cloud from Map Comments

Top 11 words used:

road, crossing, route, footpath, cross, cyclists, path, safe, cycle, Weldon, traffic



Radio, Print and Social Media

To increase public awareness of the LCWIP project and encourage engagement, the Commonplace platform was promoted via a range of local media:

- Print advertisement in 'Focus on Corby' local magazine with distribution to over 25,000 homes and businesses in Corby and Weldon.
- 30 second radio advertisement on Corby Radio broadcast three times daily for a fortnight during September 2022.
- Printed posters with prominent QR code linking to Commonplace were distributed via local contacts such as key stakeholders who came to workshop and local businesses.
- A5 printed flyers with QR code handed out at events and to contacts to distribute.
- Posts on Brightwayz and 'Focus on Corby' social media (twitter and facebook).
- Engagement with local community groups such as 'Greener Gretton' to increase awareness of the Commonplace platform and connect with potential key stakeholders for the workshops.



Key Stakeholder Workshops

Three key stakeholder workshops were held to get the views and ideas from a range of local people and enable a core network to be identified.

- **Attendees** to the workshops included a mix of local town and parish councillors, local authority officers, club leader and representatives from businesses, police and community organisations.
- **The first workshop was held online** as a way of introducing stakeholders to the project and getting their initial views.
- It quickly became apparent that **Weldon Parish Council** has already done a great deal of work looking for traffic solutions in their community and were very keen participants.
- **The second workshop** was held in person in the Council Chambers with an online option available in the afternoon. The participants worked in groups to identify key routes. This information was used to establish the basic network.
- **The third workshop** was held only in person in the Council Chambers. The core network was presented to participants along with explanations of the measures that could be taken and the background research already done. Their responses were recorded and queries answered. A key criticism heard was that a route to **Gretton** had not been included. It was therefore added as a secondary route (with the potential to link to Corby via the future Greenway extension).
- All workshops were well attended, with the final one including the **Portfolio Holder for Transport** in attendance as an observer.



Face to Face Engagement

Several face-to-face engagement activities took place to explain the project, answer questions and gather views and information.



- A presentation was made to **Corby Town Councillors** at their council meeting. Maps of the proposed network were given out. Notes from the meeting including suggestions, concerns and questions were made and shared later with the project team.
- Key Feedback:
 - Concern about lack of link to Gretton and old rail route suggested as alternative to roadside.
 - Existing concern about station link project cost and feeling that will affect local support negatively.
 - Need for better pavements for mobility scooter users.
- A **summer family fun day event** was held at West Glebe Park which attracted hundreds of local people. A local cycle map was on display and members of the public gave their views about particular routes or hot spots they thought the project should address.
- Key Feedback:
 - A keen local skater highlighted the importance of smooth paving surfaces.
 - Need good connections from the station to the sports centre in north west.
 - Lack of footpaths north of Eurohub roundabout.
 - Need better link from Little Stanion to Corby.
- A **meeting and cycle tour of Weldon** was led by Pete Dowsett of the Parish Council.
- Key Feedback:
 - Concern about increase in traffic when new secondary school opens.
 - Have been strongly campaigning for 20mph speed limit in village.
 - Need safe crossing across A43 to connect Weldon with Priors Hall Park.

Face-to-Face Engagement

- A visit to **Adrenaline Alley** urban sports centre and a discussion with founder Mandy Young and Marketing Director Harry Tucker helped us see the need for young people to be able to access the area in active ways.
- Key Feedback:
 - The future growth potential for the site to become even more of a venue means good travel options will be increasingly important.
 - Many of their visitors arrive in the town by train so good link to station is important.
 - Cottingham Road (west Corby) is very dangerous to cross or come onto.
 - Keen to cycle to work but it doesn't feel safe enough.

- A visit to **Corby Old Village school** for a meeting with the Head and the local residents association organiser gave an insight to local traffic issues. This led to an invitation to the **local residents group meeting** at the Cardigan Arms which gave further insights.

- Key Feedback:
 - School and residents association both want crossing back on 'The Jamb'.
 - Cars too fast coming along the Jamb.
 - The old village was closed to motor traffic for the Corby Pole Fair - some concerns about access/lack of info from residents and businesses.
 - Would like improvement to path across park behind the Jamb into Corby as it is a key walking route.



- A short presentation about the Walk and Cycle plan and it's relevance to local businesses was made at a **Love Corby network event** attended by 22 local business people at the Priors Hall Golf Club/meeting venue.

- Key Feedback:
 - It was asked if the (NNC-owned) golf club could be linked by a path to Priors Hall, so local people could walk or cycle there.
 - They are keen to support and promote the second public engagement stage.

- A visit to **Cottingham Primary School** for a meeting with the Business Manager and Head revealed that this school is keen to promote active travel.

- Key Feedback:
 - Bad parking is a big issue and upsets neighbours.
 - Fast traffic on main road is a concern.
 - Would love a safe cycle route to Corby.

- Other engagement included promoting the consultation through the **VCSE (voluntary, community and social enterprise) network group** to encourage them to respond as voice of their users, eg disability group **Teamwork Trust**. Also promoted via **Local Area Partnership (LAP)** meetings within the emerging ICS (Integrated Care Strategy) and local NHS representatives.

School Travel Surveys

Children's needs can easily go unnoticed unless a special effort is made to understand and include them. We carried out travel surveys with nine local schools to find out the travel habits and preferences of over 2,000 Corby area pupils.

- All 31 schools (primary, secondary and SEN) in the Corby area were contacted and invited to take part in a school travel survey with an email flyer and printed flyer sent by post.
- They were offered free reflectors as an incentive to complete the survey.
- Ten primary schools agreed to take part and nine of them successfully completed the surveys, all with over 80% response rate from pupils.
- Participating schools also displayed a copy of the poster promoting the Commonplace platform.
- Some schools also shared a digital version of the poster to parents via email.

**School gate congestion?
Lack of good cycle paths?
Speeding traffic?**

Help us make Corby streets safer and receive a free Reflector Shop Pack worth £144

- We are working with North Northamptonshire Council to develop a 10 year walking and cycling network plan for the Corby area.
- Children have the most to gain from good, safe walk and cycle routes and their voices need to be heard.
- To help us ensure the needs of local children and their families are addressed we are asking you to help us in two easy ways:

- **DISPLAY A POSTER:** Please display the enclosed poster where parents can see, to encourage them to take part in the main online consultation.
- **CLASS SURVEYS:** Help us understand how pupils usually travel and how they would like to travel by completing our easy class survey which we will provide on request.

As a thank you for taking part, we will send your school a free School Reflector Shop Pack (190 assorted reflectors) worth £144 once the completed pupil survey is returned to us. Full pack details can be seen at www.brightkidz.co.uk/product/reflector-shop-starter-pack.

**To take part or find out more email us today:
info@brightwayz.co.uk or tel 01536 903401**

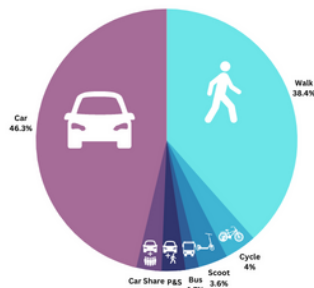
Please reply by **Friday 16 Dec 2022** to reserve your free pack (survey to be completed by Friday 20 January).

brightwayz
inspiring active travel

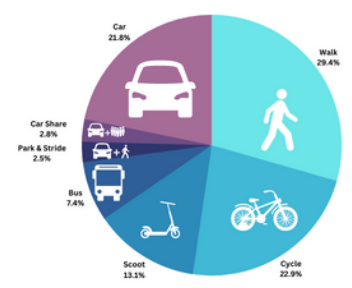
- The survey results have been compiled into a separate report for each school as well as an overall report.
- The most significant aspect of the results was the high number of pupils who want to cycle or scoot but don't, and the high number who are driven to school but would prefer to not be.
- We also visited Corby Old Village School and Cottingham Primary School to discuss in depth.

Summary Results for Corby Area School Travel Survey

How Corby Pupils* USUALLY Get to School



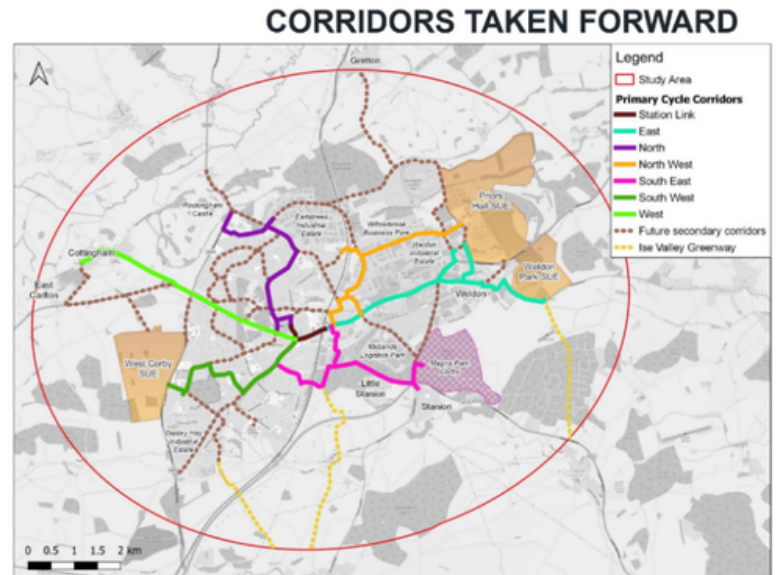
How Corby Pupils WOULD PREFER to Get to School



*Based on whole school surveys of nine participating primary schools in the Corby area, January 2023.

Responses by Area

The network is divided into a series of routes as shown. Comments from Commonplace, school survey data and other stakeholder responses are shown here split by route.



Station Link - town centre to train station

No comments yet on this route - possibly because there has recently been a separate consultation just on this route.

East - town centre to Weldon/Priors Hall south

- Weldon, Oundle Road: "This road is blighted by greatly increased traffic volumes due to the developments are Weldon Park and Priors Hall Park. Stopping the road off to motor vehicles should be considered."
- Weldon centre: "These streets should be the heart of Weldon Village. Currently they are a traffic intersection and rat-run that has got rapidly worse..."
- Bangrave Road, north of A427 roundabout: "There's no safe crossing place as the current crossing point has no dropped kerbs either side, and a very narrow central reservation..."
- A427: "Like a lot of cycleways around Corby poorly looked after."

North - Rockingham triangle via Earlstrees and Studfall Ave to town centre

- Uppingham Road A6003 (north): Popular route to Earlstrees Industrial estate for cyclists and walkers to Rockingham. Footpath is narrow and adjacent to a 60mph road.
- George Street from Westcott Way roundabout: little option for cyclists other than dismounting to walk through the town centre. No other alternative routes available as paths are either too narrow or roads are heavily congested and dangerous.

North East - train station to Priors Hall Park via Phoenix Parkway and Steel Road

- A6086/Weldon Road roundabout: "I genuinely feel unsafe in my living area to the point I'm avoiding walking and cycling to work and to the shop as this is very busy junction where it's very difficult to cross. I'm young and Fit, yet fill scared crossing there. I'm dreading walking my child to school. Every day errand becoming a tactical game with time planning when is best to go, to be able to cross the Rd and from which direction.. it's terrible!!!! "
- Phoenix Parkway/Steel Road: "Very dangerous junction for cyclists to cross."

Responses by Area - Continued

South East - Stanion to train station and Oakley Vale via Little Stanion

- Stanion roundabout: "Traffic lights with a pedestrian crossing at the junction so could walk or mobility scooter to town..."
- Little Stanion, Longcroft Road: "unsafe, poor paths, speeding cars and lorries".
- Path from Little Stanion: "If possible a solitary cycle route or a bridle-path/way with a direct link from Little Stanion and other nearby villages to Corby town.
- St Marks Road junction with Oakley Road: "The traffic light phasings for this junction never allow for pedestrians/cyclists to cross St Marks Road"

South West - West Corby SUE via Kingswood and Oakley Road to town centre

- Oakley Road (by Sower Leys Road): "There are no footpaths linking this part of Kingswood to Oakley Vale. There's no footpath on the west side of Sower Leys Road between Dunedin Road and Oldland Road or between the bus stop at Dunedin Road / Harlech to Oldland Road. Pedestrians regularly have to navigate the verge and cross on the west side of the Oakley Road roundabout where there is no safe refuge. Yes there is a pelican crossing on the other side, but just you try crossing Sower Leys Road between Patrick Road and Dunedin Road - it's a death waiting to happen. New footpath links here would provide more direct walking routes to the bus stops on Oldland Road and the Oakley Vale shops..."
- Oakley Road (by Gainsborough Road): "Gainsborough Road can be very difficult to cross, particularly at peak times..."

West - Cottingham to town centre

- Westcott Way: This is a main route to the town centre and the paths either side of Westcott Way are too narrow - they could easily be widened. Also the crossing points would benefit from a central refuge to make them safer - the road is plenty wide enough to accommodate these.
- Cottingham Road/Uppingham Road roundabout: Very poor visibility heading west via crossing point of cars coming from north.
- Corby Road (east of roundabout): The cycleway between Corby Road and the Cottingham Roundabout is not fit for purpose.

Responses by Area - Continued

Future Secondary Corridors -----

Rockingham Road:

- "At the Rockingham Triangle, athletics, football, rugby and tennis takes place. There should be a safe cycleway back into town along Rockingham Road".
- "The footpath beside Rockingham Road between Rockingham Triangle and the Aldi roundabout is a hazard at night as all the lights are obscured by excessive tree growth."

Gretton/Corby Road:

- "Needs footpath and cycle way to Corby - whether this followed the road or the shorter route following the public footpath across the fields and through the woodlands - which would be better."
- "The route into Corby from Gretton is very poor from a cycling point of view. It feels very dangerous."
- "hedges and verges impede visibility too".

Most Upvoted Comments

- George St to Westcott Roundabout: (4 upvotes) "An existing cycle lane that begins at the Gainsborough Road/Jubilee Avenue roundabout abruptly ends here - with little option for cyclists other than dismounting to walk through the town centre. No other alternative routes available as paths are either too narrow or roads are heavily congested and dangerous."
- Westcott Way: (3 upvotes) "This is a main route to the town centre and the paths either side of Westcott Way are too narrow - they could easily be widened. Also the crossing points would benefit from a central refuge to make them safer - the road is plenty wide enough to accommodate these."
- Geddington Road/A43: (4 upvotes) "The A43 junction crossing at the Holiday Inn is a death trap for pedestrians and cyclists , one has to cross a 3 lane highway in one direction and two in the other with a speed limit of 50mph and no pedestrian crossing. I find this totally unsafe now and in the future considering future warehouse development."



Conclusions

This report shows the wide range of engagement and consultation methods that were undertaken to gain an understanding of local needs for walking and cycling infrastructure in Corby. Businesses, community groups, community leaders and schools were all consulted. The events also included promotion of the Commonplace platform which provided good additional feedback.

The engagement with schools and resulting survey data provides evidence of a strong desire by young people to be able to safely cycle to school.

Feedback frequently highlighted current dangers and practical problems such as crossing particular roads. Many responses also considered future issues and the impact of growth on the area.





North Northamptonshire Council

LCWIP POLICY NOTE

Corby LCWIP





TYPE OF DOCUMENT (VERSION) PUBLIC

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1 LCWIP POLICY NOTE

1.1 INTRODUCTION

1.1.1. The current active travel policy position across the study area has been reviewed to ensure that the Corby LCWIP aligns with national, regional, and local policy. The following list provides a summary of the policy and strategy documents reviewed:

- National policy
 - Cycling and Walking Investment Strategy (DfT, 2017)
 - The Second Cycling and Walking Investment Strategy (DfT, 2022)
 - Gear Change: A Bold Vision for Cycling and Walking (DfT, 2020)
 - Local Cycling and Walking Infrastructure Plans (DfT, 2017)
 - LTN 1/20: Cycle Infrastructure Design (DfT, 2020)
 - The Highway Code (DfT, 2022)
 - Future of Mobility: Urban Strategy (DfT, 2019)
 - Decarbonising Transport (DfT, 2021)
 - The Ten Point Plan for a Green Industrial Revolution (DfT, 2020)
- Regional policy
 - England's Economic Heartland: Regional Transport Strategy (EEH, 2021)
- Local policy
 - Northamptonshire Local Transport Plan (NCC, 2012)
 - Northamptonshire Cycling Strategy (NCC, 2013)
 - Corby Town Transport Strategy (NCC, 2015)
 - Corby Town Centre Masterplan (CC and CBC, 2006)
 - North Northamptonshire Joint Core Strategy 2011–2031 (NNJPU, 2016)
 - Part 2 Local Plan for Corby (NNC, 2021)

2 NATIONAL POLICY

2.1 CYCLING AND WALKING INVESTMENT STRATEGY (DfT, 2017)

- 2.1.1. The Government published its first Cycling and Walking Investment Strategy (CWIS1) in 2017. The strategy sets out the Government's ambition to make walking and cycling the natural choices for shorter journeys or as part of a longer journey and includes targets for increasing the number of people cycling whilst also reducing the number of cycle user casualties.
- 2.1.2. The CWIS states that the benefits of doing this would be substantial, potentially leading to cheaper travel and better health; increased productivity for business and increased footfall in shops; lower congestion levels and better air quality; and vibrant, attractive places and communities for society as a whole.
- 2.1.3. The CWIS outlines a £300 million investment in cycle training and infrastructure during the current Parliament and sets out ambitious targets for the period up to 2025, including a doubling of cycling trip stages each year (from 0.8 billion in 2013 to 1.6 billion by 2025), whilst also reversing the current year-over-year decline in walking trip stages. The CWIS also identifies a need to decrease the number of cycle user fatalities and serious injuries each year.

2.2 THE SECOND CYCLING AND WALKING INVESTMENT STRATEGY (DfT, 2022)

- 2.2.1. The second Cycling and Walking Investment Strategy (CWIS2) was published by the Government in July 2022. The Government's ambition is that walking, wheeling and cycling are the natural choices for shorter journeys, or as part of longer journeys. This ambition was first set out in the CWIS1 which was published in 2017; however as required by the Infrastructure Act 2015, the CWIS2 sets out objectives and financial resources for the period April 2021 to March 2025.
- 2.2.2. Since the first strategy in 2017, walking, wheeling and cycling have continued to rise up the Government agenda; with a raised profile on active travel highlighted with the production of various documents such as Gear Change and the Transport Decarbonisation Plan.
- 2.2.3. The CWIS2 is set out over 2 sections, the first detailing ambitions for active travel and the objectives to reach this ambition, and the second setting out the financial resources available to reach these objectives. The revised set of objectives for CWIS2 to 2025 are:
- Increase the percentage of short journeys in towns and cities that are walked or cycled from 41% in 2018 – 2019 to 46% in 2025
 - Increase walking activity, where walking activity is measured as the total number of walking stages per person per year, to 365 stages per year in 2025
 - Double cycling, where cycling activity is measured as the estimated total number of cycling stages made each year, from 0.8 billion stages in 2013 to 1.6 billion stages in 2025
 - Increase the percentage of children aged 5 to 10 who usually walk to school from 49% in 2014 to 55% in 2025
- 2.2.4. These CWIS2 objectives reflect Government ambitions to boost overall levels of walking, wheeling and cycling across England while undertaking targeted investment to enable more walking, wheeling and cycling in our towns and cities.

2.2.5. Beyond 2025, the following further objectives are:

- Increase the percentage of short journeys in towns and cities that are walked or cycled to 50% in 2030 and to 55% in 2035
- Deliver a world class cycling network in England by 2040

2.2.6. The CWIS2 estimates a total of £3,784 million projected investment in active travel over the 4 year period between April 2021 and March 2025.

2.3 GEAR CHANGE: A BOLD VISION FOR CYCLING AND WALKING (DfT, 2020)

2.3.1. Gear Change is the Government’s vision to see a step-change in levels of walking and cycling in England. The strategy details how the Government intends to invest £2 billion on increasing the numbers of people walking and cycling. This includes the creation of a new body – Active Travel England – which will act as a commissioning body and inspectorate for active travel schemes, led by a national cycling and walking commissioner.

2.3.2. A core focus of the strategy is on improving safety for all by building high quality cycle infrastructure, the lack of which is a significant barrier to more people choosing to walk or cycle for the everyday journeys. The strategy overtly highlights the need to dramatically improve the quality of cycling infrastructure on England’s roads to achieve the substantial increases in cycling required.

2.3.3. The document sets out the actions required at all levels of government, grouped under four themes:

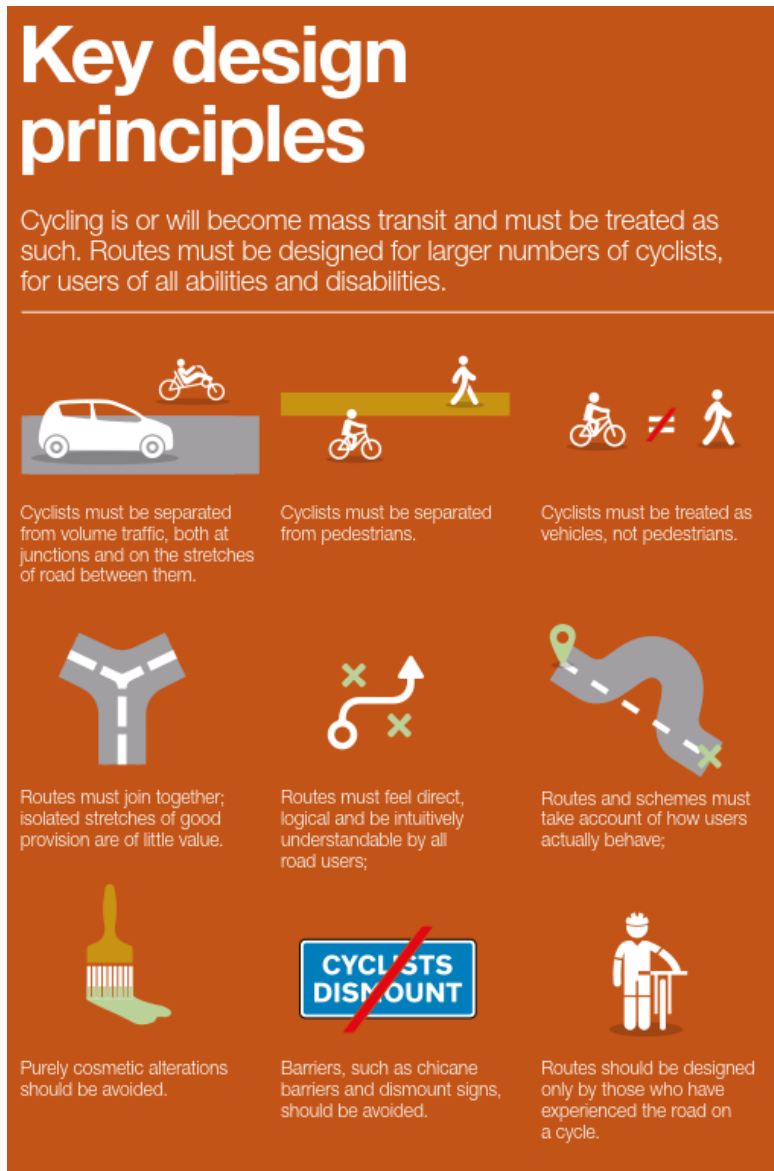
- Better streets for cycling and people
- Putting cycling and walking at the heart of transport, place-making and health policy
- Empowering and encouraging local authorities
- Enabling people to cycle and protecting them when they do

2.3.4. The theme ‘Better streets for cycling and people’ outlines how the Government will help to fund safe, continuous, direct routes for cycling that help people reach the places they need to get to. The key design principles highlight how routes must be physically separated from pedestrians and from high volumes of motor traffic on links and at junctions. The creation of low traffic neighbourhoods and school streets is also featured due to their role in facilitating local walking and cycling trips and creating better places for people to live in.

2.3.5. Figure 2-1 presents the ‘Key design principles’ identified in Gear Change, many of which are a significant change in approach included in previous guidance or indeed current practice.



Figure 2-1 – Key design principles from Gear Change (DfT, 2020)



- 2.3.6. The second theme focuses on how cycling and walking should complement and help expand the range of other modes of transport such as bus and rail travel. The strategy sets out how new local and strategic A road schemes should include appropriate provision for cycling and that the tools used to assess transport schemes' value for money will give fair weight to the broader benefits of active travel schemes.
- 2.3.7. The third theme outlines the new powers and improved assistance for local authorities, such as improving enforcement of traffic violations that impact on pedestrian and bicycle user safety. An important statement under this theme is how funding available for local authorities will only be applied to schemes that meet the new standards and principles described within the first theme.
- 2.3.8. The final theme focuses on encouraging more people to cycle by providing people with the confidence and skills to cycle where the appropriate infrastructure facilities cycle journeys. The Government also

stipulate their aim to make legal changes to protect vulnerable road users, strengthen the Highway Code to improve safety and mandate higher safety standards on lorries.

2.4 LOCAL CYCLING AND WALKING INFRASTRUCTURE PLANS (DfT, 2017)









- 2.4.1. The Local Cycling and Walking Infrastructure Plans (LCWIP) Guidance was published alongside the DfT CWIS. LCWIPs are set out in the CWIS as a new strategic approach to identifying cycling and walking improvements required at a local level.
- 2.4.2. The LCWIP guidance sets out a recommended approach to planning networks of walking and cycling routes that connect places that people need to get to, whether for work, education, shopping, or for other reasons.
- 2.4.3. The guidance brings together national and international guidance on best practice, and explains how a range of tools, such as the *Propensity to Cycle Tool*, can be used to help develop robust plans and schemes.
- 2.4.4. The Corby LCWIP has been developed following the LCWIP guidance and based on the extensive LCWIP experience of the project team.

2.5 LTN 1/20: CYCLE INFRASTRUCTURE DESIGN (DfT, 2020¹)

- 2.5.1. LTN 1/20 sets out the guidance for cycling infrastructure and replaces LTN 2/08: Cycle Infrastructure Design and LTN 1/12: Shared Use Routes for Pedestrians and Cyclists. The Government intends that all proposed schemes will be checked against the summary principles set out in LTN 1/20 by a new inspectorate before any funding is agreed. It is also set out that completed schemes will be inspected to ensure that they have been delivered in compliance with LTN 1/20.
- 2.5.2. LTN 1/20 reflects current best practice, standards and legal requirements with inclusive cycling being an underlying theme throughout.
- 2.5.3. There are five core design principles which represent the essential requirements to achieve more people travelling by foot or cycle for more of their trips. The principles are based on international and UK best practice and are presented in Figure 2-2 .
- 2.5.4. The five core design principles will be intrinsic to the network planning and intervention development to ensure the most optimal solutions for bicycle and pedestrian traffic are established.

¹ <https://www.gov.uk/government/publications/cycle-infrastructure-design-ltn-120>

Figure 2-2 – Core design principles for bicycle networks

Accessibility for all				
Coherent	Direct	Safe	Comfortable	Attractive
				
<p>DO Cycle networks should be planned and designed to allow people to reach their day to day destinations easily, along routes that connect, are simple to navigate and are of a consistently high quality.</p>	<p>DO Cycle routes should be at least as direct – and preferably more direct – than those available for private motor vehicles.</p>	<p>DO Not only must cycle infrastructure be safe, it should also be perceived to be safe so that more people feel able to cycle.</p>	<p>DO Comfortable conditions for cycling require routes with good quality, well-maintained smooth surfaces, adequate width for the volume of users, minimal stopping and starting and avoiding steep gradients.</p>	<p>DO Cycle infrastructure should help to deliver public spaces that are well designed and finished in attractive materials and be places that people want to spend time using.</p>
				
<p>DON'T Neither cyclists or pedestrians benefit from unintuitive arrangements that put cyclists in unexpected places away from the carriageway.</p>	<p>DON'T This track requires cyclists to give way at each side road. Routes involving extra distance or lots of stopping and starting will result in some cyclists choosing to ride on the main carriageway instead because it is faster and more direct, even if less safe.</p>	<p>DON'T Space for cycling is important but a narrow advisory cycle lane next to a narrow general traffic lane and guard rail at a busy junction is not an acceptable offer for cyclists.</p>	<p>DON'T Uncomfortable transitions between on-and off carriageway facilities are best avoided, particularly at locations where conflict with other road users is more likely.</p>	<p>DON'T Sometimes well-intentioned signs and markings for cycling are not only difficult and uncomfortable to use, but are also unattractive additions to the street scape.</p>

2.5.5. Building on the five core design principles presented above, LTN 1/20 highlights 22 summary principles that aim to ensure long term commitment by local authorities to deliver the appropriate cycle infrastructure solutions. The summary principles that are pertinent to the network development and scheme identification stages that form the basis of this LCWIP are presented in Table 2-1.

Table 2-1 – Summary principles to inform the LCWIP

Summary Principles	
<p>Cycle infrastructure should be accessible to everyone from 8 to 80 and beyond: it should be planned and designed for everyone. The opportunity to cycle in our towns and cities should be universal.</p>	<p>Cycle infrastructure should be designed for significant numbers of cyclists, and for non-standard cycles. The Government's aim is that thousands of cyclists a day will use many of these schemes.</p>
<p>Cycles must be treated as vehicles and not as pedestrians. On urban streets, cyclists must be physically separated from pedestrians and should not share space with pedestrians. Where cycle routes cross pavements, a physically segregated track should always be provided. At crossings and junctions, cyclists should not share the space used by pedestrians but should be provided with a separate parallel route.</p>	<p>Consideration of the opportunities to improve provision for cycling will be an expectation of any future local highway schemes funded by Government.</p>
<p>Cyclists must be physically separated and protected from high volume motor traffic, both at junctions and on the stretches of road between them.</p>	<p>Largely cosmetic interventions which bring few or no benefits for cycling or walking will not be funded from any cycling or walking budget.</p>
<p>Side street routes, if closed to through traffic to avoid rat-running, can be an alternative to segregated facilities or closures on main roads – but only if they are truly direct.</p>	<p>Cycle infrastructure must join together, or join other facilities together by taking a holistic, connected network approach which recognises the importance of nodes, links and areas that are good for cycling.</p>
<p>Cycle parking must be included in substantial schemes, particularly in city centres, trip generators and (securely) in areas with flats where people cannot store their bikes at home. Parking should be provided in sufficient amounts at the places where people actually want to go.</p>	<p>The simplest, cheapest interventions can be the most effective.</p>
<p>Schemes must be legible and understandable.</p>	<p>Cycle routes must flow, feeling direct and logical.</p>

2.6 THE HIGHWAY CODE (DfT, 2022)

- 2.6.1. In January 2022, the Department for Transport set out updated rules for all types of road users in the Highway Code to improve the safety of people walking, cycling and riding horses. The changes follow a public consultation on a review of the highway code which ran from July to October 2020 and received more than 20,000 responses, most of which were in favour of the changes.
- 2.6.2. The hierarchy of road users places the road users most at risk in the event of a collision at the top of the hierarchy; as such, pedestrians, cyclists and horse riders are placed at the top of the hierarchy in that order.

- 2.6.3. Rule H1 sets out that those in charge of vehicles that can cause the greatest harm in the event of a collision bear the greatest responsibility to reduce the danger they pose to others; this applies most strongly to drivers of large goods vehicles, large passenger vehicles, vans, minibuses, cars, taxis and motorcycles. Cyclists and horse riders also have a responsibility to reduce danger to pedestrians.
- 2.6.4. Nevertheless, all road users have responsibility to behave responsibly; are aware of the Highway Code; are considerate to other road users; and understand their responsibility for the safety of others.
- 2.6.5. Rule H2 states that at a junction, road users should give way to pedestrians crossing or waiting to cross a road into which or from the road users is turning. In addition, road users must give way to pedestrians on a zebra crossing, and to pedestrians and cyclists on a parallel crossing.
- 2.6.6. Rule H3 sets out that drivers and motorcyclists should not cut across cyclists or horse riders going ahead when turning into or out of a junction or changing direction or lane. This applies whether they are using a cycle lane, cycle track or riding ahead on the road.
- 2.6.7. The Highway Code also gives new guidance about routes and spaces which are spared by people walking, cycling and riding horses. People cycling or horse riding should respect the safety of people walking in these spaces, but people walking should also take care not to obstruct or endanger them.

2.7 FUTURE OF MOBILITY: URBAN STRATEGY (DfT, 2019)

- 2.7.1. The Future of Mobility Urban Strategy sets out the government's approach to maximising the benefits from transport innovation in towns and cities. The document describes how transport is changing and the associated risks if the government does not manage this change effectively. To best adapt to these changes, the government's approach to urban mobility is underpinned by the following principles:

New modes of transport and new mobility services must be safe and secure by design.

The benefits of innovation in mobility must be available to all parts of the UK and all segments of society.

- Walking, cycling and active travel must remain the best options for short urban journeys
- Mass transit must remain fundamental to an efficient transport system
- New mobility services must lead the transition to zero emissions
- Mobility innovation must help to reduce congestion through more efficient use of limited road space, for example through sharing rides, increasing occupancy or consolidating freight
- The marketplace for mobility must be open to stimulate innovation and give the best deal to consumers
- New mobility services must be designed to operate as part of an integrated transport system combining public, private and multiple modes for transport users
- Data from new mobility services must be shared where appropriate to improve choice and the operation of the transport system

- 2.7.2. In addition, the document provides an overview of the government's future mobility and transport priorities, with a regulatory review planned for 2019, which is expected to require the development of new primary legislation.

2.8 DECARBONISING TRANSPORT: A BETTER, GREENER BRITAIN (DfT, 2021)

- 2.8.1. The DfT's Decarbonisation Plan sets out the government's commitments and the actions needed to decarbonise the entire transport system in the UK. The plan presents how the Government proposes to work with local government and key stakeholders in order to reduce transport emissions to net zero by 2050. Transport emissions have been highlighted as the biggest contributor to the UK's carbon footprint as emissions in other sectors have decreased, therefore action needs to be taken to address the emissions of the transport system. The plan acknowledges that achieving net zero transport will also deliver wider benefits, such as better health, reduced congestion, and jobs and growth.
- 2.8.2. The plan has six strategic priorities, as follows:
- Accelerating modal shift to public and active transport
 - Decarbonising road transport
 - Decarbonising how we get our goods
 - Place based solutions
 - UK as a hub for green transport, technology, and innovation
 - Reducing carbon in a global economy
- 2.8.3. The plan states that increasing the share of journeys taken by cycling and walking does not rely on any technological breakthrough, delivers a host of co-benefits and is fundamental to any good local transport plan. With better quality infrastructure through high quality road design, dedicated routes, and networks, and enabling people to access cycles, people will feel safer and more confident walking and cycling for more and more short journeys.
- 2.8.4. The plan also states that embracing new ways of sustainable travel, such as e-cycles and other emerging technologies, will create opportunities for more people to travel this way and foster new alternatives for journeys too time consuming, or too long, to previously walk or cycle.
- 2.8.5. The plan commits to:
- Invest £2 billion over five years to deliver a bold future vision for cycling and walking, making it the natural first choice for many journeys
 - Have half of all journeys in towns and cities be cycled or walked by 2030
 - Have a world class cycling and walking network in England by 2040

2.9 THE TEN POINT PLAN FOR A GREEN INDUSTRIAL REVOLUTION (DfT, 2020)

- 2.9.1. The DfT published the Ten Point Plan for a Green Industrial Revolution in 2020. Whilst Point 4 focusses on accelerating the shift to zero emission vehicles, Point 5 focuses on green public transport, cycling and walking. It seeks to increase the share of journeys taken by public transport, cycling and walking using the £5 billion for buses, cycling and walking as announced by the Prime Minister earlier in 2020.
- 2.9.2. It states that thousands of miles of segregated cycle lanes and more low-traffic neighbourhoods will be built, to stop rat running and allowing people to walk and cycle.
- 2.9.3. School streets, which are noted to have caused dramatic falls in traffic and pollution around schools, will be expanded.

- 2.9.4. Active Travel England will hold the budget, inspect schemes and assess local authorities for their performance on active travel.
- 2.9.5. A national programme of support will be launched to increase uptake of electric bikes and there is a target included to make cycle training available to every school child and adult who wants it by 2025.

3 REGIONAL POLICY

3.1 ENGLAND’S ECONOMIC HEARTLAND: REGIONAL TRANSPORT STRATEGY (EEH, 2021)

- 3.1.1. The Regional Transport Strategy published by England’s Economic Heartland has been produced to enable growth in the region’s transport system and to achieve goals of net zero carbon by 2040. Northamptonshire are one of eleven local transport authorities in strategic partnership working with the region’s local enterprise partnerships to provide leadership on strategic infrastructure.
- 3.1.2. The strategy sets out how to reduce reliance on the private car by investing in strategic public transport infrastructure, alongside investment in digital infrastructure to better connect communities, and how that needs to be complemented by investment in active travel measures locally.
- 3.1.3. In the context of walking and cycling, one of the four key principles are as follows:
 - “Improving quality of life and wellbeing through a safe and inclusive transport system accessible to all which emphasises sustainable and active travel”
- 3.1.4. As part of the Five-point Plan of Action, point 4 is to champion increased investment in active travel and shared transport solutions to improve local connectivity to ensure that everyone has the opportunity to realise their potential. It has been encouraged to seize the opportunity to fully integrate active travel into daily routines with provision built in at the earliest opportunity for well designed, safe and accessible active travel.
- 3.1.5. Incorporating green infrastructure in transport schemes and planning encourages uptake of active travel. Early integration of green infrastructure will not only improve connectivity but also help reduce the need to travel by bringing nature to people rather than bringing people to nature. This whole scale, holistic view will be at the forefront when planning the transport system.
- 3.1.6. As part of the monitoring and evaluation of the strategy, Table 3-1 highlights the principle, indicators and measures in relation to active travel:

Table 3-1 – Active Travel - Monitoring and Evaluation (EEH,2021)

Principle	Indicator	Measure
Improving quality of life and wellbeing through a safe and inclusive transport system accessible to all which emphasises sustainable and active travel.	An increase in the number and percentage of journeys made by walking and cycling between 2-5k and public transport between 5k-60k.	Baseline and measure data at a regional level to measure method of travel to work by distance travelled.
	Greater levels of accessibility and inclusivity available to all transport users.	Undertake bespoke research with partners to develop appropriate measure

3.2 SHARED REGIONAL PRINCIPLES FOR PROTECTING, RESTORING AND ENHANCING THE ENVIRONMENT IN THE OXFORD-CAMBRIDGE ARC

- 3.2.1. The regional principles have been written and agreed by the Arc's local partners and stakeholders. They are informed by Government policy.
- 3.2.2. The principles address how to tackle some of the biggest challenges of our time: achieving net zero carbon, climate resilience, biodiversity net gain, environmental net gain, doubling the area of land actively managed for nature, restoring, protecting and enhancing the natural environment and ensuring renewable natural capital remains for future generations.
- 3.2.3. The Arc partners will seek to:
- Work towards a target of net zero carbon at an Arc level by 2040. This will include:
 - Ensuring all decisions about development and new infrastructure support this goal.
 - Working with Government to enhance building regulations and planning policy to actively reduce the carbon footprint of, and energy consumption in, new buildings.
 - Pursuing a major programme of transformation in existing settlements and infrastructure to reduce energy intensity and carbon emissions.
 - Construction, operational and transport activities.
 - Protect, restore, enhance and create new nature areas and natural capital assets, including nationally and locally designated wildlife sites and priority habitats, and links between them. Arc will implement the spatial planning mitigation hierarchy of avoid, minimise, remediate, compensate and gain.
 - Be an exemplar for environmentally sustainable development, in line with the ambitions set out in the government's 25 year plan. This will incorporate a systems-based and integrated assessment and implementation approach and will fully recognise the associated health and wellbeing benefits. We will aim to go beyond the minimum legislated requirements for development.
 - Ensure that existing and new communities see real benefits from living in the Arc including through:
 - Maximising the health and wellbeing benefits of nature
 - Promoting and increasing equality of sustainable access to nature and its benefits
 - Use natural resources wisely by:
 - Working to address existing water resource, water quality and flood management issues
 - Ensuring that soil quality is properly protected and improved
 - Making more efficient use and management of waste and resources
 - Working with local authorities to share best practice and coordinate action being taken on local air quality management plans
 - Supporting the development of interventions that reduce the impact of agriculture on the environment
 - Ensuring that the required mineral resources for the Arc are sourced in an environmentally sensitive manner
- 3.2.4. These shared environmental principles were endorsed by North Northamptonshire Council at Executive on 5 August 2021.

4 LOCAL POLICY

4.1 NORTHAMPTONSHIRE TRANSPORT PLAN (NCC, 2012)

4.1.1. The Northamptonshire Transport Plan (Local Transport Plan), published by the former Northamptonshire County Council (NCC), is a strategy document produced to set out strategic aims and goals for the future of transport in Northamptonshire.

4.1.2. The strategic policies relate to walking and cycling and include being:

- **Fit for the future:** creating a transport system that supports and encourages growth and plans for the future impacts of growth, whilst successfully providing benefits for the County
- **Fit for the community:** through the transport system help to maintain and create safe, successful, strong, cohesive and sustainable communities where people are actively involved in shaping the places where they live
- **Fit to choose:** ensuring that the people of Northamptonshire have the information and the options available to them to be able to choose the best form of transport for each journey that they make
- **Fit for economic growth:** creating a transport system that supports economic growth, regeneration and a thriving local economy and successfully provides for population and business growth
- **Fit for the environment:** to deliver a transport system that minimises and wherever possible reduces the effect of travel on the built, natural and historic environment
- **Fit for best value:** being clear about our priorities for investment and focusing on value for money by prioritising what we spend money on and how it can be beneficial for the county as a whole and search for alternative sources of funding

4.1.3. In fitting the strategic policies within walking and cycling, the below table is included within the document:

Table 4-1 – Strategic Policies within Walking and Cycling Strategies - Northamptonshire Transport Plan (NCC, 2012)

	Walking Strategy	Cycling Strategy
Fit for the Future	Increasing the number of short trips that are made on foot will help us achieve the modal shift targets that will support growth.	To support housing growth it will be necessary to make alternatives to car travel, such as cycling, more attractive.
Fit for the community	Encouraging local people to make more trips on foot helps communities take ownership of their streets	The local community play an important role in shaping the cycling facilities in their area, particularly schools when encouraging children to cycle to school.
Fit to choose	Improving the pedestrian access to local facilities gives people more options when choosing how to travel for a short journey.	Improving cycle facilities at key locations and providing cycle access to sites will give people more choice regarding how they travel.

	Walking Strategy	Cycling Strategy
Fit for economic growth	Improving pedestrian access to employment sites allows more people to access jobs and benefits business by reducing the need for car park space.	Improving cycle access and facilities at employment sites allows more people to access jobs and benefits businesses by reducing the need for car park space.
Fit for the environment	Improving the walking environment reduces the impact of people making short trips and reduces carbon emissions.	Carbon dioxide emissions from transport are reduced if more people are encouraged to cycle. Cycling has a smaller impact on the local environment than traffic does at busy times.
Fit for best value	Walking improvement schemes are relatively low cost compared to schemes for other modes.	The cost of improvements to cycling facilities is often lower than improving facilities for other modes. Our spending on cycling schemes will be focused where we can achieve the best results.

- 4.1.16. Under the High Level Outcome 1: Transformed Connectivity section, priority 2 has been described as making public transport and cycling more attractive and encouraging and incentivising low-carbon travel.
- 4.1.17. In the context of Connecting New Developments to the Existing Transport Network, Strategic Policy 3 states, “We will ensure that all new developments are well connected by public transport and walking, cycling and motor vehicles routes, to the existing transport network or one that can be reasonable expected to be created – this will allow ease of movement between the development and existing built up areas and provide access to employment and key services.”
- 4.1.18. Also in the context of road safety, Strategic Policy 12 states, “We will work with communities to identify initiatives as part of an integrated approach to road safety that will aim to reduce casualties and take opportunities to support healthier lifestyles through active travel, promoting modal shift, the Safer Routes to School Programme and walking and cycling schemes.”
- 4.1.19. In making travel options available, Strategic Policy 14 states, “We will work with partners to improve the walking, cycling and public transport infrastructure to make options available for people to travel in Northamptonshire.”

4.2 NORTHAMPTONSHIRE CYCLING STRATEGY (NCC, 2013)

- 4.2.1. The Northamptonshire Cycling Strategy is a daughter document of the Northamptonshire Transport Plan and supports its vision and aim. The Cycling Strategy sets out the overarching vision for cycling in Northamptonshire and outlines the approach to making cycling more attractive for shorter journeys, as well as for leisure purposes.
- 4.2.2. The Strategy outlines that people’s reluctance to cycle is due to a number of perceived barriers including being unsafe and unpleasant. However, if these barriers can be overcome, cycling offers an inexpensive, environmentally sustainable mode which provides health benefits, reduces congestion and improves accessibility to key services.

- 4.2.3. The Northamptonshire Cycling Strategy seeks to encourage cycling for all and outlines how infrastructure gaps will be filled, standards will be met and how softer measures will complement modal shift. The Cycling Strategy aims to 'increase the number of people choosing to travel by cycle for trips under 5 miles through a combination of improvements to the on and off-road cycling environment, promotion and training'.
- 4.2.4. The Strategy sets out cycling interventions including, but not limited to:
- Creation of new cycle links
 - Promoting, advertising and educating
 - Prioritising investment in cycling schemes
 - Developing cycle networks to appropriate standards
 - Undertaking cycle audits
 - Reallocation of road space
 - Cycle priority
 - Cycle signage
 - Cycle parking and storage

4.3 CORBY TOWN TRANSPORT STRATEGY (NCC, 2015)

- 4.3.1. A constituent document of the Northamptonshire Transportation Plan, *Fit for Purpose* outlines the need to provide transport options that satisfy individual needs, encourage more sustainable travel and enable plans for growth in Corby.
- 4.3.2. The stated purpose of the strategy is to enhance the highway and transport network through implementation of enhancements to the public transport, cycling and walking environment alongside low carbon technologies and highway capacity enhancements to support the delivery of Corby's ambitious plans for economic growth and doubling of population by 2030 and to meet the increased demand for travel.
- 4.3.3. The headline aims of the strategy are:
- To encourage people to use sustainable travel
 - To support the regeneration of Corby and its economic competitiveness and growth through a programme of highway improvements to reduce the cost of congestion and support the distribution economy
 - To enhance modal choice and create connected communities in the town by improving the public transport, walking and cycling environments for all as well as the take up of plug-in vehicles and low carbon vehicles
 - To enhance linkages from and within the sustainable urban extensions to the existing urban form
 - Lobby for an improved railway service to enhance connectivity, attract inward investment and to support job creation
- 4.3.4. The strategy also reiterates the 6 key aims of the Northamptonshire Transportation Plan (2012), with which the objectives of the Corby Town Transport Strategy are consistent:
- To create a transport system that supports and encourages growth and accommodates the impacts of growth
 - To maintain and create safe, successful, strong, cohesive, and sustainable communities where people are actively involved in shaping the places where they live

- To ensure that the people across Northamptonshire have the information and the options available to them to be able to choose the best form of transport for each journey that they make
- To build a transport system that supports economic growth, regeneration and a thriving local economy and successfully provides for population and business growth
- To deliver a transport system that minimises and, wherever possible, reduces the effect of travel on the built, natural and historic environment
- To guarantee value for money by prioritising what money is spent on and how it can be beneficial for the county as a whole as well as to search for alternative sources of funding

4.4 CORBY TOWN CENTRE MASTERPLAN (CC AND CBC, 2005)

- 4.4.1. The Corby Town Centre Masterplan was published by EDAW in 2006, having been commissioned by Catalyst Corby (CC) and the former Corby Borough Council (CBC) The spatial masterplan provides confidence and an overall vision for development proposals in the town centre.
- 4.4.2. The masterplan sets out that Corby town centre has limited pedestrian permeability, particularly along the north-south trajectory through the town centre (pedestrians are forced to use George Street and Elizabeth Street which offers a poor pedestrian environment). In addition, pedestrian connectivity from the residential areas north, south and east of the town centre into the town centre is currently limited. Nevertheless, the masterplan does identify the core retail area as a pedestrian only zone which is positive for pedestrians.
- 4.4.3. The masterplan highlights the need to improve pedestrian and cycling accessibility into and out of the town centre to encourage residents to walk and cycle to the town centre from surrounding communities as currently connections are dominated by vehicular dominated routes.

4.5 NORTH NORTHAMPTONSHIRE JOINT CORE STRATEGY 2011–2031 (NNJPU, 2016)

- 4.5.1. The North Northamptonshire Joint Core Strategy (JCS) is the strategic Part 1 Local Plan for Corby, East Northamptonshire, Kettering and Wellingborough. It outlines a big picture to be developed in more detail through the Part 2 Local Plans prepared by the former District and Borough Councils and by Neighbourhood Plans prepared by Neighbourhood Planning Groups.
- 4.5.2. By 2031, North Northamptonshire will be a showpiece for modern green living and well managed sustainable development: a resilient area where local choices have increased the ability to adapt to the impacts of climate change and to global economic changes.
- 4.5.3. In achieving the Vision by 2031 depends upon the successful delivery of various outcomes. One of which is number 7, “More walkable places and an excellent choice of ways to travel”:
- 4.5.4. The Plan identifies the actions needed in order to make walking the first choice of transport to local services and jobs including increasing connectivity to and from new development and the countryside and centres and ensuring that developments allow movement through them. It makes the links to the Local Transport Plan for the county, which identifies improvements to public transport, cycling networks and travel information that will encourage a shift away from car use in the towns and increase transport choice in the rural area.
- 4.5.5. Policies to help achieve this outcome are:
- Policy 1 – Presumption in favour of Sustainable Development

- Policy 8 – North Northamptonshire Place Shaping Principles
- Policy 15 – Well Connected Towns, Villages and Neighbourhoods
- Policy 16 – Connecting the Network of Settlements
- Policy 19 – The Delivery of Green Infrastructure

4.5.6. To alleviate the effects of growth on the transport network it will be necessary to increase levels of modal shift away from the private car towards other forms of travel including public transport, cycling and walking. The Plan takes forward the requirements of the Northamptonshire Transportation Plan by supporting the introduction of effective and attractive sustainable transport options that will encourage lasting modal shift in North Northamptonshire in order to deliver the following targets by 2031:

- A reduction of 5% in single occupancy car journeys to work from the existing built-up areas of the Growth and Market towns
- A reduction of 20% in single occupancy car journeys to work from new developments compared to adjoining wards

4.5.7. Transport and placemaking schemes: Three principles would be considered in that towns should be connected places, have a mix of uses and provide streets for all. In improving access through the suburbs, it is apparent that Street networks should be as connected as possible to encourage walking, cycling and public transport and make places easier to get through.

4.6 PART 2 LOCAL PLAN FOR CORBY (NNC, 2021)

4.6.1. The Part 2 Local Plan for Corby was formally adopted by North Northamptonshire Council (NNC) in September 2021 and is now formally part of the Development Plan for North Northamptonshire. The Local Plan for Corby follows on from and is intrinsically linked to the North Northamptonshire JCS; which outlines the big picture for North Northamptonshire and sets the strategic Part 1 framework for the Part 2 Local Plan for Corby. The Part 2 Local Plan for Corby supports the JCS by setting out additional, more detailed planning policies for Corby.

4.6.2. The Local Plan sets out the vision and strategy for how Corby will contribute to a more sustainable, self-reliant North Northamptonshire in a way that maintains the area's distinctive character. The Local Plan is key to ensuring high quality development, a more prosperous and diverse economy, timely provision of infrastructure, services and facilities, supporting new sustainable homes and jobs and also protecting and enhancing the natural environment.

4.6.3. The plan sets out that Corby is a well-established growth area, with an agenda to double the population toward 100,000 people by 2030 alongside the required services and infrastructure to help support this growth. Corby is surrounded by various small villages, with the town serving as a primary service role for these villages and the wider hinterland. In addition, the Local Plan outlines that Corby has higher than average levels of deprivation and poor health issues such as low life expectancy.

4.6.4. The Local Plan also outlines that Corby is experiencing significant housing development including at Priors Hall Park SUE, Weldon Park SUE and Little Stanion; with 632 dwellings completed in 2018/2019. This large housing growth requires appropriate infrastructure to serve these developments and connect into the wider Corby area, including suitable active travel provision.

4.6.5. The Part 2 Local Plan vision is: *'Corby will be well on the way to doubling its population and will offer international class culture and sport facilities. Enterprise areas will have promoted the town as a base for businesses leading the way in high performance technologies, creative industries and the green*

economy. Smart and innovative regeneration and growth will have delivered a transformed, vibrant and growing town centre and Sustainable Urban Extensions; together with a network of accessible natural green spaces forming the urban gateway to the wider Rockingham Forest.'

- 4.6.6. To achieve this vision, local outcomes for the Part 2 Local Plan include:
- To support the JCS by working with partners to improve public transport, walking and cycling infrastructure across the Borough
 - To support maintaining and expanding the strategic Green Infrastructure network within the Borough, improving connectivity between communities and facilitating the development of shared pedestrian and cycleway linkages along green infrastructure corridors
 - To ensure that pedestrian and cycle linkages from Sustainable Urban Extensions to existing urban areas and neighbouring villages are incorporated fully
- 4.6.7. Policy 2 within the plan seeks to improve health and wellbeing, specifically increasing physical activity through the provision of high quality, attractive and safe green infrastructure to encourage cycling and walking.
- 4.6.8. The Local Plan also explicitly identifies the need for green infrastructure corridors that provide opportunities for sustainable movement. Sub-regional and local green corridors identified for Corby include:
- Jurassic Way
 - Willow Brook
 - Harpers Brook
 - Stoke Albany to Little Oakley
 - Geddington to Station
 - Gretton and Harringworth
 - Stanion to Deene Park
 - Welland Valley
- 4.6.9. These corridors are found in the JCS and are presented in Figure 4-1.

Figure 4-1 - JCS green infrastructure corridors

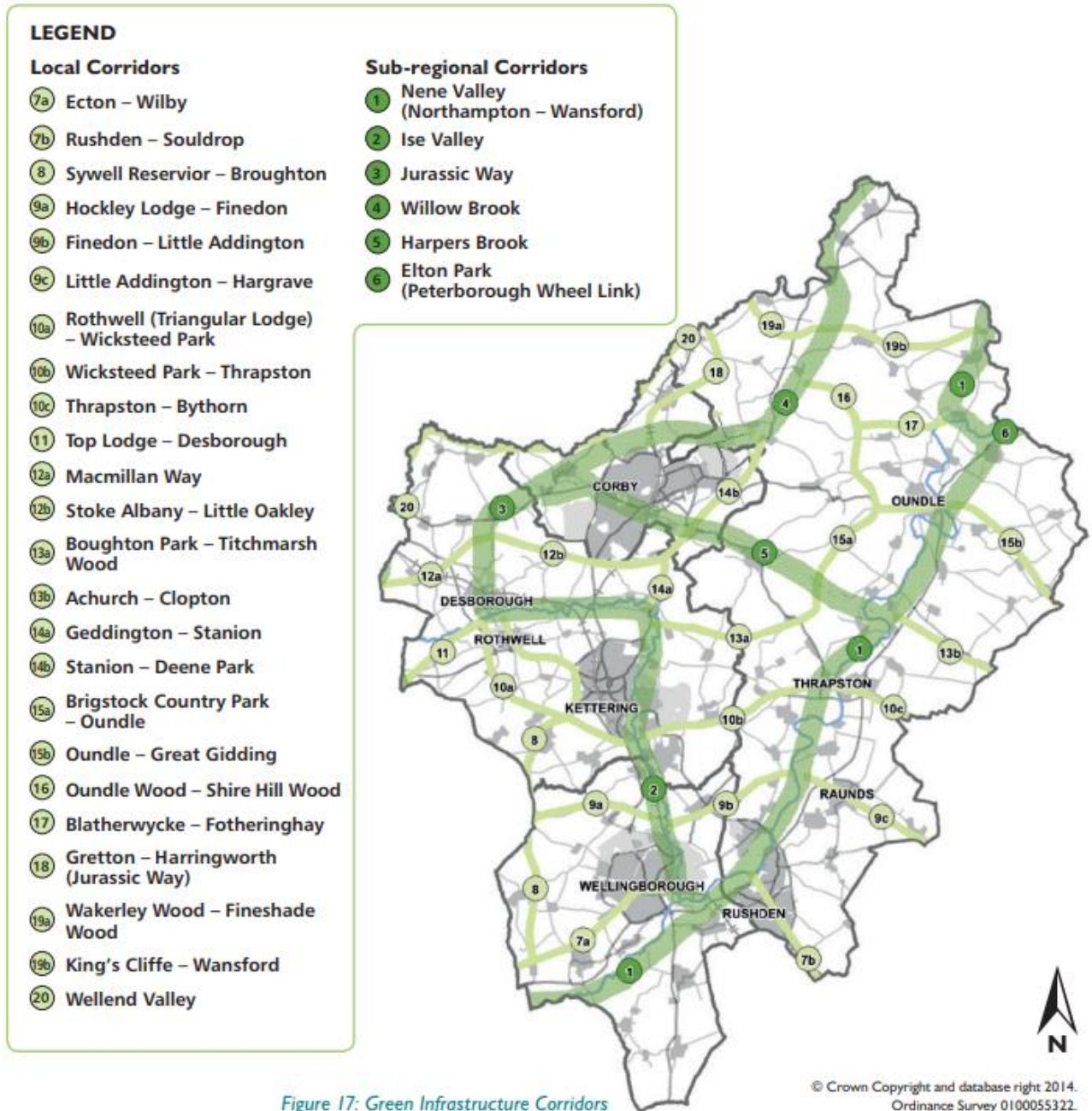


Figure 17: Green Infrastructure Corridors

4.7 COTTINGHAM NEIGHBOURHOOD PLAN

- 4.7.1. Cottingham’s Neighbourhood Development Plan takes its lead from national legislation, the North Northamptonshire Joint Core Strategy and the Part 2 Local Plan for Corby. However, it has a local focus aimed at protecting the village’s history and heritage.
- 4.7.2. The Cottingham Neighbourhood Plan 2021-2031 was formally adopted by North Northamptonshire Council’s Executive Committee on 14 April 2022. It now forms a part of the development plan for the

area (Parish of Cottingham) and from hereon will be used to assist in the determination of planning applications.

4.7.3. The Plan area encompasses the whole of the Parish of Cottingham and covers the period up to 2031. The vision is that:

- Development reflects the general character of the village, with its conservation area, and in line with both Local and National strategies and as far as possible to ensure that development meets locally identified need and the requirements of a “green” economy ensuring a high quality communication network;
- Traffic and parking issues are managed to ensure the safety of pedestrians, cyclists, horse riders and walkers as well as motorists;
- Locally appropriate employment is welcomed;
- The green environment is protected from inappropriate development;
- Community facilities meet local need and are accessible to all.

4.7.4. Flowing from the vision statement is a range of objectives that help support its delivery:

- To provide a balanced range of housing choices which meet the diverse needs of all generations, by increasing the supply of smaller homes and homes for elderly ‘downsizers’;
- To encourage high-quality design reflecting the rural character of the village;
- To protect and improve the provision of current facilities and assets which contribute to a vibrant community spirit, and to promote the development of new community facilities which enhance and enrich community life;
- To safeguard the most valued and ‘special’ green areas in the parish from inappropriate development and to enhance the biodiversity characteristics of the parish;
- To promote development that is safe and that respects the character of neighbouring properties and preserves the rural aspect of the village providing a strong ‘sense of place’;
- To ensure that all listed buildings and any identified community or environmental heritage ‘assets’ are protected and improved where possible.

4.8 GRETTON NEIGHBOURHOOD PLAN

4.8.1. The Gretton Neighbourhood Plan 2019-2031 was formally adopted by North Northamptonshire Council's Executive Committee on 22 June 2021. It now forms a part of the development plan for the area (Parish of Gretton) and from hereon will be used to assist in the determination of planning applications.

4.8.2. The Plan covers the period up to 2031, a timescale which deliberately mirrors that of the JCS, and also the Part 2 Local Plan for Corby.

4.8.3. The Plan focuses on those planning issues which consultation shows matter most to the community, and to which the Plan can add the greatest additional value. These include policies that:

- Ensure that development takes place in the most sustainable locations;
- Encourage the appropriate types of development that meet local needs;
- Protect important buildings and structures of historic and architectural interest;
- Protect important community facilities and shops;
- Promote high quality design in new developments;
- Protect the countryside and the special landscape; and
- Protect open spaces that are important to the community and the wildlife.

4.9 WELDON NEIGHBOURHOOD PLAN

- 4.9.1. A Neighbourhood Plan covering Weldon Parish has been designated and the Parish Council is now working on preparing a plan.

4.10 STANION NEIGHBOURHOOD PLAN

- 4.10.1. A Neighbourhood Plan covering Stanion Parish has been designated and the Parish Council is now working on preparing a plan.

4.11 CENTRAL CORBY NEIGHBOURHOOD PLAN

- 4.11.1. A Neighbourhood Plan covering Central Corby has been designated and Centara Neighbourhood Forum is now working on preparing a plan.



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CORBY CYCLE AUDIT

DATE:	01 August 2022	CONFIDENTIALITY:	Public
SUBJECT:	Corby Cycle Audit		
PROJECT:	70091530 Corby LCWIP	AUTHOR:	Jordan Quinlan
CHECKED:	Pete Jandik	APPROVED:	Chris Harte

1. OVERVIEW

- 1.1. WSP has been commissioned to prepare a Local Cycling and Walking Infrastructure Plan (LCWIP) for the town of Corby in North Northamptonshire. The project seeks to identify where walking and cycling infrastructure could be delivered in the town to encourage increased active travel mode usage.
- 1.2. As part of the Data Gathering stage, members of the project team undertook site visits to familiarise themselves with the local conditions and to assess the existing provision. This report provides findings from the high-level assessment of the quality of the cycling provision in Corby and includes details of over 114km of routes across the town.
- 1.3. It draws out the nature and suitability of the infrastructure provided and will feed the emerging Corby LCWIP which will recommend both broad strategic priorities for investment as well as targeted interventions in specific sections of the network in need of enhancement.
- 1.4. The report details the methodology by which the network was assessed and outlines the characteristics of provision within the town. It does not provide recommendations and priorities for where and how future investment might be targeted.

2. METHODOLOGY

Audit

- 2.1. The audited network has been based on the Corby Cycle Network map produced by Northamptonshire County Council (NCC) in 2016 (included in **Appendix 1**).
- 2.2. The following links have been selected for the audit:
 - Busy roads suitable for middling to highly experienced cyclists;
 - Through routes suitable for well-trained school children; and
 - Paved cycle tracks.
- 2.3. The following roads have been excluded:
 - Roads that are normally hazardous (too busy and cycling on them should not be recommended as it is not their primary function);
 - Quiet roads suitable for all cyclists (these are normally residential streets with low traffic speeds and volumes where no dedicated cycle infrastructure is required); and
 - Unpaved bridleways (these can be used only in dry weather and are not suitable for all bikes).

	Roads that are normally hazardous for cyclists, but experienced adult highway users may find them useful especially in quiet periods.
	Busy principal roads with high speeds, HVGs, and complex junctions. Suitable for highly skilled commuting cyclists.
	Busy roads mostly lower speeds, some complicated traffic movements. A medium to high level of skill required for trouble-free cycling.
	Through routes with moderate traffic and usually low speeds, but often turning and parking movements. Well trained school children should cope.
	Quiet roads with low traffic speed and volume. Suitable for all cyclists behaving responsibly if they have some training.
	Pedestrianised street.
	Track or private road where cycling may not be allowed without permission.
	Cycle track, path or bridleway with tarmac or stone all weather surface.
	Bridleway or other path with soft surface. May be unsuitable for cycling, especially on a road bike, in wet weather.
	Footpath, unsuitable for cycling.
	One-way street.

- 2.4. The audit focused on the physical infrastructure in place on each link and the nature of the route itself. Individual sections were identified based on changes in the characteristics of the route or changes in route treatment. These were then allocated a unique code for ease of reference.
- 2.5. **Appendix 2** contains a database of the assessed links. A GIS shapefile of the same is also provided to NNC.

Quality Assessment

- 2.6. The 'quality' element of the assessment was based on a combination of the findings of the audit and our professional judgement as to the suitability of the provision in place for cyclists, given the characteristics of the environment and the needs of different users.
- 2.7. For each link the following information was recorded:
 - Length;
 - Route type;
 - Route treatment;
 - Width (of off-road paths);
 - Surfacing (material);
 - Main junction treatment;
 - Directional signage for cyclists;
 - Lighting;
 - Surveillance; and
 - Speed limit.
- 2.8. The attributes have been populated based on site visit observations (64km) and a desktop study with use of Google Streetview (51km).
- 2.9. The audit team undertook a site visit on Tuesday 26th July 2022 and covered almost 70km in total by the following modes of transport:
 - Cycling 60km;
 - E-Scooter 3km;
 - Walking 6km.
- 2.10. A snapshot of on-site observations along a part of the cycled route can be viewed in the following video recording: <https://youtu.be/eMqyw2ZLf9o>
- 2.11. Based on the parameters set out above, each link was assigned an overall quality score. A rating of the quality of each section of the cycle network was then determined, ranging from 1 (very poor) to 5 (very good), based on the criteria and characteristics listed in **Table 1**.

Table 1. Criteria for Quality Assessment

Score	Route Characteristics
5 – Very Good	A safe, attractive, and well-maintained route for cyclists of all ages and abilities in all weather conditions, at all times of the year. The route is convenient and legible, free of obstacles, obstructions and hazards, with the potential presence of cyclists clearly obvious to general traffic, which itself is either segregated or slowed to 20mph.
4 – Good	A safe, reasonably attractive and reasonably well-maintained route for cyclists of most abilities in all weather conditions, at most times of the year. However; there is room for improvements in its design or condition.
3 – Acceptable	A reasonably safe route for cyclists of most abilities in all weather conditions, at most times of the year. The route may require maintenance but is convenient and legible, mostly free of obstacles or obstructions, and with the potential presence of cyclists reasonably obvious to general traffic, which may be travelling 30mph.
2 – Poor	A potentially unsafe, unattractive, and poorly maintained route, unsuitable for inexperienced cyclists. Concerns could be exacerbated by poor weather conditions and dark nights. The route may be inconvenient and subject to obstacles or obstructions, with the potential presence of cyclists not obvious to general traffic, which itself is fast moving and/or high in number.
1 – Very Poor	An unsafe, unattractive, and poorly maintained route, unsuitable for all but the most experienced cyclists. Concerns are exacerbated by poor weather conditions and dark nights. The route may be inconvenient and subject to obstacles or obstructions, with the potential presence of cyclists not obvious to general traffic, which itself is fast moving and/or high in number.

2.12. These characteristics seek to reflect the fact that on some routes a lot of investment isn't required in cycling infrastructure to make them safe and attractive, whilst on others, infrastructure may be in place, but the route is still in need of further measures to make it more accessible to cyclists of all abilities.

2.13. It should be noted that the scoring is not entirely compliant with the guidance provided in LTN 1/20 and the outputs cannot be transferred and used for comparison with different towns. The scoring provides an insight in which locations the network is comparatively better and where it is in need of urgent improvements.

3. NETWORK CHARACTERISTICS

3.1. While both Corby's recently regenerated town centre west of George Street and the originally designated New Town centred on Corporation Street boast a number of pedestrianised and shared space streets which are safe and attractive for cycling, the majority of the town's network has been categorised with a quality score of 'poor' or 'very poor' (60.9%), as shown in the summary in **Table 2**.

3.2. A plan visualising the score is included in **Appendix 3**.

Table 2. Quality Assessment Summary

Score	Network Length	% of Network	Examples
5 – Very Good	0.79 km	0.7%	<ul style="list-style-type: none"> • Path through central park (047) • Corporation Street between George Street and Corby Library (117)
4 – Good	15.86 km	13.9%	<ul style="list-style-type: none"> • A6116 Steel Road (010) • Station Road between Corby Station and the Station Road Junction (071)
3 – Acceptable	28.13 km	24.6%	<ul style="list-style-type: none"> • Arnsley Road (005) • Ribblesdale Avenue (043)
2 – Poor	45.90 km	40.1%	<ul style="list-style-type: none"> • Rockingham Road between Corby Old Village and Stanier Road (017) • Lewin Road between Brooke Road and A6014 (070)
1 – Very Poor	23.75 km	20.8%	<ul style="list-style-type: none"> • Phoenix Parkway between A6086 and Courier Road (016) • Mill Hill (203)
Total	114.43 km	100.0%	

- 3.3. Although this is a legacy of the town’s redevelopment from the 1950s onwards which prioritised travel by private vehicle, an unintended consequence has been that footpaths along major roads are typically separated from the main carriageway by grass verges and there is no shortage of space along arterial routes for retrofitting segregated cycling infrastructure, some of which provide the opportunity to be developed without the need to narrow major roads if so desired.
- 3.4. Many town centre routes have been identified as such, even though many are also traffic free. A number of traffic free routes, which often pass through parks or green space, can be considered some of the most attractive routes on the network but are frequently unlit and informally allocated.
- 3.5. A considerable percentage of Corby’s route network consists of heavily trafficked urban roads. The ring road in particular is difficult and often dangerous to cross but provides sufficient space adjacent to it to provide segregated infrastructure beyond the existing shared use paths. Formalisation of cycling infrastructure and improved junction treatments are likely to make a considerable difference.
- 3.6. Residential streets across the town are often lightly trafficked and provide an acceptable level of safety for experienced cyclists, however, inconsiderately parked cars and poorly lit routes constitute some of the main hazards that may preclude residents from cycling.
- 3.7. A summary of the route categories is provided in **Table 3**. It should be noted that the categories refer to a character of the routes, not necessarily their geographical location.

Table 3. Route Category Summary

Route Category	Network Length	% of Network
Country Lane	1.75 km	1.5%
Residential Street	33.88 km	29.6%
Rural Road	33.59 km	29.4%
Town Centre	1.93 km	1.7%
Traffic Free	16.80 km	14.7%
Urban Road	25.56 km	22.3%
Undefined (alleyways or informal servicing yards)	0.92 km	0.8%
Total	114.43 km	100.0%

4. COMFORT

Route Treatment

- 4.1. The majority of the promoted network in Corby comprises on-road routes, with some off-road shared space provision. There is at present only one piece of segregated cycling infrastructure in the town (on Weldon Road between the A6806 and UK Timber) and the first town centre routes are planned for Oakley Road and Elizabeth Street to connect Corby Station to the town centre.
- 4.2. The shared space off-road links typically follow busy and high-speed roads and are separated from the carriageway by grass verges. They provide a number of reasonably comfortable and attractive links for cyclists, but junction treatments are invariably absent, requiring users to give way to vehicular traffic at uncontrolled two-stage crossings at wide bell-mouth junctions.
- 4.3. Some off-road shared space routes pass through Corby’s many green spaces and parks. These are frequently wide but maintenance varies and the routes are usually unlit making them feel unsafe during the evenings for both pedestrians and cyclists.
- 4.4. In a number of locations, particularly along the 33.9 km of quiet residential streets (**Table 3**), the absence of on-road provision is not an issue, however, pavement parking and tight bends affect visibility.
- 4.5. A breakdown of the route treatment of the audited network within Corby is provided in **Table 4, Table 5 and Table 6**.

Table 4. Length of On/Off-Road Network

Route Treatment	Network Length	% of Network
On-Road	76.99 km	67.3%
Off-Road	37.44 km	32.7%
Total	114.43 km	100.0%

Table 5. Treatment of On-Road Network

Route Treatment	Network Length	% of Network
On-Road (traffic calmed)	17.05 km	22.1%
On-Road (no treatment and/or signage only)	59.94 km	77.9%
Total	76.99 km	100.0%

Table 6. Treatment of Off-Road Network

Route Treatment	Network Length	% of Network
Off-Road (Segregated cycle lane)	0.24 km	0.6%
Off-Road (Shared footway/ cycleway)	28.42 km	75.9%
Off-Road (Unmarked path)	8.78 km	23.5%
Total	37.44 km	100.0%

Surfacing

4.6. The comfort of the network can also be quantified in terms of the quality of the surfacing used. 97.25% of Corby’s assessed network utilises tarmacked surfaces, 0.08% of the network is either concrete or gravelled, 1.8% is paved and 0.87% is grassed or other as shown in **Table 7**. Whilst the proportion of tarmacked routes is high, on closer inspection there is considerable room for improvement as the surface is often in poor condition due to lack of maintenance which makes cycling uncomfortable.

Table 7. Surfacing

Surfacing	Network Length	% of Network
Tarmac	111.29 km	97.3%
Block paving	2.06 km	1.8%
Grass/other	1.08 km	0.9%
Total	114.43 km	100.0%

4.7. The width of off-road shared infrastructure should be at least 3m. Wider paths can bring a number of benefits such as:

- Increased capacity: Wider paths can accommodate more cyclists at once, reducing congestion and improving the flow of traffic.
- Improved safety: With more space, cyclists can pass each other more easily, reducing the risk of collisions. Wider paths can also allow for better separation between cyclists and other users, such as pedestrians.
- Greater accessibility: A wider path can make it easier for cyclists with disabilities or those using adapted cycles, such as cargo bikes or trikes, to use the infrastructure.

- More comfortable and enjoyable riding: A wider path can provide a more comfortable and less stressful riding experience, with less chance of getting too close to other users or obstacles.

4.8. As shown in **Table 8**, more than half of the off-road links are not even 2m in width, which is insufficient for shared use paths which dominate the off-road provision.

Table 8. Width of Off-Road Provision

Path width	Network Length	% of Network
More than 2m	17.36 km	46.4%
2m or less	20.08 km	53.6%
Total	37.44 km	100.0%

5. SAFETY

Speeds

5.1. Whilst most of the on-road provision is on roads with 30mph speed limit, there are also a number of links located on residential streets with 20mph limits. However, there are also more than 14km of the network with speed limits 40mph or higher. These links are generally not well suited for cyclists and would benefit from a dedicated provision. A summary of the speed limits on the on-road network can be found in **Table 9**. (Links where off-road infrastructure is provide along roads with high speed limits are not included. However, such links might feel intimidating too if there is no verge between the road and the path.)

Table 9. Speed limit on Roads with On-Road Provision

Speed limit	Network Length	% of Network
20mph	13.72 km	17.8%
30mph	49.15 km	63.8%
40mph	11.20 km	14.5%
50mph	1.49 km	1.9%
60mph	1.43 km	1.9%
Total	76.99 km	100.0%

Surveillance

5.2. Natural surveillance has been assessed based on judgment of the auditing team (**Table 10**). Only 21% of the assessed network benefits from good natural surveillance. About 90km of the network have limited or poor natural surveillance which might discourage some users, especially females.

Table 10. Natural Surveillance

Form of treatment	Network Length	% of Network
Good Natural Surveillance	24.57 km	21.5%
Limited Surveillance	65.46 km	57.2%
None	24.40 km	21.3%
Total	114.43 km	100.0%

Lighting

5.3. The presence of street lighting also has a significant effect on users’ sense of safety and personal security (Table 11). 68.82% of the network is lit, 11.28% unlit and lighting on the rest of the network is limited (19.90%). Although much of the network is lit, the unlit sections often run through parks and green spaces. Given the absence of traffic along these routes, they ought to be some of the most attractive for cyclists, however, insufficient lighting may deter users, particularly in the evenings.

Table 11. Street Lighting

Lighting	Network Length	% of Network
Yes	78.75 km	68.8%
Limited	22.77 km	19.9%
No	12.91 km	11.3%
Total	114.43 km	100.0%

Junction treatment

- 5.4. On heavily trafficked routes where off-road provision of varying quality is in place, junctions pose the biggest danger to cyclists. Many junctions include a dropped kerb and an uncontrolled crossing. As the highway design often encourages higher vehicles speeds at junctions joining larger urban roads, these crossing points are wide and intimidating.
- 5.5. Some locations include a grade separated crossings (such as Cottingham Road / Beanfield Avenue). However, on-site observations indicate that these are not well used due to their poor conditions and lack of maintenance.
- 5.6. The links without off-road provision have almost always no junction treatment. There are no advanced stop lines, ‘Dutch’ roundabouts, CYCLOPs junctions, etc.

Table 12. Main Junctions Treatment

Form of treatment	Network Length	% of Network
Grade Separated Crossing (subway)	0.24 km	0.2%
Toucan Crossing	2.74 km	2.4%
Dropped Crossing	22.77 km	19.9%
Other	5.28 km	4.6%
None	83.40 km	72.9%
Total	114.43 km	100.0%

6. CONSISTENCY

6.1. It is recognised that different types of routes require different types of interventions to make cycling attractive. Notwithstanding this, there is a lack of consistency in provision across the promoted network in terms of the use of cycle infrastructure, junction treatments and signage. This creates confusion amongst cyclists and other road users and has implications for safety and journey experience. In particular:

- **Junctions:** A variety of treatments are used both at major road junctions, where cyclists are on-road, and at side road junctions, where cyclists are on shared use paths. Many of these treatments are insufficient at fostering confidence in the safety of the routes.
- **Signage:** The use of signage can help knit the cycle network together, but all too often it is absent or inconsistent. While regular users may not rely on signage, it is an important factor in encouraging less regular users and those unfamiliar with the area to cycle by providing reassurances and confidence. It also helps to raise awareness amongst motorists of the potential proximity of cyclists. On some routes provision is completely absent or missing at key junctions.

7. MAINTENANCE

7.1. Large sections of the network appear to be in need of maintenance, the lack of which negatively affects the comfort and safety of cyclists. Damage to shared route surfaces poses additional hazards to cyclists who may as a result choose to cycle in the main carriageway where the surface is smoother but vehicular traffic poses a danger.

7.2. Ongoing maintenance requirements should therefore be at the heart of the design process for new schemes. Materials which are durable should be utilised and options prioritised which reduce future revenue commitments to maintain provision. In the event of adverse weather, cycle routes should also be prioritised for gritting and snow clearance.

8. SUMMARY

8.1. The overall impression garnered from the thorough cycle audit is that Corby is poorly served by its current cycle network but that considerable opportunities exist for ‘quick wins’ as well as strategic enhancements. Maintenance, lighting and signage of the existing shared use paths needs to be improved and can be achieved relatively inexpensively.

8.2. Upgrading key junctions to provide cycling and pedestrian priority crossings controlled by sensor-enabled traffic signals to minimise the need for cyclists to stop and give way would ensure that the existing shared footways/cycleways are made more direct as well as reducing journey

times for users. Introducing raised tables at junctions may also reduce the likelihood of motorists blocking these crossings.

- 8.3. Spacious verges alongside a number of Corby's major arterial routes enable the expansion of cycling infrastructure without necessitating politically fraught carriageway narrowing where opposition may be difficult.
- 8.4. Future development in the town centre must consider the needs of cycle users from the outset. Development so far has introduced attractive pedestrian and cycle routes with ample cycle parking and future development should replicate these recent successes and grow this people-first network further.
- 8.5. This audit provided a high-level overview of the current cycle infrastructure provision across Corby. Further walking and cycling site visits are scheduled for Stage 3 and 4 of the LCWIP process in order to identify potential improvements.



APPENDIX 1

Corby Cycle Network (2016)



APPENDIX 2

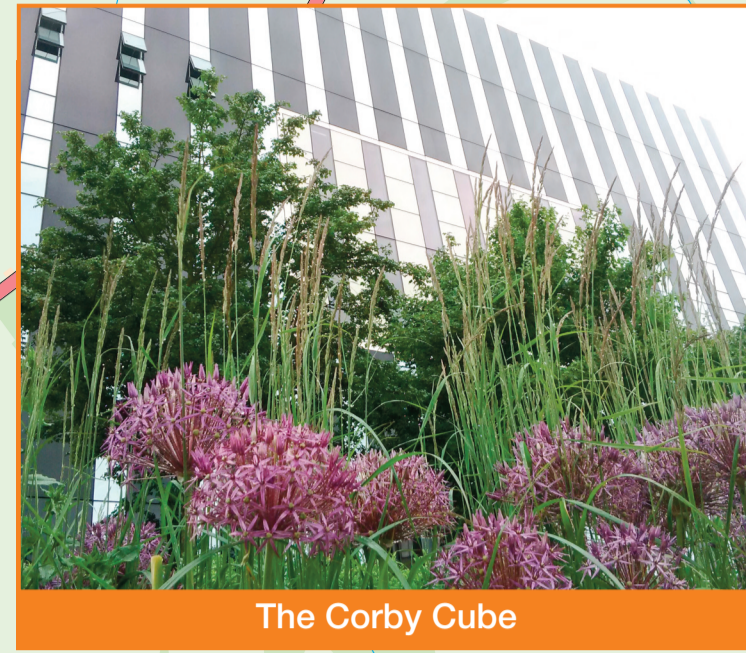
Database of the Audited Links



APPENDIX 3

Quality Assessment

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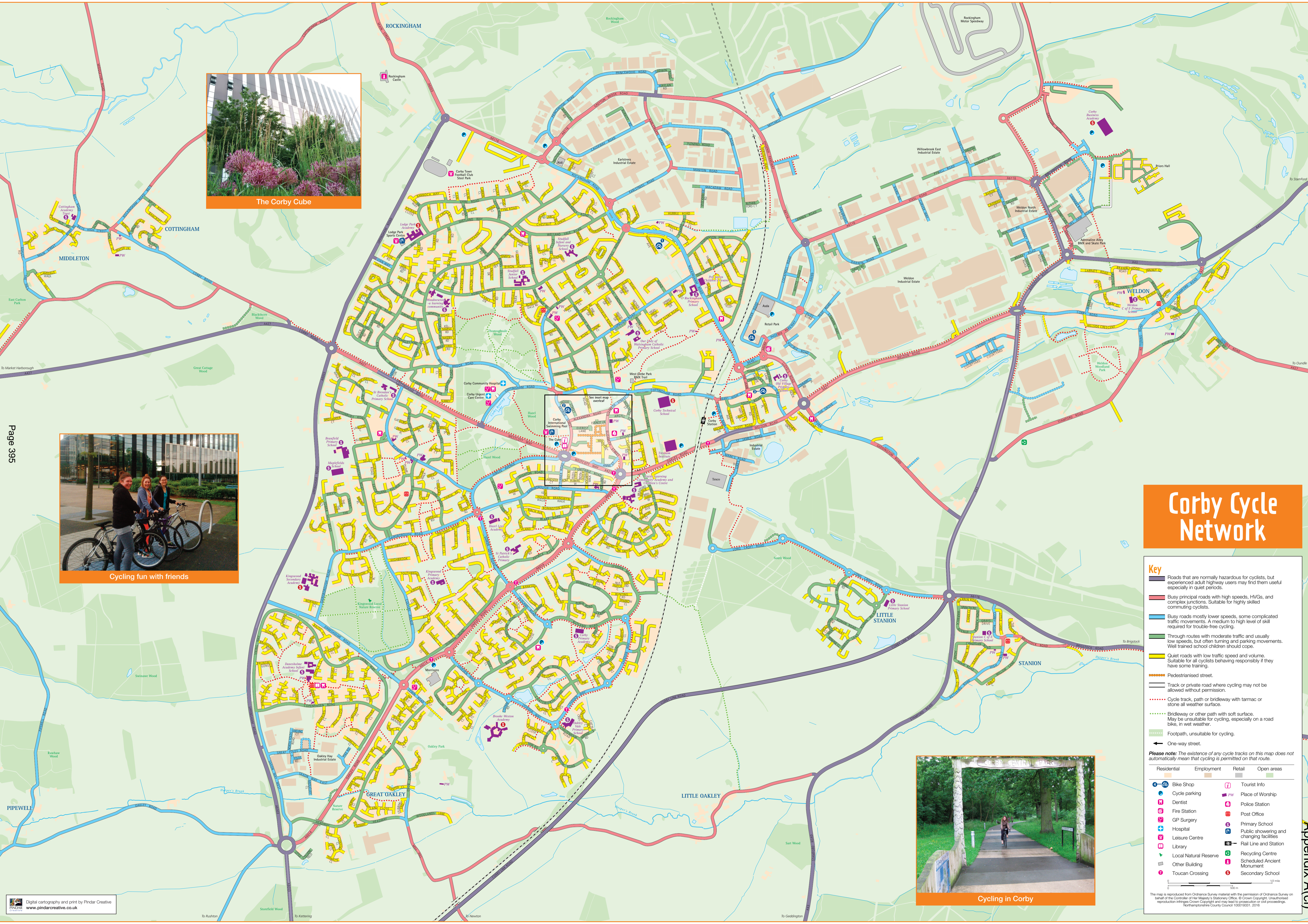
The Corby Cube



Cycling fun with friends



Cycling in Corby



Corby Cycle Network

- Key**
- Roads that are normally hazardous for cyclists, but experienced adult highway users may find them useful especially in quiet periods.
 - Busy principal roads with high speeds, HVGs, and complex junctions. Suitable for highly skilled commuting cyclists.
 - Busy roads mostly lower speeds, some complicated traffic movements. A medium to high level of skill required for trouble-free cycling.
 - Through routes with moderate traffic and usually low speeds, but often turning and parking movements. Well trained school children should cope.
 - Quiet roads with low traffic speed and volume. Suitable for all cyclists behaving responsibly if they have some training.
 - Pedestrianised street.
 - Track or private road where cycling may not be allowed without permission.
 - Cycle track, path or bridleway with tarmac or stone all weather surface.
 - Bridleway or other path with soft surface. May be unsuitable for cycling, especially on a road bike, in wet weather.
 - Footpath, unsuitable for cycling.
 - One-way street.
- Please note:** The existence of any cycle tracks on this map does not automatically mean that cycling is permitted on that route.

Residential	Employment	Retail	Open areas
Bike Shop	Cycle parking	Tourist Info	Place of Worship
Dentist	Fire Station	Police Station	Post Office
GP Surgery	Hospital	Leisure Centre	Library
Local Natural Reserve	Other Building	Toucan Crossing	Recycling Centre
Scheduled Ancient Monument	Secondary School	Rail Line and Station	Public showering and changing facilities

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Ref	Route/Road Name	Section	Length (metres)	Route Category	Route Treatment	Width	Surfacing	Main Junction Treatment	Directional Signage	Lighting	Surveillance	Speed Limit	Method of Survey	Comments	Quality/Score
001	A427 Weldon Road	between A6086 and UK Timber	240	Rural Road	Off-Road (Segregated cycle lane)	2m or less	Tarmac	None	No	Limited	Limited Surveillance	N/A (Off-road)	Cycled	Narrow cycle track with poor surface along a busy and fast	2 – Poor
002	A427 Weldon Road	between UK Timber and A43	1540	Rural Road	Off-Road (Shared footway/cycleway)	2m or less	Tarmac	None	No	Limited	Limited Surveillance	N/A (Off-road)	Cycled	Very narrow shared path along a busy and fast road, surface in poor condition, dropped kerbs are missing in places.	2 – Poor
003	A43	between A427 and A6116	560	Rural Road	Off-Road (Shared footway/cycleway)	2m or less	Tarmac	Dropped Crossing	Some / Incomplete	No	Limited Surveillance	N/A (Off-road)	Google Maps	Very narrow shared use path along a fast and busy road with	2 – Poor
004	A6116	between A43 and Birchington Road	580	Rural Road	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	None	No	Yes	Limited Surveillance	N/A (Off-road)	Google Maps	Shared use path along a dual carriageway. Cyclists dismount signs at side road crossing of Hunters Road	3 – Acceptable
005	Amsley Road	the A43 roundabout	90	Rural Road	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	Dropped Crossing	No	Yes	Limited Surveillance	N/A (Off-road)	Google Maps	Short section of a shared path. Only dropped kerbs at the	3 – Acceptable
006	Amsley Road/Priors Haw Road		350	Urban Road	On-Road (No treatment)	n/a	Tarmac	None	No	Limited	Limited Surveillance	30mph	Google Maps	Link to Priors Hall with no provision for cyclists.	2 – Poor
007	Gretton Road		390	Rural Road	On-Road (No treatment)	n/a	Tarmac	None	No	No	None	30mph	Cycled	No provision for cyclists on a 30 mph rural road.	2 – Poor
008	Gretton Road	Around Corby Business Academy	220	Urban Road	Off-Road (Shared footway/cycleway)	2m or less	Tarmac	Dropped Crossing	No	Yes	Limited Surveillance	N/A (Off-road)	Cycled	Shared use path along a 20mph road	3 – Acceptable
009	Birchington Road		330	Urban Road	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	40mph	Cycled	Shared use path ends with 'Cyclists Dismount' signs in front	1 – Very Poor
010	A6116 Steel Road		1880	Rural Road	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	Dropped Crossing	No	No	Limited Surveillance	N/A (Off-road)	Cycled	Shared use path in good condition along a 40mph road separated by a wide verge. No priority at crossings on side roads and dropped kerbs are not provided in desire lines.	4 – Good
011	Cockerell Road		470	Rural Road	On-Road (No treatment)	n/a	Tarmac	None	No	Limited	Limited Surveillance	30mph	Google Maps	Wide road (encouraging high speeds) with footways	1 – Very Poor
012	A6086 Phoenix Parkway		520	Rural Road	Off-Road (Shared footway/cycleway)	2m or less	Tarmac	Dropped Crossing	No	No	Limited Surveillance	N/A (Off-road)	Cycled	Shared use path along a busy fast road. Surface in good condition but of substandard width. Path ends at a busy roundabout.	3 – Acceptable
013	Courier Road	between A6086 and Cockerell Road	180	Rural Road	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	40mph	Cycled	No provision for cyclists on a 40 mph road	2 – Poor
014	Courier Road	In front of ASDA	50	Urban Road	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	Other	No	Yes	Limited Surveillance	N/A (Off-road)	Cycled	A short section of a high-quality shared use path with one of a few cycle crossings. However, it is an isolated piece of infrastructure.	4 – Good
015	Courier Road	Around and behind retail units	730	Urban Road	On-Road (No treatment)	n/a	Tarmac	None	No	Limited	Limited Surveillance	30mph	Cycled	No provision for cyclists. On-street parking (often HGVs)	2 – Poor
016	Phoenix Parkway	between A6086 and Courier Road	470	Rural Road	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	40mph	Cycled	Fast and busy road with surface on the side of the carriageway in poor condition. Dangerous for cyclists who tend to ride on narrow adjacent footways.	1 – Very Poor
017	Rockingham Road	between Corby Old Village and Stanier	1070	Urban Road	On-Road (Traffic calmed)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	Cycled	Main arterial road with occasional speed cushions. The	2 – Poor
018	Stephenson Way		1270	Urban Road	On-Road (Traffic calmed)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	Cycled	Although not heavily trafficked, the alignment encourages relatively high speeds and on-street parking presents a danger for cyclists on the road.	2 – Poor
019	Stanier Road		100	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	Cycled	Quiet residential street.	3 – Acceptable
020	Path between Stanier Road and the railway line		730	Traffic Free	Off-Road (Unmarked path)	2m or less	Grass	None	No	No	None	N/A (Off-road)	Cycled	Marked in the Corby Cycle Map but the path is not used and overgrown vegetation makes it extremely difficult to walk there. Impossible to cycle.	1 – Very Poor
021	Heritage Way	between the railway line and the	260	Traffic Free	Off-Road (Unmarked path)	2m or less	Grass	None	No	No	None	N/A (Off-road)	Cycled	Unused path with very poor surface in unattractive	1 – Very Poor
022	Heritage Way	along the industrial units to Phoenix Parkway	320	Country Lane	On-Road (No treatment)	n/a	Tarmac	None	No	No	None	20mph	Cycled	Access to industrial units. Drivers unlikely to expect any cyclists. Traffic mostly HGVs.	2 – Poor
023	A6116 Phoenix Parkway/Gretton Brook Road	between Steel Road and Rockingham	2900	Rural Road	On-Road (No treatment)	n/a	Tarmac	None	No	Limited	None	40mph	Cycled	Fast and busy road unsuitable for cycling. Adjacent footway	1 – Very Poor
024	Causeway Road		810	Urban Road	On-Road (No treatment)	n/a	Tarmac	None	No	Limited	Limited Surveillance	30mph	Google Maps	Road within the industrial estate with adjacent footways (not shared use paths). No provision for cyclists.	2 – Poor
025	Dalton Road		160	Urban Road	On-Road (No treatment)	n/a	Tarmac	None	No	Limited	Limited Surveillance	30mph	Google Maps	Short link around Aldi leading to the industrial estate. No	2 – Poor
026	Path to the back of a residential estate	between A6116 and Corby Town Football Club	880	Traffic Free	Off-Road (Unmarked path)	More than 2m	Tarmac	Other	No	No	Limited Surveillance	N/A (Off-road)	Cycled	Path with a new surface. Limited surveillance and barriers at the access which are not cycle friendly make it unattractive for cyclists.	4 – Good
027	Link to Shire Road	Shire Road to a traffic-free path leading	160	Traffic Free	Off-Road (Unmarked path)	2m or less	Tarmac	None	No	Limited	Limited Surveillance	N/A (Off-road)	Google Maps	Corby Cycle Map marks this link as a path suitable for	2 – Poor
028	Shire Road		1210	Urban Road	On-Road (Traffic calmed)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	Cycled	Speed cushions ineffective due to a poor design. On-street parking presents danger to cyclists. Road alignment encourages relatively high speeds.	2 – Poor
029	Medina Road		120	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	Google Maps	Residential street with some on-street parking. Relatively	3 – Acceptable
030	Stour Road		160	Residential Street	On-Road (Traffic calmed)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	Google Maps	Residential street with some on-street parking. Relatively lightly trafficked	3 – Acceptable
031	Welland Vale Road		740	Residential Street	On-Road (Traffic calmed)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	Cycled	Residential street with speed cushions.	3 – Acceptable
032	Shakespeare Way		390	Residential Street	On-Road (Traffic calmed)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	Cycled	Residential street with speed cushions.	3 – Acceptable
033	Burns Drive		290	Residential Street	On-Road (Traffic calmed)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	Cycled	Residential street with speed cushions.	3 – Acceptable
034	Thoroughdale Road		390	Residential Street	On-Road (Traffic calmed)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	Cycled	Residential street with speed cushions.	3 – Acceptable
035	Dovedale Road		340	Residential Street	On-Road (Traffic calmed)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	Cycled	Residential street with speed cushions.	3 – Acceptable
036	Path through West Glebe Park		1240	Traffic Free	Off-Road (Shared footway/cycleway)	2m or less	Tarmac	None	Some / Incomplete	No	Limited Surveillance	N/A (Off-road)	Cycled	A nice traffic-route path through a park. However, it's too narrow for a mix of pedestrians and cyclists. Entrance to the park is unattractive and could be improved.	3 – Acceptable
037	Rowlett Road	between Willow Brook Road and	780	Residential Street	On-Road (Traffic calmed)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	Cycled	Relatively lightly trafficked road with speed cushions. On-	3 – Acceptable
038	Link between Rowlett Road and Wharfedale Road		100	Traffic Free	Off-Road (Unmarked path)	2m or less	Tarmac	Dropped Crossing	No	Limited	Limited Surveillance	N/A (Off-road)	Google Maps	Link through a park. Signed from Rowlett Road with Diag 951 'Cycles Prohibited'	2 – Poor
039	Willow Brook Road		2700	Urban Road	On-Road (Traffic calmed)	n/a	Tarmac	None	Some / Incomplete	Limited	Good Natural Surveillance	20mph	Cycled	The speed cushions are too narrow to slow down the traffic.	3 – Acceptable
040	Studfall Avenue	between Tansfield Rd and Rockingham Rd	410	Urban Road	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	Cycled	No dedicated infrastructure for cyclists on a straight section of the road.	2 – Poor
041	Studfall Avenue	between Tansfield Rd and Cottingham	1120	Urban Road	On-Road (Traffic calmed)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	Cycled	The speed cushions are too narrow to slow down the traffic.	2 – Poor
042	Farnedale Avenue		200	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	Cycled	Residential street with a lot of on-street parking but the flows are relatively low.	3 – Acceptable
043	Ribblesdale Avenue		380	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	Cycled	Residential street with a lot of on-street parking but the flows	3 – Acceptable
044	Forest Gate Rd		430	Urban Road	On-Road (Traffic calmed)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	20mph	Cycled	The speed cushions are too narrow to slow down the traffic. This in combination with the road alignment encourages higher speeds than 20mph. No dedicated infrastructure for cyclists.	3 – Acceptable
045	Path through a park	between Forest Gate Rd and Quarry Cl	760	Traffic Free	Off-Road (Shared footway/cycleway)	2m or less	Tarmac	Other	No	Yes	Good Natural Surveillance	N/A (Off-road)	Cycled	A relatively well lit path, but the access points are not cycling	3 – Acceptable
046	Path through a park	between Cottingham Rd and Quarry Cl	770	Traffic Free	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	Other	Some / Incomplete	Yes	Good Natural Surveillance	N/A (Off-road)	Cycled	A nice, well lit path, but the access points are not cycling friendly.	4 – Good
047	Path through Central Park	between Boating Lake and town centre	580	Traffic Free	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	Other	Some / Incomplete	Yes	Good Natural Surveillance	N/A (Off-road)	Cycled	An attractive, well lit leisure path, but it should be at least 3m	5 – Very Good
048	Abington Road		70	Urban Road	On-Road (Traffic calmed)	n/a	Tarmac	Other	No	Yes	Good Natural Surveillance	20mph	Cycled	A short link with a 20mph speed limit.	3 – Acceptable
049	Path between Kingsthorpe Avenue and Cottingham Road		90	Traffic Free	Off-Road (Unmarked path)	2m or less	Tarmac	Separated Crossing (su	No	No	Limited Surveillance	N/A (Off-road)	Cycled	A footway (although marked in Corby Cycle Maps as a path	2 – Poor
050	Cottingham Road/Westcott Way	between Uppingham Road and George St	1920	Traffic Free	Off-Road (Shared footway/cycleway)	2m or less	Tarmac	Dropped Crossing	Yes	Yes	Good Natural Surveillance	N/A (Off-road)	Cycled	A shared footway/cycleway adjacent to the northern side of the fast and busy Cottingham Road. The path is too narrow to be suitable for a shared use. Shared use signage is often missing. All crossings of side roads have only dropped kerbs, no priority to cyclists.	2 – Poor
051	Beanfield Avenue	between Mantfield Road and	150	Urban Road	On-Road (No treatment)	n/a	Tarmac	Separated Crossing (su	No	Yes	Good Natural Surveillance	20mph	Cycled	Unattractive road for cyclists due to flows, speeds, road	2 – Poor
052	Beanfield Avenue	between Mantfield Road and	1060	Urban Road	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	Cycled	Unattractive road for cyclists due to flows, speeds, road alignment and on-street parking. No provision for cyclists.	2 – Poor
053	Mantfield Road		480	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	Cycled	Unattractive road for cyclists with no provision for cyclists.	2 – Poor
054	Path between Beanfield Avenue and Cottingham Road		530	Traffic Free	Off-Road (Unmarked path)	2m or less	Tarmac	Other	No	Yes	Limited Surveillance	N/A (Off-road)	Cycled	Corby Cycle Map marks this link as a path suitable for cycling, but it is only a footpath. There is a pelican crossing across Cottingham Road, not a toucan.	2 – Poor
055	Shaftesbury Road		100	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Google Maps	Short link with some on-street parking.	3 – Acceptable
056	Taunton Avenue		500	Urban Road	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	Cycled	Loop around a residential estate with no provision for	2 – Poor
057	Glastonbury Road		700	Urban Road	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	Cycled	Loop around a residential estate with no provision for	2 – Poor
058	Link between Stinsford Road and Farmstead Road		230	Traffic Free	Off-Road (Unmarked path)	2m or less	Tarmac	Dropped Crossing	No	Yes	Limited Surveillance	N/A (Off-road)	Google Maps	Corby Cycle Map marks this link as a path suitable for cycling, but it is only a footpath.	2 – Poor
059	Farmstead Road		1090	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	Cycled	Loop around a residential estate with no provision for	2 – Poor
060	Gainsborough Road	between Greenhill Rise and Tower Hill Road	440	Traffic Free	Off-Road (Shared footway/cycleway)	2m or less	Tarmac	Dropped Crossing	No	Yes	Limited Surveillance	N/A (Off-road)	Cycled	Shared footway/cycleway which is too narrow. Crossings of side roads are just dropped kerbs with no priority for cyclists. Guardrails in desire lines at some junctions.	2 – Poor
061	Gainsborough Road	between Tower Hill Road and	520	Traffic Free	Off-Road (Shared footway/cycleway)	2m or less	Tarmac	Dropped Crossing	No	Yes	Limited Surveillance	N/A (Off-road)	Cycled	Shared footway/cycleway which is too narrow. Confusing	2 – Poor

Ref	Route/Road Name	Section	Length (metres)	Route Category	Route Treatment	Width	Surfacing	Main Junction Treatment	Directional Signage	Lighting	Surveillance	Speed Limit	Method of Survey	Comments	Quality/ Score
062	Constable Road		310	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	Cycled	Relatively lightly trafficked road with no provision for cyclists. On-street parking obstructs visibility.	3 – Acceptable
063	Morland Road		100	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	Cycled	Relatively lightly trafficked road with no provision for cyclists.	3 – Acceptable
064	Danesholme Road		1220	Rural Road	On-Road (No treatment)	n/a	Tarmac	None	No	No	Limited Surveillance	40mph	Cycled	Fast and busy road (including a dual carriageway section) unsuitable for cycling. Cyclists observed using adjacent footway where present.	1 – Very Poor
065	Copenhagen Road		970	Urban Road	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	Cycled	Main link through a residential estate with no provision for Road with 40mph speed limit with no provision for cyclists.	2 – Poor
066	Saxon Way West		3570	Urban Road	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	40mph	Cycled	The flows are moderate as the road is parallel to the A6003. There's a footway adjacent to the eastern side of the carriageway.	2 – Poor
067	Headway	between Saxon Way W and Frith Cl	360	Urban Road	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	40mph	Cycled	Road with 40mph speed limit with no provision for cyclists.	2 – Poor
068	Headway	between Lewin Rd and Brooke Road	410	Rural Road	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Cycled	Relatively lightly trafficked road rural in character with 30mph speed limit and no provision for cyclists.	2 – Poor
069	Brooke Road		610	Urban Road	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Cycled	Relatively lightly trafficked through the village with 30mph	2 – Poor
070	Lewin Road	between Brooke Road and A6014	620	Urban Road	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Cycled	Road with 30mph speed limit, adjacent footway(s) but no provision for cyclists.	2 – Poor
071	Station Road	Between Corby Station and the junction	120	Urban Road	Off-Road (Shared footway/cycleway)	More than 2m	Block Paving	Dropped Crossing	Some / Incomplete	Yes	Limited Surveillance	N/A (Off-road)	Walked	The shared surface route is divided down the centre by	4 – Good
072	Station Road (B6461)	Between the junction with Station Road (Station Access) and Cottingham Road/High Street Junction	110	Urban Road	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	None	No	Yes	Good Natural Surveillance	N/A (Off-road)	Walked	The shared surface on the eastern side of the carriageway is in fair condition and separated from the carriageway by a grass verge. Dropped kerbs are not present at numerous access points to the Stagecoach bus depot at which vehicles have priority. Surface poor at vehicular access points.	4 – Good
073	Station Road (B6461)	Between the junction with Station Road	140	Urban Road	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	Other	No	Yes	Good Natural Surveillance	N/A (Off-road)	Walked	Shared surface on the eastern side of the carriageway is in	4 – Good
074	Charters Field Walk	Shared pedestrian/cycle walk through Charters Field between High Street and the Rockingham Road roundabout	310	Traffic Free	Off-Road (Unmarked path)	2m or less	Tarmac	None	Some / Incomplete	No	None	N/A (Off-road)	Walked	The entrance to Charter Field from Cottingham Road requires a sharp u-turn on a gradient for pedestrians and cyclists (1.35m). There is a dropped kerb towards the park entrance, however, this is shared with the pub car park entrance. The route through the park narrows to cross a bridge over a stream. Much of the edges of the path are ill defined and grass overgrown. The exit onto the pavement adjacent to the roundabout is steep and the path is damaged, however, there is ample room on the footway around the roundabout for improvements.	2 – Poor
075	Charters Field Walk 2	Shared pedestrian/cycle walk through	110	Traffic Free	Off-Road (Unmarked path)	2m or less	Tarmac	None	Some / Incomplete	No	None	N/A (Off-road)	Walked	The footway diverges over the bridge with one route leading	3 – Acceptable
076	The Jamb	Between Rockingham Road roundabout and the High Street mini-roundabout	160	Town Centre	On-Road (No treatment)	n/a	Tarmac	Dropped Crossing	No	Yes	Good Natural Surveillance	20mph	Walked	Footway considerably wider on the eastern side. Two cycle stands present outside the post office. Carriageway and footway in varying condition with a central paved junction that isn't quite a raised table. On street parking and bus stops present as well as a cluttered street scene of signage and bollards. There is a raised crossing at the Rockingham Road roundabout and a dropped crossing with tactile paving halfway up the Jamb. There is another informal crossing at the mini-roundabout junction with High Street	2 – Poor
077	The Jamb	The Jamb/Rockingham Road/ Lloyds	70	Town Centre	On-Road (No treatment)	n/a	Tarmac	Dropped Crossing	No	Yes	Limited Surveillance	30mph	Walked	Traffic calming speed bumps on Rockingham Road	2 – Poor
078	Lloyds Road (B6481)	Between Rockingham Road roundabout and A6806	160	Urban Road	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	Other	No	Yes	Limited Surveillance	N/A (Off-road)	Walked	Two-stage zebra crossing across Lloyds Road at the Rockingham Road roundabout.	3 – Acceptable
079	Tunwell Lane	Between Stocks Lane and The Jamb	30	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Limited	Limited Surveillance	20mph	Walked	Pleasant riverside green space offering opportunities for	2 – Poor
080	Tunwell Lane	Between Meeting Lane and Stocks	140	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Limited	Limited Surveillance	20mph	Walked		2 – Poor
081	Meeting Lane		150	Residential Street	On-Road (No treatment)	n/a	Tarmac	Dropped Crossing	No	Limited	Limited Surveillance	20mph	Walked	One way and very narrow street.	2 – Poor
082	High Street	Between The Jamb and Stocks Lane junctions	110	Town Centre	On-Road (No treatment)	n/a	Tarmac	Other	No	Yes	Good Natural Surveillance	20mph	Walked	Raised crossings in places.	2 – Poor
083	High Street	Between Stocks Lane and South Road	160	Town Centre	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	20mph	Walked	Wide pavement on north/eastern side.	3 – Acceptable
084	High Street	Between South Road and Weldon Road junctions	160	Residential Street	On-Road (No treatment)	n/a	Tarmac	Dropped Crossing	No	Limited	Limited Surveillance	20mph	Walked	No tactile paving at crossings and no footway at all between High Street and the spur of the High Street leading to St John the Baptist Church	2 – Poor
085	South Road	Between High Street and St Johns	120	Residential Street	On-Road (No treatment)	n/a	Tarmac	Dropped Crossing	No	Limited	Limited Surveillance	20mph	Walked	Very narrow paving on the south side of the road as a result	2 – Poor
086	South Road	Between St Johns Place and Waverley Avenue junctions	240	Residential Street	On-Road (No treatment)	n/a	Tarmac	Dropped Crossing	No	Limited	Limited Surveillance	20mph	Walked		2 – Poor
087	South Road	Between Waverley Avenue and High	90	Residential Street	On-Road (No treatment)	n/a	Tarmac	Dropped Crossing	No	Limited	Limited Surveillance	20mph	Walked	Bell junction with verges provide visibility for vehicles joining	2 – Poor
088	Lloyds Road (A6806)	Lloyds Road roundabout	60	Urban Road	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	Dropped Crossing	No	Yes	None	N/A (Off-road)	Walked	No tactile paving and the crossings at the dangerous roundabout are uncontrolled.	2 – Poor
089	Lloyds Road (A6806)	Between Lloyds Road roundabout and	260	Urban Road	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	Dropped Crossing	No	Yes	None	N/A (Off-road)	Walked	Particularly hazardous two stage crossing at vehicular	2 – Poor
090	Lloyds Road (A6806)	Between Go Retro Vehicle Wash and Weldon Road roundabout	200	Urban Road	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	Dropped Crossing	No	Yes	None	N/A (Off-road)	Walked	Tactile paving at the junction with Commercial Road but none around the Lloyds Road/Weldon Road roundabout.	2 – Poor
091	Weldon Road	Between Weldon Road roundabout and	230	Urban Road	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	Dropped Crossing	No	Yes	None	N/A (Off-road)	Walked	Two stage zebra crossing just east of Toll Gate Place.	2 – Poor
092	Weldon Road	Between Weldon Road roundabout and Station Road junction	410	Urban Road	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	Dropped Crossing	No	Yes	Limited Surveillance	N/A (Off-road)	Walked	Controlled two stage crossings around the junction, convoluted to manage.	2 – Poor
093	High Street	Between The Jamb and Cottingham	220	Town Centre	On-Road (No treatment)	n/a	Tarmac	Dropped Crossing	No	Yes	Good Natural Surveillance	20mph	Walked	One zebra crossing adjacent to the Suzuki dealership and	2 – Poor
094	Cottingham Road	Cottingham Road/High Street/Station Road roundabout	60	Urban Road	On-Road (No treatment)	n/a	Tarmac	Dropped Crossing	No	Yes	Limited Surveillance	20mph	E-scooter	Only one crossing point on the High Street arm of the roundabout. Opportunity for considerable improvements with a potential regeneration of the Corby Bus Garage Site.	2 – Poor
095	Oakley Road	Between Station Road and Elizabeth	850	Urban Road	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	Dropped Crossing	No	Yes	None	N/A (Off-road)	E-scooter	Two tunnels carry the footway under the railway viaduct -	3 – Acceptable
096	Cottingham Road	Between Station Road and Corby Technical School Entrance	320	Urban Road	On-Road (No treatment)	n/a	Tarmac	Dropped Crossing	No	Limited	Limited Surveillance	30mph	E-scooter	Cottingham road footway surface is poor in places with unresolved damage. While ostensibly 30mph vehicles are often travelling at higher speeds.	2 – Poor
097	Cottingham Road	Between Corby Technical School and	220	Urban Road	On-Road (No treatment)	n/a	Tarmac	Dropped Crossing	No	Yes	Good Natural Surveillance	30mph	E-scooter	Cottingham road footway surface is poor in places with	2 – Poor
098	Wheatley Avenue	Between Stuart Road and Cottingham Road	300	Residential Street	On-Road (No treatment)	n/a	Tarmac	Other	No	Yes	Good Natural Surveillance	20mph	E-scooter	Wide footway and grass verge, cars frequently parked on the verges and footways and numerous dropped kerbs announcing the presence of driveways.	3 – Acceptable
099	Stuart Road	Between Wheatley Avenue and	310	Residential Street	On-Road (No treatment)	n/a	Tarmac	Dropped Crossing	No	Limited	Good Natural Surveillance	20mph	E-scooter	Wide green space adjacent to the footway that looks like it is	2 – Poor
100	Argyll Street		260	Residential Street	On-Road (No treatment)	n/a	Tarmac	Dropped Crossing	No	Limited	Limited Surveillance	20mph	E-scooter	Damaged carriageway and footway surfaces.	1 – Very Poor
101	Montrose Street		130	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Limited	Good Natural Surveillance	20mph	E-scooter	On-street parking creating crossing hazards.	1 – Very Poor
102	Cottingham Road	Between Wheatley Avenue and Forest Gate Road	220	Urban Road	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Good Natural Surveillance	30mph	E-scooter	Lots of space at the entrance to Wheatley Avenue from Cottingham Road used for parking. There is a Zebra crossing opposite the parking area.	2 – Poor
103	Cottingham Road	Between Forest Gate Road and George	460	Urban Road	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	None	30mph	E-scooter	Crossing point located further up New Forrest Gate to tie in	2 – Poor
104	Coronation Park	Between Cottingham Road and Elizabeth Street	120	Traffic Free	Off-Road (Unmarked path)	2m or less	Tarmac	None	Some / Incomplete	No	None	N/A (Off-road)	E-scooter		2 – Poor
105	Elizabeth Street	Between Cottingham Road and	200	Town Centre	On-Road (No treatment)	n/a	Block Paving	None	Some / Incomplete	Limited	Limited Surveillance	30mph	Walked	Large slab paving for most of the length of Elizabeth Street	2 – Poor
106	Elizabeth Street	Between Alexandra Road and Stuart Road	230	Town Centre	On-Road (No treatment)	n/a	Block Paving	Dropped Crossing	Some / Incomplete	Yes	Good Natural Surveillance	30mph	Walked	Central reservation seems to increase vehicle speeds.	2 – Poor
107	Elizabeth Street	Between Stuart Road and Oakley Road	270	Town Centre	On-Road (No treatment)	n/a	Block Paving	Dropped Crossing	Some / Incomplete	Yes	Limited Surveillance	30mph	Walked		2 – Poor
108	Anne Street		250	Urban Road	On-Road (No treatment)	n/a	Tarmac	None	No	Limited	None	20mph	Walked	Car park entrance, no footway for most of its length.	1 – Very Poor
109	Wood Street		210	Urban Road	On-Road (No treatment)	n/a	Tarmac	Dropped Crossing	No	Limited	None	20mph	Walked	Back alley, primarily for used for deliveries. Accessible by	1 – Very Poor
110	George Street	Between Cottingham Road and Alexandra Road	250	Town Centre	On-Road (No treatment)	n/a	Tarmac	Dropped Crossing	No	Yes	Limited Surveillance	30mph	Walked	Spacious footways and a central reservation in the carriageway make the street particularly wide. Cycling on the footway is preferable but likely to cause conflict with pedestrians.	2 – Poor
111	George Street	Between Alexandra Road and Westcott	260	Town Centre	On-Road (No treatment)	n/a	Block Paving	Other	No	Yes	Good Natural Surveillance	20mph	Walked	A number of raised pedestrian priority crossings with side	3 – Acceptable

Ref	Route/Road Name	Section	Length (metres)	Route Category	Route Treatment	Width	Surfacing	Main Junction Treatment	Directional Signage	Lighting	Surveillance	Speed Limit	Method of Survey	Comments	Quality/ Score
112	Alexandra Road		310	Urban Road	On-Road (No treatment)	n/a	Tarmac	Dropped Crossing	No	Limited	None	20mph	Walked	Primarily vehicular entrance to the retail park and a cut through. A zebra crossing is sited half way along the street to give access to the retail park for pedestrians.	2 – Poor
113	Westcott Way	Between George Street and Elizabeth	400	Urban Road	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	Dropped Crossing	No	Yes	None	N/A (Off-road)	Walked	Wide shared surface which though well maintained is fairly	3 – Acceptable
114	Westcott Way Roundabout	Wescott Way/George Street/Turner Road roundabout	90	Urban Road	Off-Road (Shared footway/cycleway)	More than 2m	Other	Dropped Crossing	No	Yes	None	N/A (Off-road)	Walked	Block paving on the northernmost side of the roundabout but tarmac on the southern side. Uncontrolled crossings at each arm.	2 – Poor
115	Everest Lane		150	Town Centre	On-Road (No treatment)	n/a	Tarmac	Dropped Crossing	No	Limited	None	20mph	Walked	No through access for pedestrians at the end. Effectively a	1 – Very Poor
116	Corby New Town Centre	Pedestrian route between Elizabeth Street and Corporation Street	130	Traffic Free	Off-Road (Shared footway/cycleway)	More than 2m	Block Paving	Other	Yes	Yes	Good Natural Surveillance	N/A (Off-road)	Walked	Dated paving but otherwise serviceable. Cycle parking at the junction with George Street doubles up as HVM. Junction with Elizabeth Street is narrow and dark. There's a raised crossing across George Street which is flush with the footway either side.	3 – Acceptable
117	Corporation Street	Between George Street and the Library	210	Traffic Free	Off-Road (Shared footway/cycleway)	More than 2m	Block Paving	Other	Yes	Yes	Good Natural Surveillance	N/A (Off-road)	Walked	Well lit, wide pedestrian route through the new town centre.	5 – Very Good
118	Corby New Town Centre	Between Corporation Street and Bewitched Coffee Corby	100	Traffic Free	Off-Road (Shared footway/cycleway)	More than 2m	Block Paving	None	Yes	Yes	Good Natural Surveillance	N/A (Off-road)	Walked	Slightly tight pedestrianised space.	3 – Acceptable
119	Corby New Town Centre	Between George Street and Town	250	Traffic Free	Off-Road (Shared footway/cycleway)	More than 2m	Block Paving	Other	Yes	Yes	Limited Surveillance	N/A (Off-road)	Walked	Flush crossing point across George Street. Initially narrowed	3 – Acceptable
120	Corporation Street	Between George Street and Qube	80	Traffic Free	Off-Road (Shared footway/cycleway)	More than 2m	Block Paving	Other	Yes	Yes	Good Natural Surveillance	N/A (Off-road)	Walked	Good quality public transport interchange and public realm.	4 – Good
121	Pedestrian walk around the Qube		130	Traffic Free	Off-Road (Shared footway/cycleway)	More than 2m	Block Paving	None	Yes	Yes	Limited Surveillance	N/A (Off-road)	Walked	Unactivated but well lit. Access for people on bikes seems to	3 – Acceptable
122	Corporation Street	Between the Qube and Corby Pool	80	Traffic Free	Off-Road (Shared footway/cycleway)	More than 2m	Block Paving	None	Yes	Yes	Good Natural Surveillance	N/A (Off-road)	Walked	A good amount of cycle parking lining the space.	3 – Acceptable
123	Forest Gate Road	Between Cottingham Road and new	120	Residential Street	Off-Road (Unmarked path)	More than 2m	Tarmac	Dropped Crossing	No	Yes	Limited Surveillance	N/A (Off-road)	Walked	Wide presumed shared space.	3 – Acceptable
124	A6014 Oakley Rd	between Lyveden Way(south) and	380	Rural Road	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	Toucan Crossing	Yes	Yes	Limited Surveillance	N/A (Off-road)	Cycled	Shared cycle/footway is on one side of the road with good separation from the road, with limited toucan crossing.	4 – Good
125	A6014 Oakley Rd	between Lyveden Way(south) and	690	Rural Road	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	Dropped Crossing	Yes	Yes	Limited Surveillance	N/A (Off-road)	Cycled	Shared cycle/footway is on one side of the road with good separation from the road, with limited toucan crossing.	4 – Good
126	A6014 Oakley Rd	between Oldland Rd and Westcott Way	1250	Rural Road	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	Toucan Crossing	Yes	Yes	Limited Surveillance	N/A (Off-road)	Cycled	Shared cycle/footway is on one side of the road with good separation from the road, with limited toucan crossing.	4 – Good
127	Unnamed Rd	between A6014 Oakley Rd and	210	Rural Road	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	None	Some / Incomplete	Yes	Limited Surveillance	N/A (Off-road)	Google Maps	Shared cycle/footway.	4 – Good
128	Unnamed Rd	between Oldland Rd and Lyveden Way(north), along the A6014 Oakley Rd footpath/cycleway	360	Rural Road	Off-Road (Shared footway/cycleway)	2m or less	Tarmac	None	Some / Incomplete	Yes	None	N/A (Off-road)	Google Maps	Shared cycle/footway, no surveillance.	4 – Good
129	Lyveden Way	between A6014 Oakley Rd and	970	Rural Road	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	Dropped Crossing	Some / Incomplete	Yes	None	N/A (Off-road)	Cycled	Shared cycle/footpath on one side of the road with	4 – Good
130	Lyveden Way	between Cheltenham Rd and Butland Rd	1110	Rural Road	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	Toucan Crossing	Some / Incomplete	Yes	None	N/A (Off-road)	Google Maps	Shared cycle/footpath on one side of the road with separation, with limited toucan crossing.	4 – Good
131	Lyveden Way	between Butland Rd and A6014 Oakley	900	Rural Road	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	Dropped Crossing	Some / Incomplete	Yes	None	N/A (Off-road)	Google Maps	Shared cycle/footpath on one side of the road with	4 – Good
132	Garston Rd		730	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Cycled	A road in a residential area with a footpath on either side.	2 – Poor
133	Butland Rd		1300	Rural Road	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Cycled	A wide road (encouraging high speeds) with footways	1 – Very Poor
134	Merestone Rd		460	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Google Maps	A road in a residential area with a footpath on either side.	3 – Acceptable
135	Merestone Rd	offroad footpath near the middle of the	160	Traffic Free	Off-Road (Shared footway/cycleway)	2m or less	Tarmac	None	No	No	None	N/A (Off-road)	Google Maps	Very narrow shared cycle/footway with no lighting.	2 – Poor
136	Oldland Rd	between A6014 and Butland Rd	350	Rural Road	Off-Road (Shared footway/cycleway)	2m or less	Tarmac	Dropped Crossing	Yes	Yes	Limited Surveillance	N/A (Off-road)	Cycled	Shared cycle/footpath on both sides of the road with separation, no supervision at crossing.	4 – Good
137	Dunnoch Rd		750	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	20mph	Cycled	a road in residential area with footpath on both sides, in	2 – Poor
138	Robin Rd		330	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	20mph	Cycled	A road in a 20mph residential area with a footpath on both sides and on-street parking	2 – Poor
139	Coomb Rd	between Lyveden Way and Brooke	150	Rural Road	Off-Road (Shared footway/cycleway)	2m or less	Tarmac	Dropped Crossing	Some / Incomplete	Yes	None	N/A (Off-road)	Cycled	A shared cycle/footpath on one side of the road.	3 – Acceptable
140	Boughton Rd		690	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	20mph	Google Maps	A road in a 20mph residential area with a footpath on both sides.	3 – Acceptable
141	Chatsworth Rd		420	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	Some / Incomplete	Yes	Limited Surveillance	20mph	Cycled	A narrow road in a 20mph residential area with a footpath on	2 – Poor
142	Unnamed Rd	a long crossing cycle/footpath in Butland Road Play Park and Oakley Vale Sculpture Park	1470	Traffic Free	Off-Road (Shared footway/cycleway)	2m or less	Tarmac	Dropped Crossing	Some / Incomplete	Yes	None	N/A (Off-road)	Cycled	A shared cycle/footway through the park with no supervision at the crossing.	3 – Acceptable
143	Bennett Rd		170	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	20mph	Google Maps	A road in a 20mph residential area with a footpath on both	2 – Poor
144	Chepstow Rd		420	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	20mph	Google Maps	A road in a 20mph residential area with a footpath on both sides.	2 – Poor
145	Cheltenham Rd		370	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	20mph	Google Maps	A road in a 20mph residential area with a footpath on both	2 – Poor
146	Cecil Dr		710	Residential Street	On-Road (Traffic calmed)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Cycled	A 30mph road in a residential area with a footpath on either side and with speed bumps and on-street parking.	3 – Acceptable
147	Counts Farm Rd		420	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Cycled	a very narrow road in a residential area with on-street	2 – Poor
148	Burghley Dr		410	Residential Street	On-Road (Traffic calmed)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Cycled	A 30mph road in a residential area with a footpath on either side and with speed bumps and on-street parking.	3 – Acceptable
149	Unnamed Rd	between A6014 Oakley Rd and A427	220	Rural Road	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	None	Some / Incomplete	Yes	Limited Surveillance	N/A (Off-road)	Google Maps	A shared cycle/footway.	4 – Good
150	St Mark's Rd		330	Urban Road	On-Road (No treatment)	n/a	Tarmac	None	Yes	Yes	Limited Surveillance	30mph	Google Maps	A road in a relatively busy area and with a footpath on one side but no provision for cyclists at crossings.	3 – Acceptable
151	St Luke's Rd		320	Urban Road	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	None	30mph	Google Maps	A road in a quiet traffic area with a footpath on both sides.	3 – Acceptable
152	St Luke's Rd	between St Luke's Rd south and Long Croft Rd	320	Traffic Free	Off-Road (Shared footway/cycleway)	More than 2m	Tarmac	None	Yes	Yes	None	N/A (Off-road)	Google Maps	A shared footpath/cycle lane with good lighting and surfacing but no surveillance.	4 – Good
153	Long Croft Rd	between Roman Rd roundabout and	1900	Rural Road	Off-Road (Unmarked path)	More than 2m	Tarmac	Dropped Crossing	Yes	Limited	None	N/A (Off-road)	Google Maps	An unmarked footpath/cycle lane on one side of the road	2 – Poor
154	A6086 Geddington Rd	between A427 Oakley Rd and A43	1400	Rural Road	On-Road (No treatment)	n/a	Tarmac	None	Yes	No	None	40mph	Google Maps	A 40mph road with busy traffic, no lighting and a very narrow footpath on one side of the road.	1 – Very Poor
155	Occupation Rd		1290	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Google Maps	A road with a footpath on both sides which sees busy traffic	1 – Very Poor
156	Tanfields Grove		520	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Google Maps	A narrow road with a footpath on both sides and on-street parking	1 – Very Poor
157	Darley Dale Rd		230	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Google Maps	A road with a footpath on both sides.	2 – Poor
158	Rowlett Rd	between Tanfields Grove and Darley Dale Rd	450	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Google Maps	A road with a footpath on both sides, on-street parking and a rudimentary pegasus crossing.	2 – Poor
159	Ennerdale Rd		320	Residential Street	On-Road (Traffic calmed)	n/a	Tarmac	None	No	Yes	Limited Surveillance	20mph	Google Maps	A road with a footpath on both sides, traffic calming	2 – Poor
160	A6116 Rockingham Rd	between Stanier Rd and Aldi	1270	Rural Road	On-Road (No treatment)	n/a	Tarmac	None	Some / Incomplete	Limited	Limited Surveillance	30mph	Google Maps	A road with a narrow footpath on one side which sees heavy traffic. Although identified as having a 30mph limit many vehicles travel at higher speeds	1 – Very Poor
161	A6116 Rockingham Rd	between Aldi and A6003 Uppingham	770	Rural Road	On-Road (No treatment)	n/a	Tarmac	None	Yes	Limited	Limited Surveillance	40mph	Google Maps	A 40mph road with busy traffic, no lighting and a very narrow	1 – Very Poor
162	Earlstrees Rd		1120	Rural Road	On-Road (No treatment)	n/a	Tarmac	None	Yes	Limited	None	30mph	Google Maps	A road with a footpath on both sides but limited lighting. Although signed as 30mph vehicles may regularly exceed this limit.	1 – Very Poor
163	Manton Rd		540	Rural Road	On-Road (No treatment)	n/a	Tarmac	None	No	Limited	None	30mph	Google Maps	A road with a footpath on both sides but limited lighting.	1 – Very Poor
164	Brunel Rd	between Manton Rd and Earlstrees Rd	890	Rural Road	On-Road (No treatment)	n/a	Tarmac	None	No	Limited	None	30mph	Google Maps	A road with a narrow footpath on both sides but limited lighting. Although signed as 30mph vehicles may regularly exceed this limit.	1 – Very Poor
165	Princewood Rd		1250	Rural Road	On-Road (No treatment)	n/a	Tarmac	None	No	Limited	None	30mph	Google Maps	A road with a narrow footpath on both sides but limited	1 – Very Poor
166	Shetland Way		1500	Residential Street	On-Road (Traffic calmed)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Google Maps	A road with a footpath on both sides, traffic calming measures, on-street parking and a pegasus crossing.	3 – Acceptable
167	Collingwood Ave		710	Residential Street	On-Road (Traffic calmed)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Google Maps	A road with a footpath on both sides, traffic calming	3 – Acceptable
168	Nelson Rd		220	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Google Maps	A narrow road with a footpath on both sides, traffic calming measures and on-street parking. Traffic is light.	3 – Acceptable
169	Kingsthorpe Ave		990	Residential Street	On-Road (Traffic calmed)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Google Maps	A narrow road with a footpath on both sides and on-street	3 – Acceptable
170	Cottesbrooke Rd and Cransley Gardens		260	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Google Maps	A narrow road with a footpath on both sides and on-street parking.	2 – Poor
171	Grendon Ave		200	Residential Street	On-Road (Traffic calmed)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Google Maps	A narrow road with a footpath on both sides and on-street	3 – Acceptable
172	Ashley Ave		380	Residential Street	On-Road (Traffic calmed)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Google Maps	A narrow road with a footpath on both sides and on-street parking. Traffic is light.	3 – Acceptable
173	Norton Rd, Maidford Rd and Sulgrave Dr		400	Residential Street	On-Road (Traffic calmed)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Google Maps	A narrow road with a footpath on both sides and on-street	3 – Acceptable
174	Cambridge Ave and Oxford Rd		580	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Google Maps	A road with a footpath on both sides and on-street parking.	2 – Poor
175	Cottingham Rd		660	Rural Road	On-Road (No treatment)	n/a	Tarmac	None	No	Limited	None	30mph	Google Maps	A road with a narrow footpath on both sides, busy traffic and	1 – Very Poor

Ref	Route/Road Name	Section	Length (metres)	Route Category	Route Treatment	Width	Surfacing	Main Junction Treatment	Directional Signage	Lighting	Surveillance	Speed Limit	Method of Survey	Comments	Quality/ Score
176	Westwood Walk		160	Traffic Free	Off-Road (Shared footway/cycleway)	2m or less	Tarmac	None	No	No	None	N/A (Off-road)	Google Maps	A shared footpath/cycle lane without lighting or surveillance.	2 – Poor
177	Newark Dr		620	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	20mph	Google Maps	A road with a footpath on both sides and on-street parking.	2 – Poor
178	Worksop Gdns		160	Traffic Free	Off-Road (Shared footway/cycleway)	2m or less	Tarmac	None	No	Yes	Limited Surveillance	N/A (Off-road)	Google Maps	A shared cycle/footway.	4 – Good
179	Seaford Walk		560	Traffic Free	Off-Road (Shared footway/cycleway)	2m or less	Tarmac	None	No	Yes	Limited Surveillance	N/A (Off-road)	Google Maps	A shared cycle/footway.	4 – Good
180	Greenhill Rise		610	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	20mph	Google Maps	A road with a footpath on both sides and on-street parking.	2 – Poor
181	Eastbourne Ave		490	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	20mph	Google Maps	A road with a footpath on both sides and on-street parking.	2 – Poor
182	York Rd, Eastbrook and Sedbergh Rd		1040	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	20mph	Google Maps	A narrow road with a footpath on both sides and on-street parking.	2 – Poor
183	Gainsborough Rd		1710	Residential Street	Off-Road (Shared footway/cycleway)	2m or less	Tarmac	Dropped Crossing	Some / Incomplete	Yes	Limited Surveillance	N/A (Off-road)	Google Maps	Shared footpath/cycle lane on one side of the road.	4 – Good
184	Jubilee Ave		1010	Rural Road	Off-Road (Shared footway/cycleway)	2m or less	Tarmac	Dropped Crossing	Some / Incomplete	Yes	Limited Surveillance	N/A (Off-road)	Google Maps	A shared footpath/cycle lane on one side of the road.	4 – Good
185	School Pl		210	Rural Road	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Google Maps	A road with a footpath on one side.	2 – Poor
186	Turner Rd and Leighton Rd		630	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	Some / Incomplete	Yes	Limited Surveillance	30mph	Google Maps	A narrow road with a footpath on both sides and on-street parking.	1 – Very Poor
187	Blake Rd		670	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Google Maps	A narrow road with a footpath on both sides and on-street parking.	1 – Very Poor
188	Sower Leys Rd		600	Rural Road	Off-Road (Shared footway/cycleway)	2m or less	Tarmac	Dropped Crossing	Some / Incomplete	Yes	Limited Surveillance	N/A (Off-road)	Google Maps	Shared footpath/cycle lane on one side of the road	4 – Good
189	Patrick Rd		470	Residential Street	On-Road (Traffic calmed)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Google Maps	A road with a footpath on both sides.	4 – Good
190	Dunedin Rd		1230	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Google Maps	A road with a footpath on both sides and on-street parking.	2 – Poor
191	Alberta Cl		450	Traffic Free	Off-Road (Unmarked path)	More than 2m	Tarmac	None	No	No	Limited Surveillance	N/A (Off-road)	Google Maps	A shared cycle/footway that is unmarked.	3 – Acceptable
192	Colyers Ave		1140	Rural Road	On-Road (No treatment)	n/a	Tarmac	None	No	Limited	Limited Surveillance	30mph	Google Maps	A road with a footpath on one side and limited lighting.	1 – Very Poor
193	Tower Hill Rd and The Lawns		910	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Google Maps	A road with footpath on both sides and on-street parking.	2 – Poor
194	Viking Wy		2770	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Google Maps	A lightly trafficked road with a footpath on one side and on street parking.	3 – Acceptable
195	Unnamed Rd	in Danesholme Concrete Skatepark	1440	Traffic Free	Off-Road (Unmarked path)	2m or less	Tarmac	None	No	Yes	Limited Surveillance	N/A (Off-road)	Google Maps	A shared cycle/footway through the park.	4 – Good
196	Great Folds Rd		360	Urban Road	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Google Maps	A lightly trafficked road with a footpath on one side and on street parking.	3 – Acceptable
197	Unnamed Rd	near Great Folds Rd	670	Traffic Free	Off-Road (Unmarked path)	2m or less	Tarmac	None	No	Yes	Limited Surveillance	N/A (Off-road)	Google Maps	A very narrow unmarked shared footpath/cycle lane.	2 – Poor
198	Saxon Way E		770	Urban Road	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Google Maps	A lightly trafficked road with a footpath on both sides and on street parking.	3 – Acceptable
199	A6014 Oakley Rd		1490	Rural Road	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	50mph	Google Maps	A road with no footpath with 50mph traffic.	1 – Very Poor
200	Unnamed Rd	at Lewin Rd and Brooke Rd crossing	160	Traffic Free	Off-Road (Unmarked path)	2m or less	Tarmac	None	No	No	None	N/A (Off-road)	Google Maps	A shared footpath/cycle lane with no lighting.	2 – Poor
201	Lewin Rd	between Brooke Rd and Headway	780	Residential Street	On-Road (No treatment)	n/a	Tarmac	None	No	Yes	Limited Surveillance	30mph	Google Maps	A road with a footpath on both sides.	3 – Acceptable
202	Harper's Brook		520	Traffic Free	Off-Road (Unmarked path)	2m or less	Tarmac	None	No	No	None	N/A (Off-road)	Google Maps	shared footpath/cycle lane with no lighting.	2 – Poor
203	Mill Hill		1430	Country Lane	On-Road (No treatment)	n/a	Tarmac	None	No	No	None	60mph	Google Maps	A road with no footpath and national speed limit applied.	1 – Very Poor



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TECHNICAL NOTE 3

DATE:	23 January 2023	CONFIDENTIALITY:	Restricted
SUBJECT:	Comparison of 2011 and 2021 Census Data		
PROJECT:	Corby LCWIP	AUTHOR:	Matthew Tozer
CHECKED:	Pete Jandik	APPROVED:	Chris Harte

INTRODUCTION

The Corby LCWIP project seeks to identify where walking and cycling infrastructure could be delivered in Corby to encourage increased sustainable mode usage. This project has been undertaken over the period of 2022-2023, during which time the initial results of the 2021 Census were published Office of National Statistics (ONS).

The purpose of this Note is to compare the 2011 Census data utilised in the initial LCWIP work against the emerging data from the 2021 Census. However, it should be mentioned that the Census was somewhat skewed by many people working from home during the COVID-19 lockdown.

Two sets of Census Data were utilised in the initial reporting:

- 1 Travel to Work Mode Share** – This was considered at Output Area (OA). This data set is available for 2011 and 2021.
- 2 Place of Work in relation to Place of Residence** – This was considered at Lower Layer Super Output Area (LSOA) and provided information on the origin and destination of travel to work movements within Corby. The 2021 data set with this information is yet to be published.

In addition to the two used data sets, two additional 2021 Census datasets are considered in this note due to their relevance to people's choice to walk, cycle or use other modes.

- 1 Household Car Access** information has also been explored as potentially relevant. It can identify areas where people might walk or cycle because they have no access to a private car. This data will be considered at LSOA level.
- 2 Distance Travelled to Work** information has been explored as the distance travelled is often an influence on modal choice.

Whilst not Census Data, the study also included review of the **Indices of Multiple Deprivation** values, last published by the ONS in 2019. IMD values are reviewed every 3-4 years¹ and as such the 2019 Dataset remains the most recent available to the public.

¹ Superhighways (2019) *Indices of Multiple Deprivation: How to Explore Data In Your Area*. Available at: <https://superhighways.org.uk/latest/how-to-use-the-indices-of-mult/> (Accessed 12/01/2023)

CONTEXT

POPULATION CHANGES

Table 1 shows the population within the study area by age group.

Table 1: Population Demographics

	Value	Total	0-14	15-74	75+
2011	Absolute	65,238	12,468	48,850	3,920
	Percentage		19%	75%	6%
2021	Absolute	79,785	15,666	59,222	4,897
	Percentage		20%	74%	6%

The preceding data shows that the study area’s **population has increased by 22%** between 2011 and 2021, with the composition of the population remaining broadly similar; with a slight increase in the portion of the population aged 0-14, and a slight decrease in the population aged 15-74.

GEOGRAPHIC CHANGES

Figure 1 provides a comparison of Output Area Boundaries in 2011 against those in 2021.

Figure 1: Comparison of 2011 and 2021 Output Area Boundaries

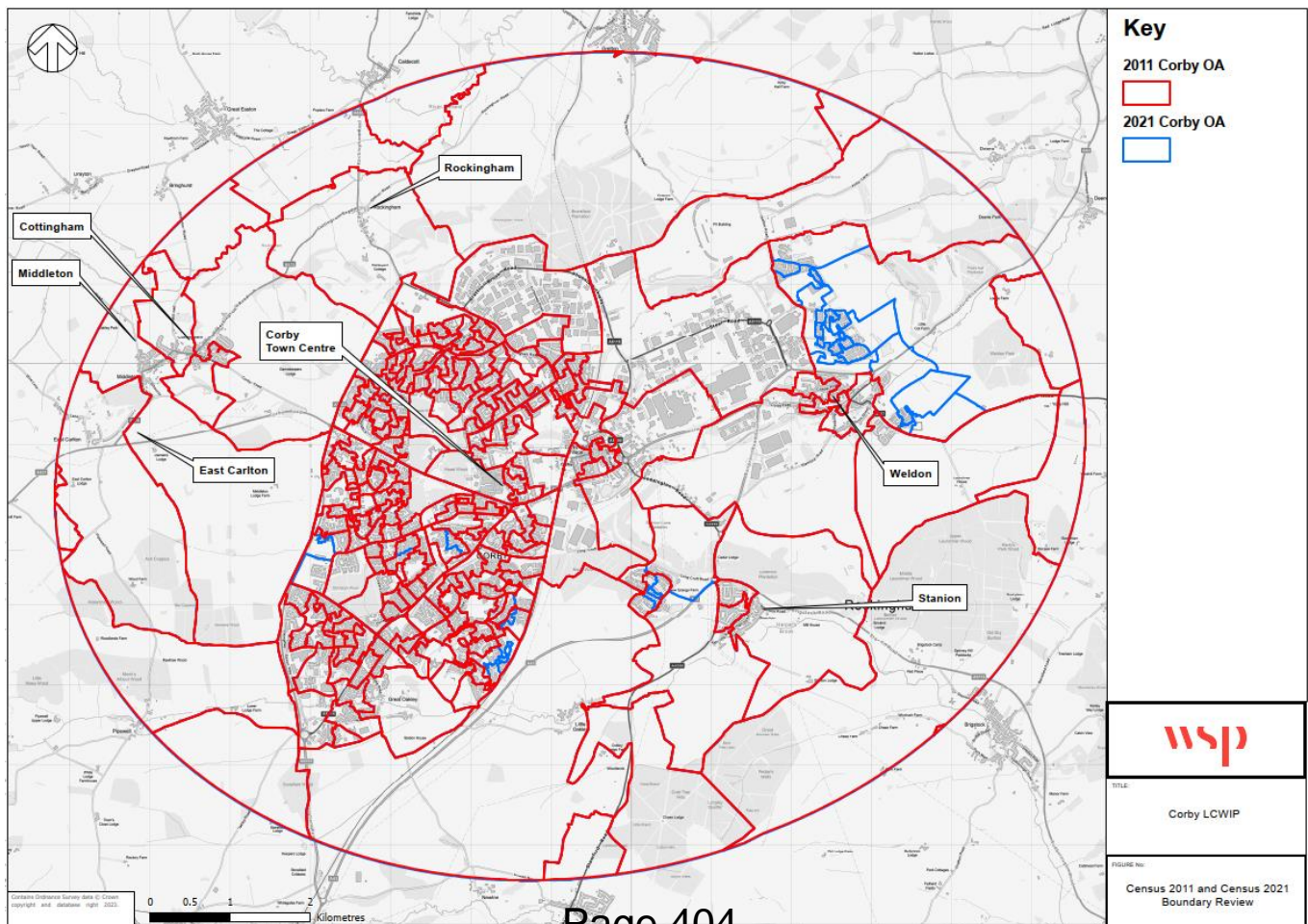


Figure 1 shows that some of the Output Areas have been divided between the 2011 and 2021 Census, particularly in the developing east of the town. This is due to the definition of an Output Area as an area containing between 40 and 250 households². As new developments have come forward since 2011 the Office for National Statistics created new UAs by subdividing the 2011 OAs so that the 2021 number of households per OA remained in the 40-250 band.

MODE SHARE CHANGES

INTRODUCTION & ADJUSTMENTS

This section of the Note compares how many people travelled to work on foot or by bike in 2011 and 2021. The Mode Share is calculated from the Census Travel to Work (TTW) data at OA level.

The 2011 Census TTW data counts the resident population as everyone aged between 16 and 74, setting those not Travelling to Work in a separated “Unemployed” Category. The 2021 Census TTW only includes those working in the study year.

Therefore, to make the data sets comparable, the “Unemployed” category in the 2011 data set isn’t considered as a portion of those working.

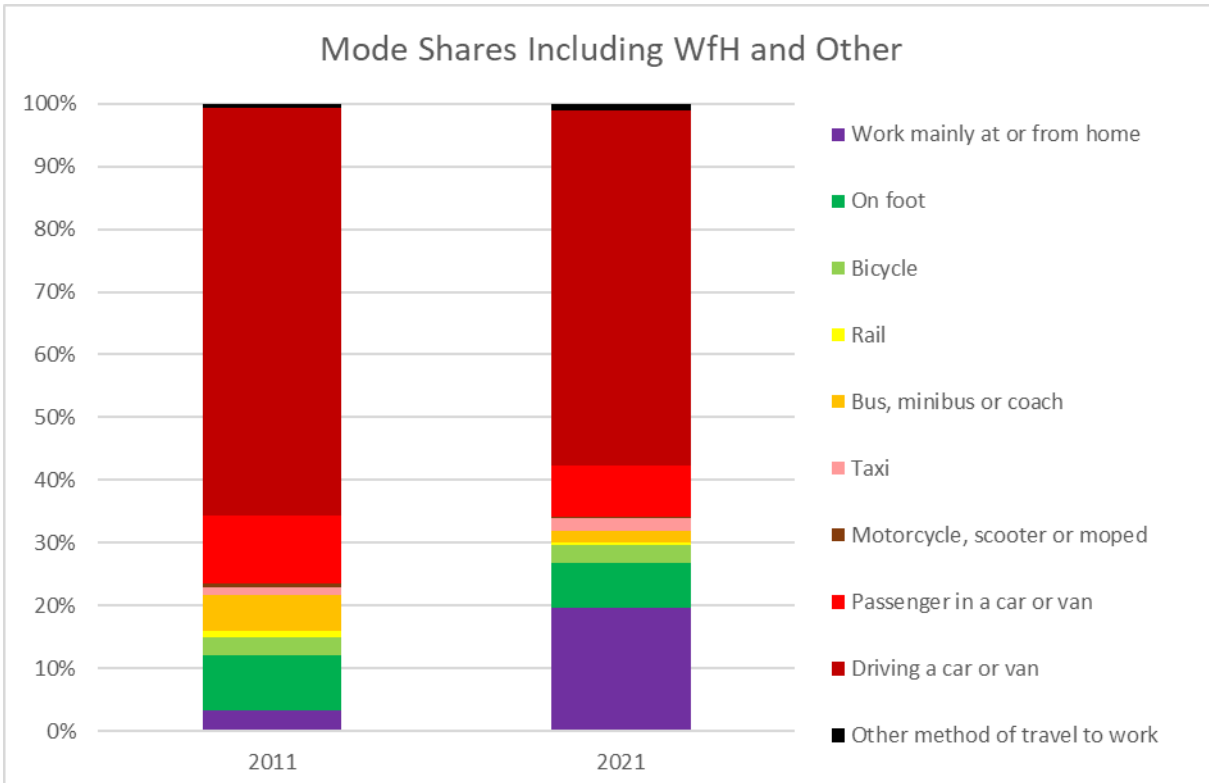
Additionally, both Census data sets include “Working from Home” (WfH) and “Other” as response options. These are also discounted as:

- Those “Working from Home” aren’t travelling to work and therefore not adding trips to the network.
- “Other” is a very vague category that doesn’t really lend itself to use in this analysis.

Additionally, discounting Work from Home is also intended to make for a fairer comparison of 2011 and 2021, with Residents in the latter year being more likely to Work from Home due to the Covid-19 lockdown. For reference, **Figure 2** shows the study area Mode Shares in 2011 and 2021 including “Working from Home” and “Other”.

² Office for National Statistics (2021) *Census 2021 Geographies*. Available at: <https://www.ons.gov.uk/methodology/geography/ukgeographies/censusgeographies/census2021geographies> (Accessed 12/01/2023)

Figure 2: 2011 & 2021 Study Area Mode Share Including Working from Home and Other



As can be observed, if retained, Working from Home makes up 20% of trips in 2021, likely due to the pandemic and lockdown restrictions on movement. This means that, if retained, it would make the mode shares of those actually travelling look like a smaller share.

MAPS

Figure 3 and **Figure 4** show the OA Level Walking Mode Share in 2011 and 2021 respectively (excluding WFH). **Figure 5** shows the percentage change between 2011 and 2021.

Figure 3: 2011 Walking Mode Share at OA Level



Figure 4: 2021 Walking Mode Share at OA Level

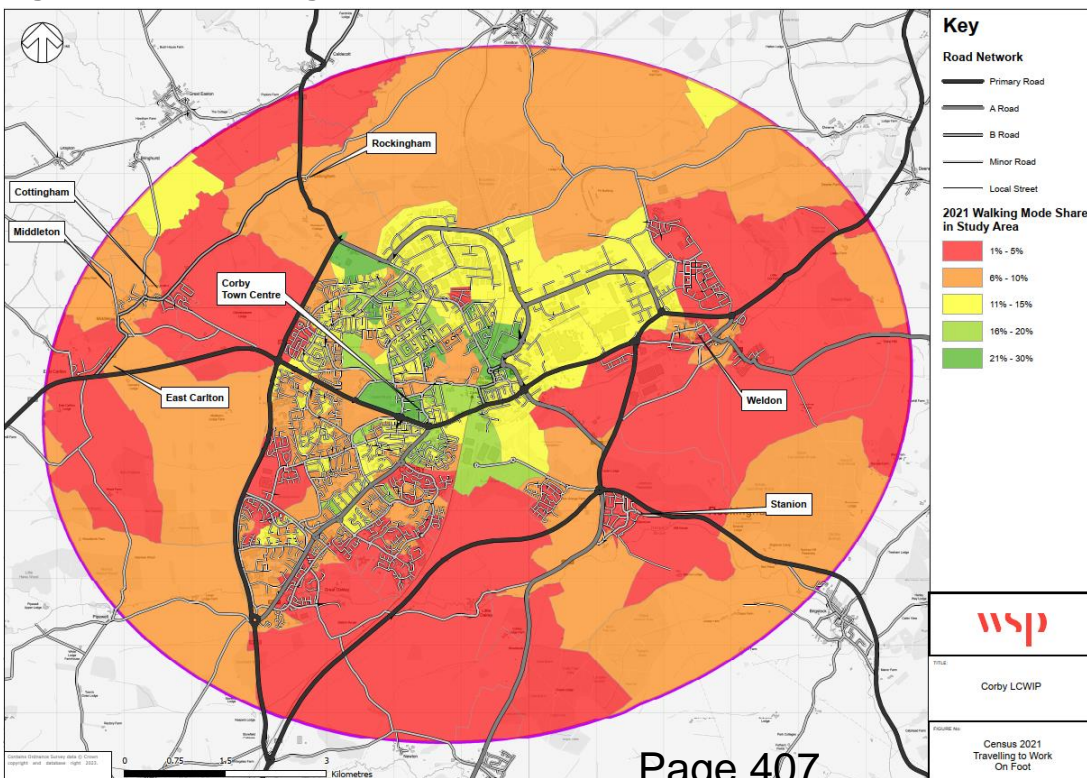
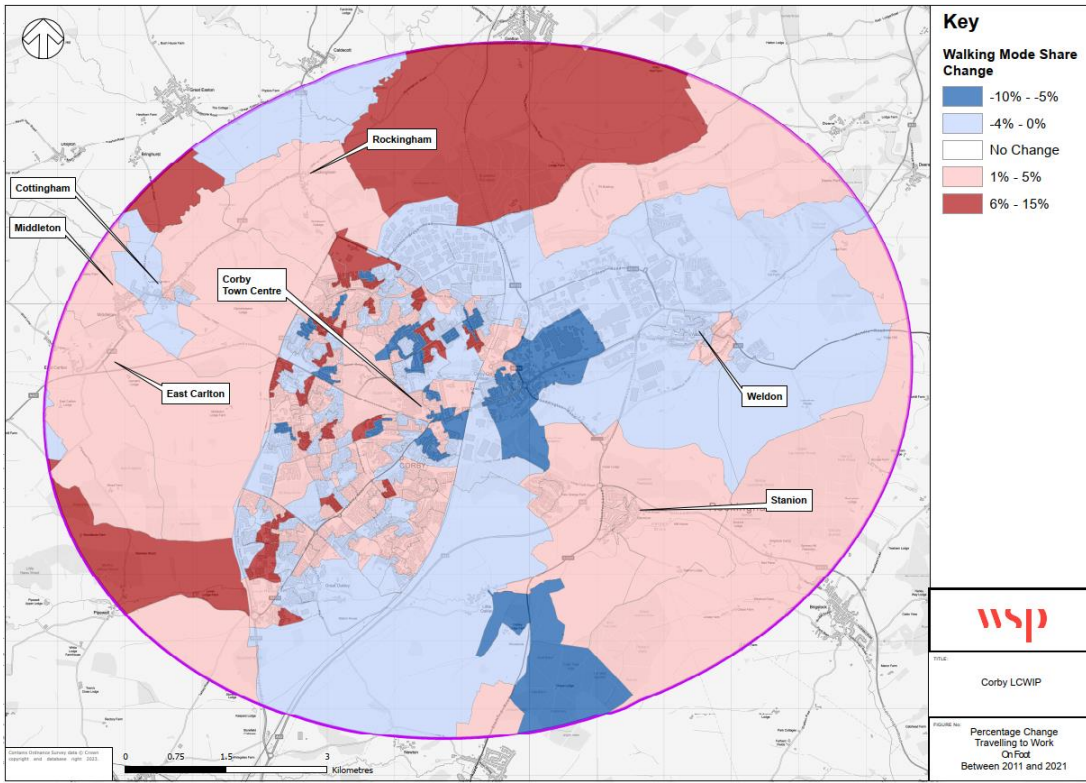


Figure 5: Change in Walking Mode Share between 2011 and 2021



The preceding figures show that there has been a shift between 1% and 15% towards walking in the areas to the north and west of Corby. Areas in the west of the town (in relation to the town centre) also show an increased walking mode share, in most instances. There are reductions in walking mode share in the east of the town centre area, as well as the wider east of Corby. This includes the initial stages of the Priors Hall development.

Table 2 shows the change in Walking mode share between 2011 and 2021 for the whole study area.

Table 2: Total Residents Walking to Work

	Residents Travelling to Work Within Study Area	Study Area Residents Walking to Work	
		Total	Mode Share
2011	31,546	2,736	8.7%
2021	32,335	2,889	8.9%
Percentage Change	+3%	+6%	+0.2%

As can be observed in **Table 2**, the number of residents within the study area travelling to work increased by 3% between 2011 and 2021. Over the same period, the portion of residents walking to work increased by 6%, representing an increase in walking’s mode share of 0.2% overall.

Figure 6 and **Figure 7** show the OA Level Cycling Mode Share in 2011 and 2021 respectively. **Figure 8** shows the percentage change between 2011 and 2021.

Figure 6: 2011 Cycling Mode Share at OA Level

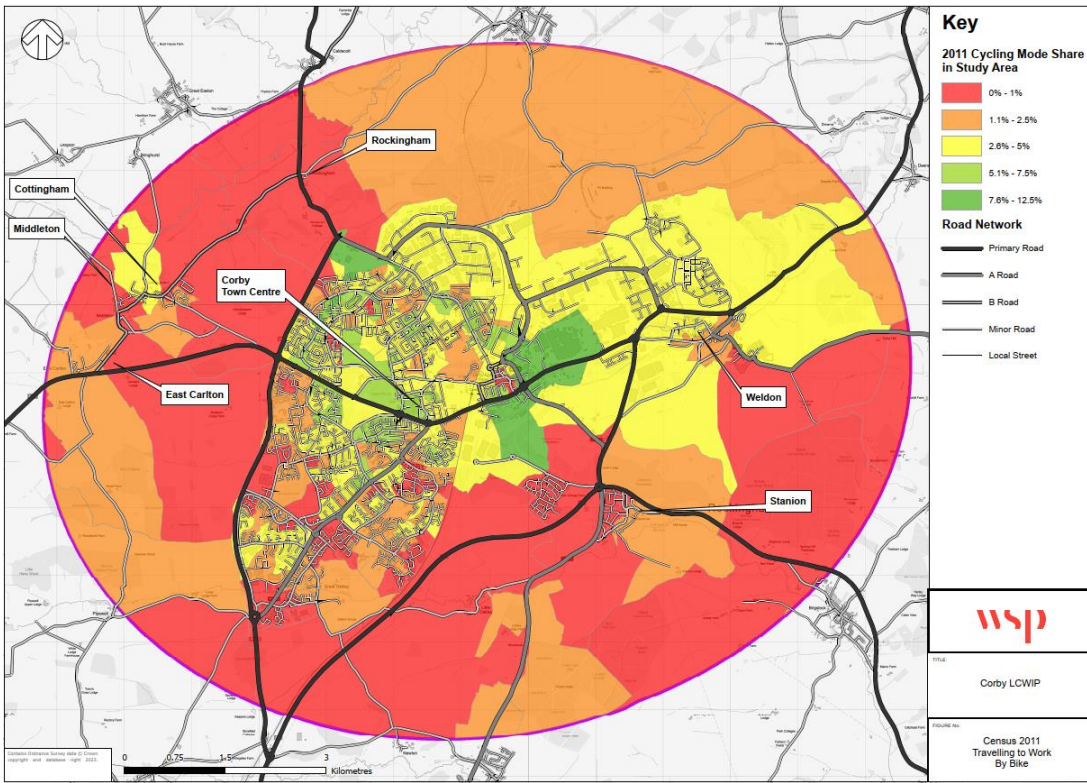


Figure 7: 2021 Cycling Mode Share at OA Level

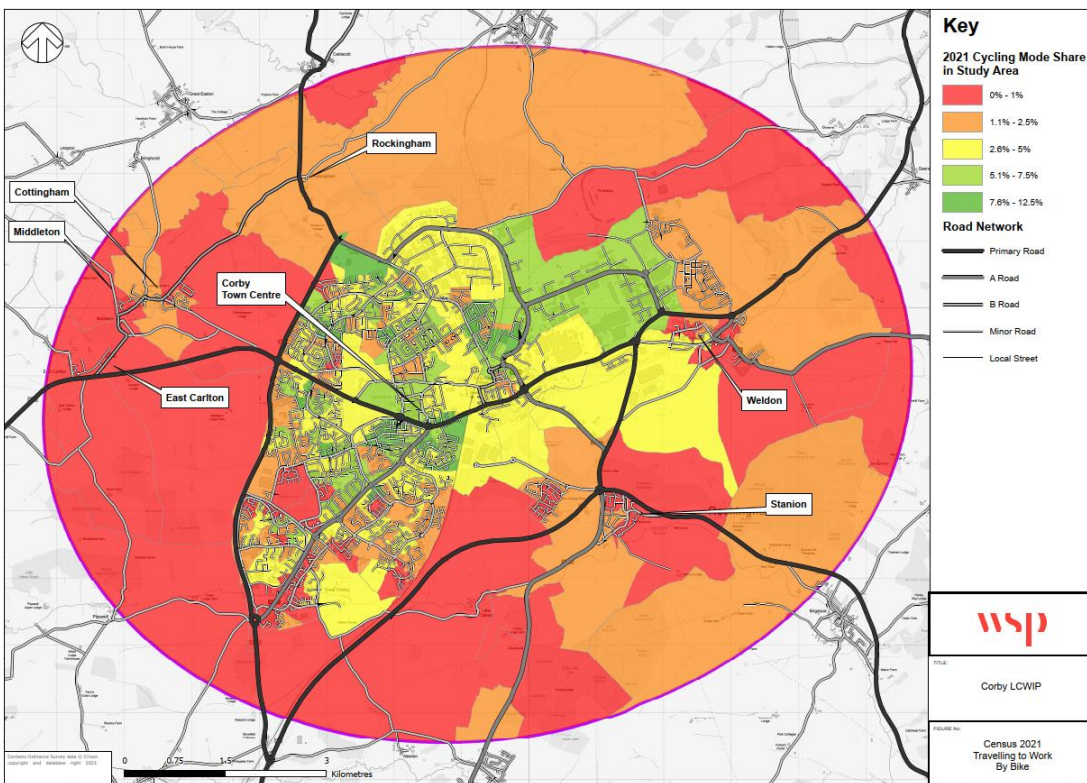
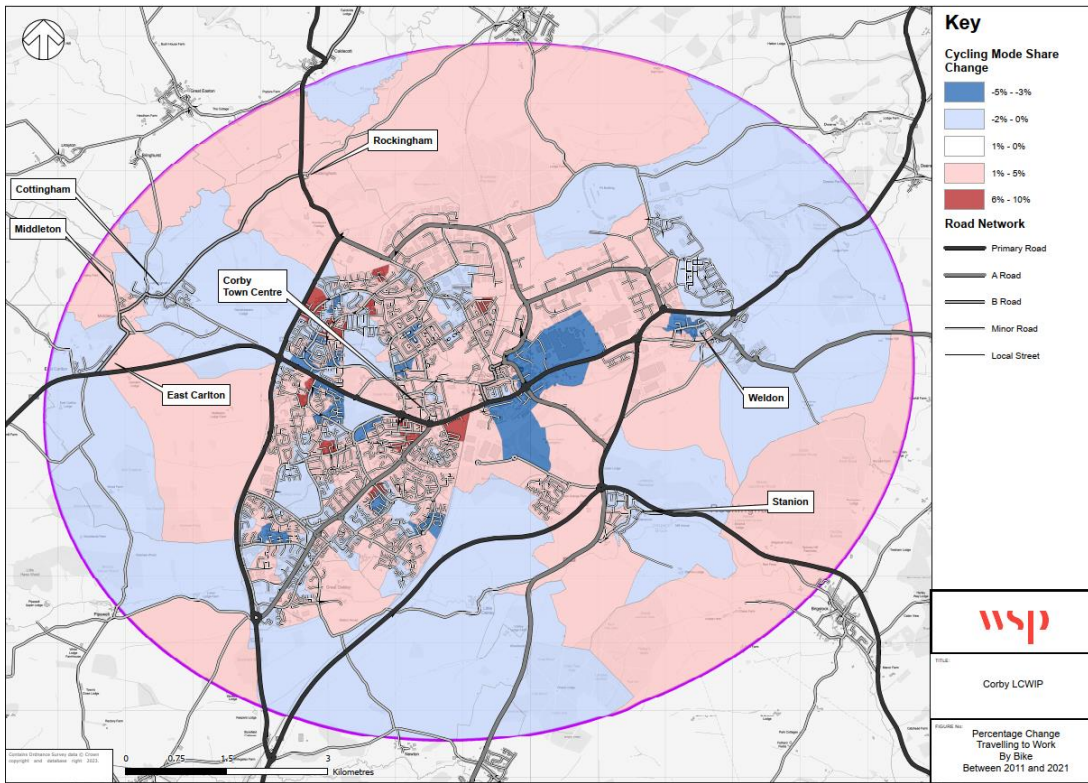


Figure 8: Change in Cycling Mode Share between 2011 and 2021



The preceding Figures show that, between 2011 and 2021, cycling in Corby increased across many OAs within the town centre area, as well as to the southwest along Oakley Road. There were also increases in cycling mode share for the OAs north and west of the town. Cycle mode share declined in pockets either side of the A427, with a marked decline in cycling mode share in the area east of Corby Old Village, similar to the decline in walking mode share in the same area. This could be driven by the changing land uses in the area, with the closure of Corus’s offices and wider redevelopment of the area leading to residents needing to travel further for work on trips less suited to walking or cycle use.

Table 3 shows the change in Cycle mode share between 2011 and 2021 for the whole study area.

Table 3: Total Residents Cycling to Work

	Residents Travelling to Work in Study Area	Study Area Residents Cycling to Work	
		Total	Mode Share
2011	31,546	876	2.8%
2021	32,335	1,131	3.5%
Percentage Change	+3%	+29%	+0.7%

As can be observed, the number of people travelling to work by cycle increased by 29% between 2011 and 2021. This increased the cycling’s mode share among those physically travelling to work by 0.7%.

HOUSEHOLD CAR OWNERSHIP

Figure 9 and Figure 10 show the portion of Households without Access to Cars in 2011 and 2021 respectively. Figure 11 shows the percentage change between 2011 and 2021.

Figure 9: Census 2011 Portion of Households Without Car Access

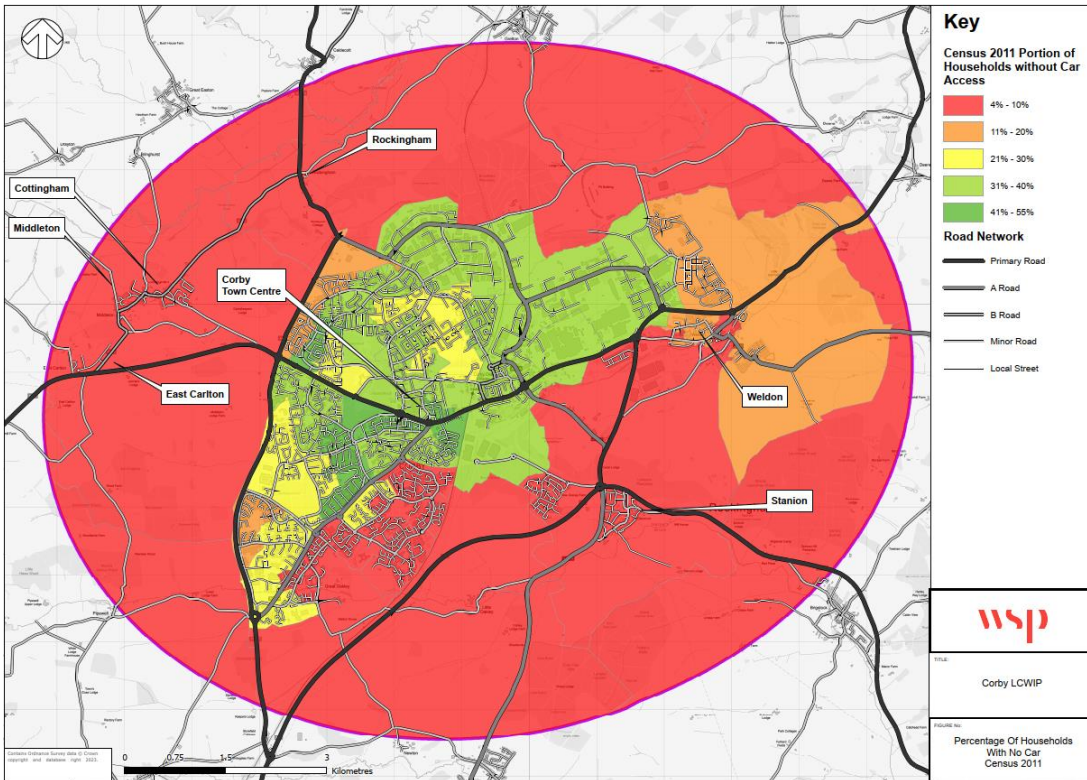


Figure 10: Census 2021 Portion of Households Without Car Access

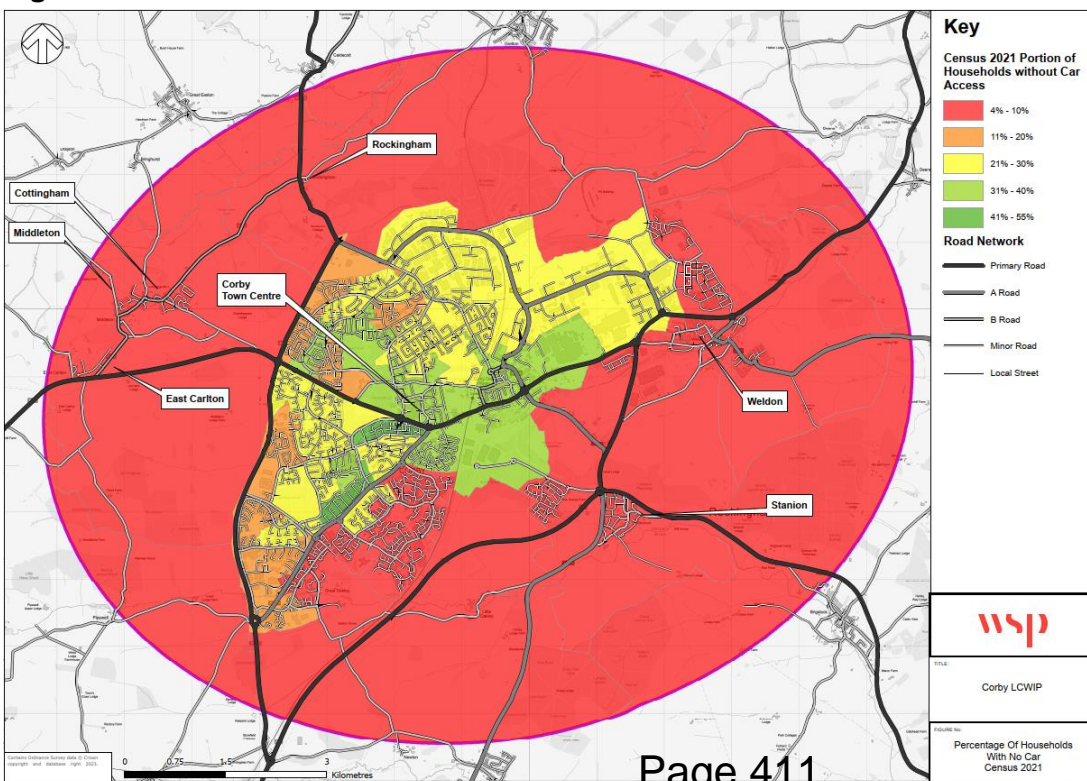
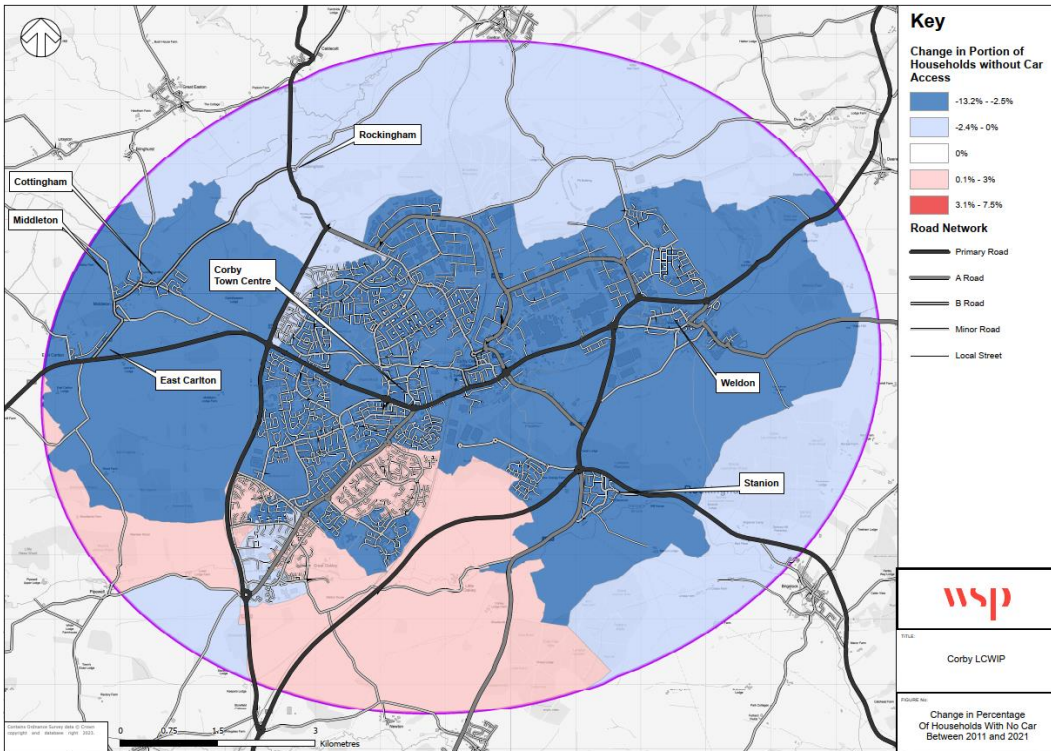


Figure 11: Change in Portion of Households Without Car Access between 2011 and 2021



As shown in **Figure 12**, the majority of the study area saw reductions in the portion of households without car access between 2011 and 2021, with the exception of some of the outlying areas to the southwest. The shift in the southwest could reflect the new developments on the southern edge of Corby, adding new households within walking or cycling distance of the town in what was previously a rural, car dependent, Census Area.

Table 4 and **Figure 12** show the changes in household car ownership within the study area between 2011 and 2021.

Table 4: Study Area Car Ownership Changes

	All Households within the Study Area	Households with No Car	Households with One Car	Households with Two Cars	Households with Three+ Cars
2011	30,576	7,081	12,927	8,175	2,393
2021	35,715	6,245	14,159	11,355	3,956
Percentage Change	+17%	-12%	+10%	+39%	+65%

Figure 12: Study Area Car Ownership Changes

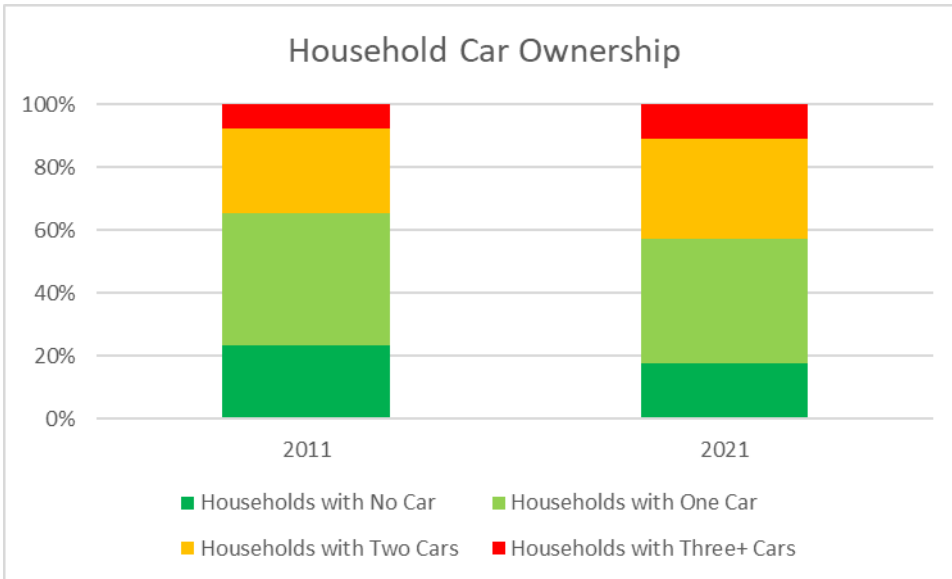


Table 4 and **Figure 12** show that, between 2011 and 2021, the portion of households with access to one car increased slightly, with larger increases in the portions with two or more cars available. The increased car availability is reflected by an increase in the portion of residents travelling to work by car from 69% to 73%; possibly encouraged by the restrictions on public transport use in place due to the COVID-19 pandemic at the time of Census.

Furthermore, ownership of more than one car often allows the additional vehicle to be used for non-work trips which wouldn't be identified in the census data.

DISTANCE TRAVELLED TO WORK

Figure 13 and **Figure 14** show the distances travelled to work by those in the study area for 2011 and 2021 respectively. These are supported by **Table 5** which sets out the same portions in absolute numbers.

Figure 13: 2011 Distance of Trips to Work as a Portion of Trips

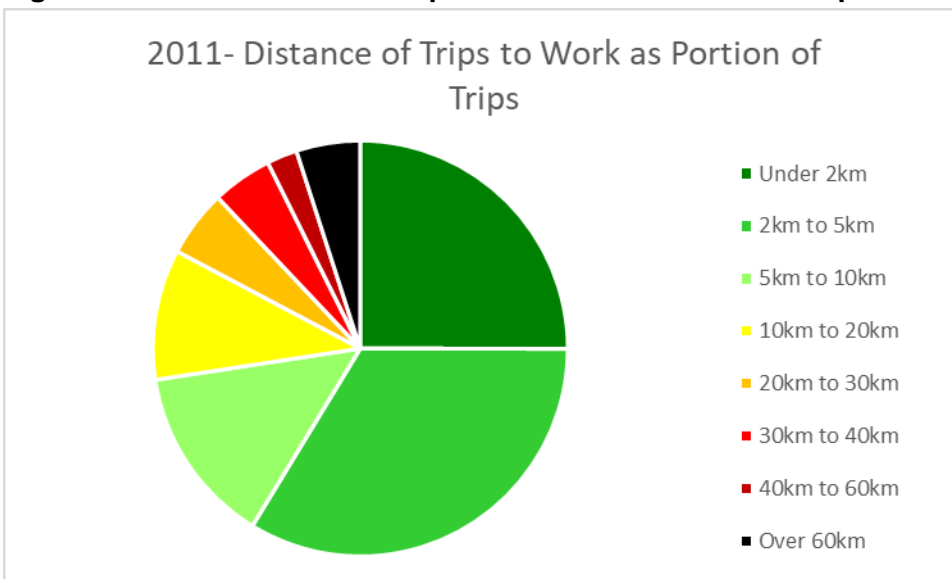


Figure 14: 2021 Distance of Trips to Work as a Portion of Trips

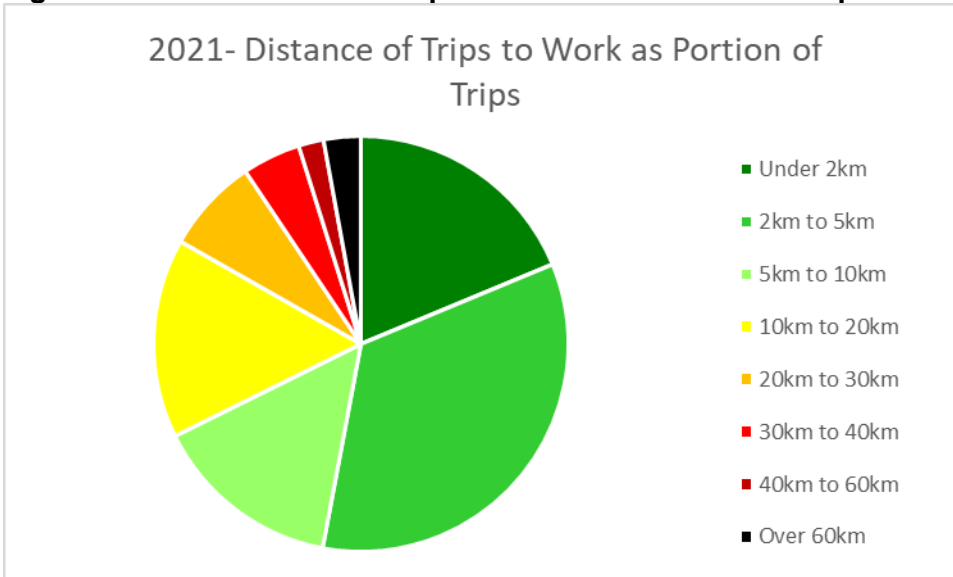


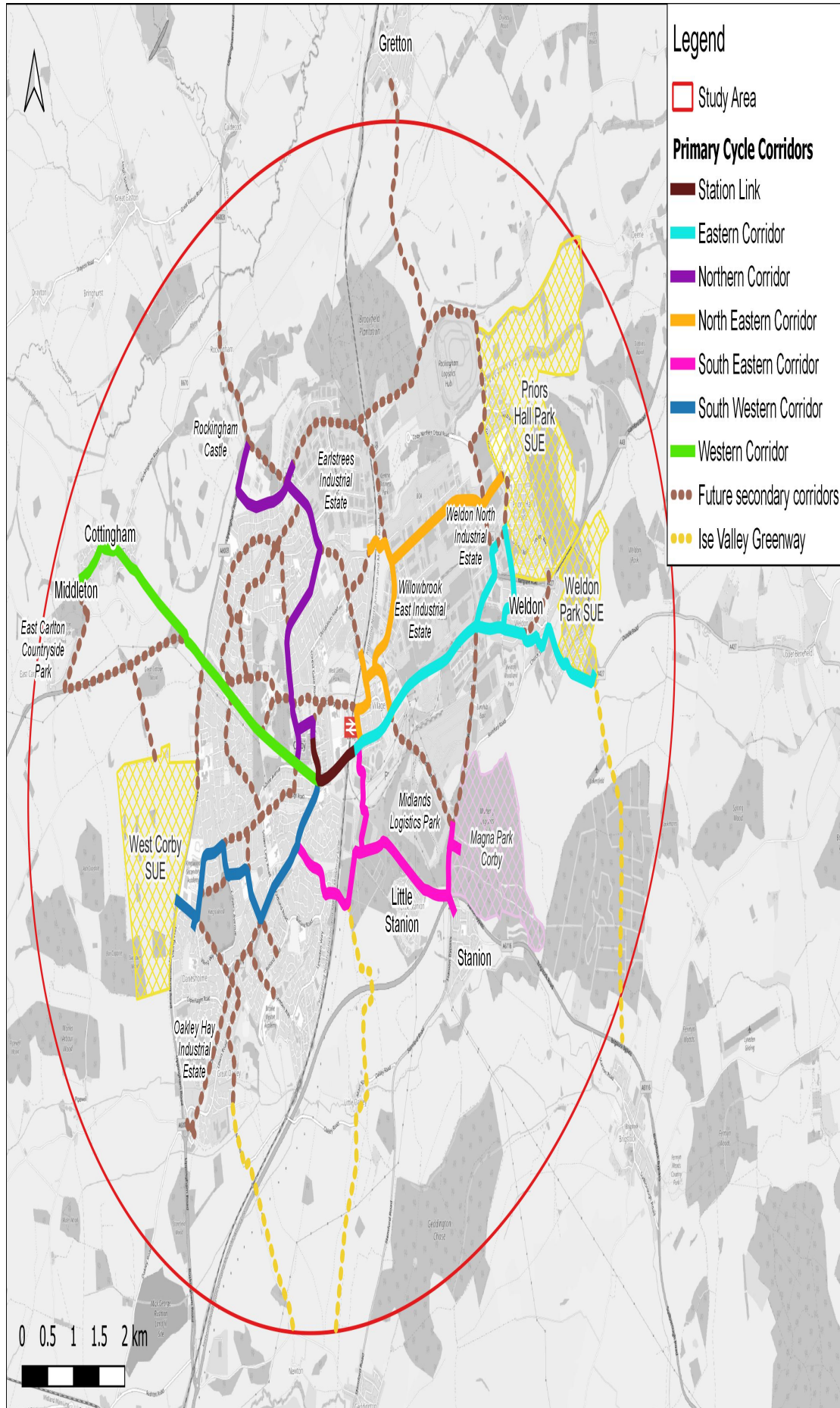
Table 5: Study Area Travel to Work Distances

Year	Value	<2km	2km to 5km	5km to 10km	10km to 20km	20km to 30km	30km to 40km	40km to 60km	>60km	Total Travel to Work Distance Responses ³
2011	Absolute	7,127	9,593	3,952	2,892	1,479	1,340	674	1,421	28,478
	Percentage	25%	34%	14%	10%	5%	5%	2%	5%	
2021	Absolute	5,168	9,434	4,061	4,279	2,036	1,254	541	798	27,571
	Percentage	19%	34%	15%	16%	7%	5%	2%	3%	

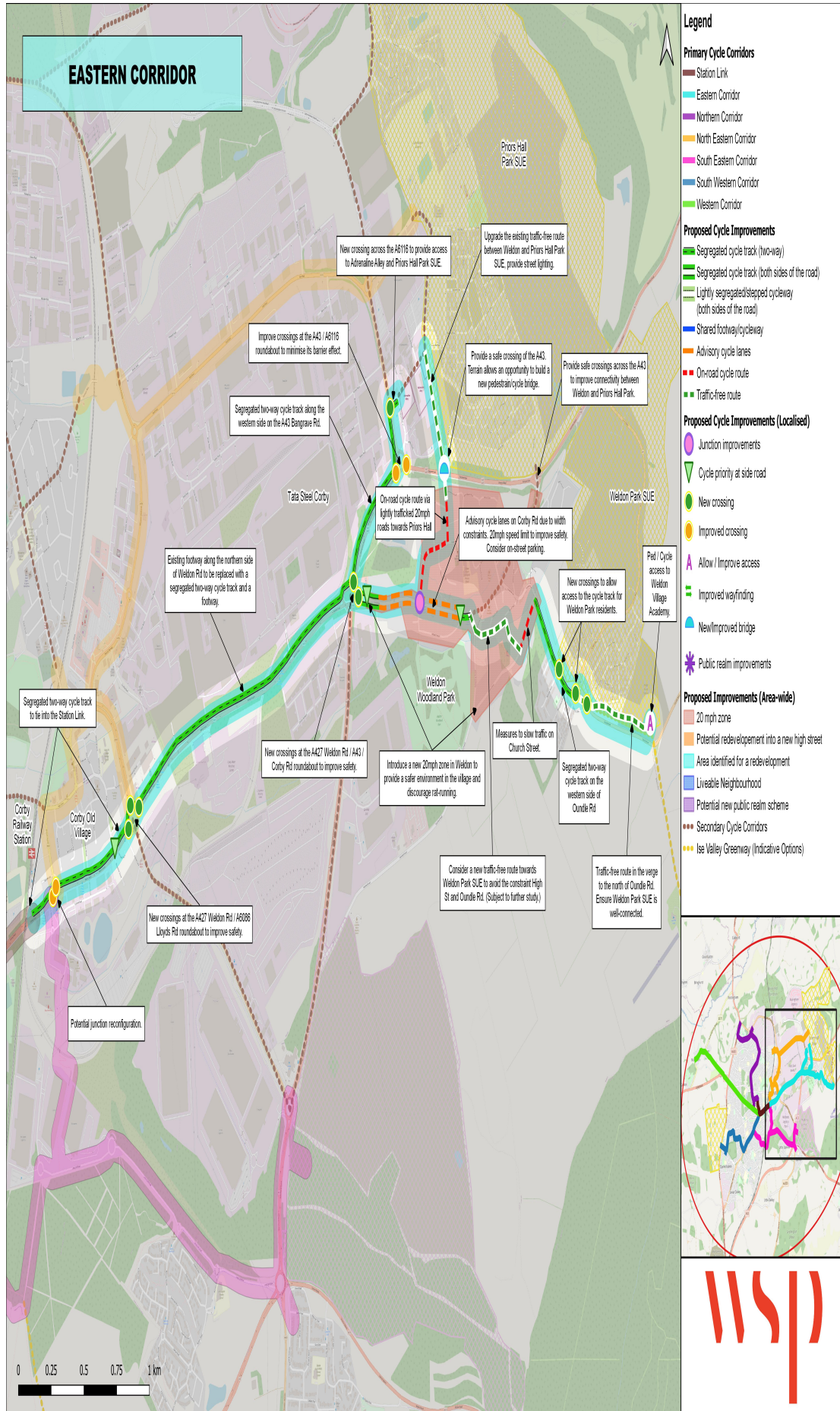
As can be observed, there has been a reduction in trips under 2km, with trips of 10km to 20km increasing both proportionality and in absolute numbers. There's also a small increase in trips of 20km to 30km. This could impact the portion of travel to work trips for which walking and cycling are viable options.

Trips between 2km and 5km, which could potentially be undertaken by bicycle, remain a stable proportion of trips, though show a small decrease in absolute numbers.

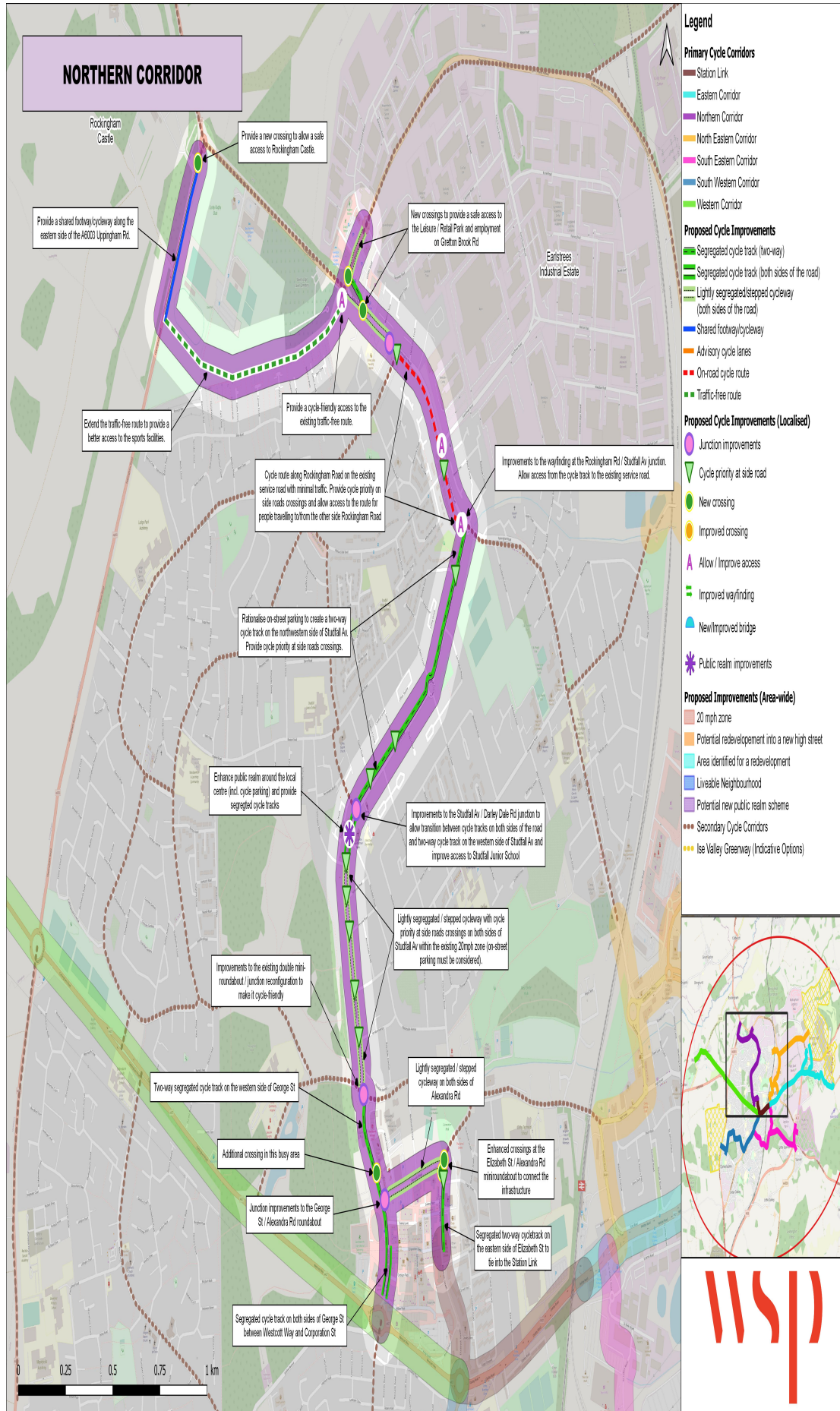
³ As can be observed, these don't align with the Travel to Work Within Study Area value given in **Table 2**. This is likely due to inconsistent responses to the Census.



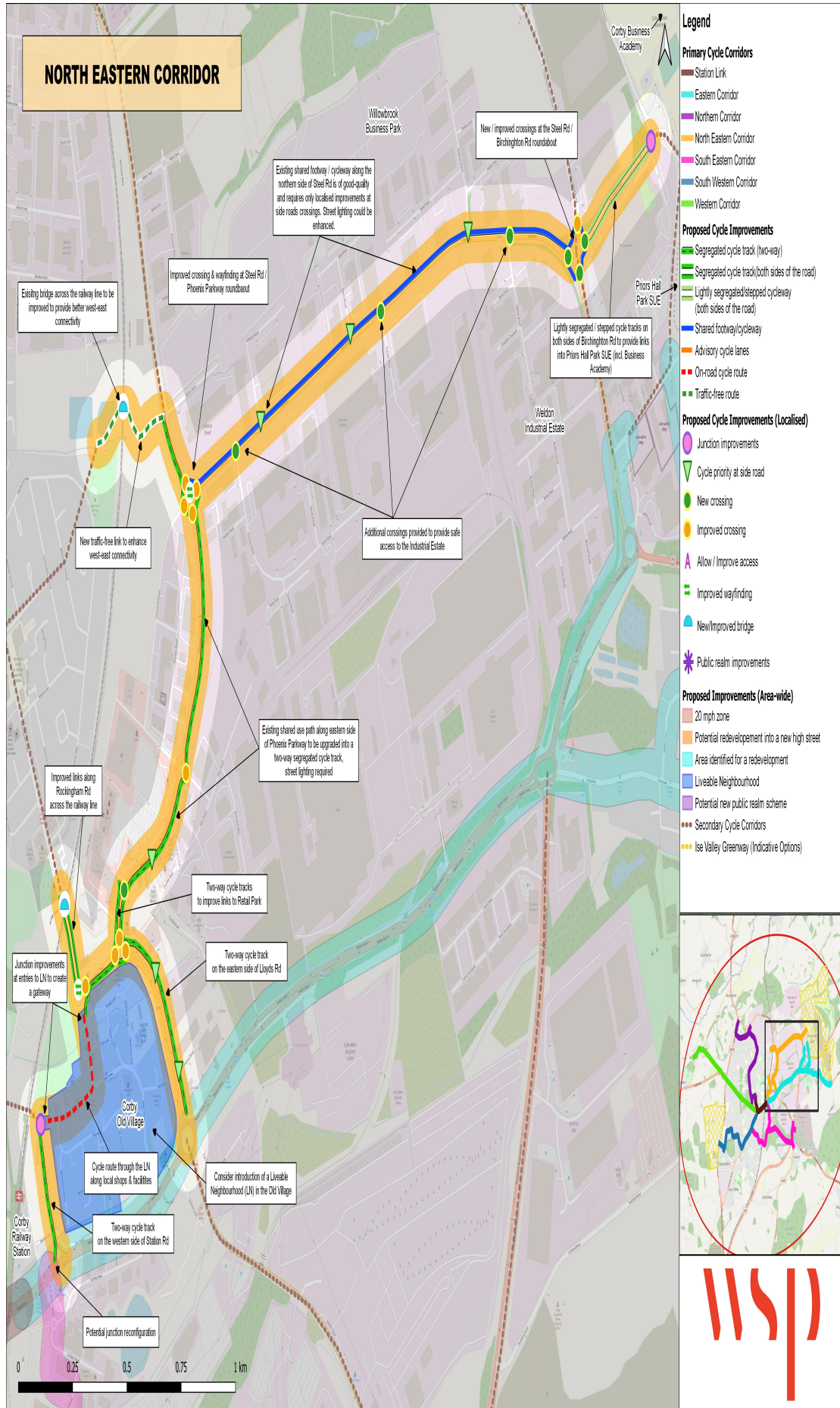
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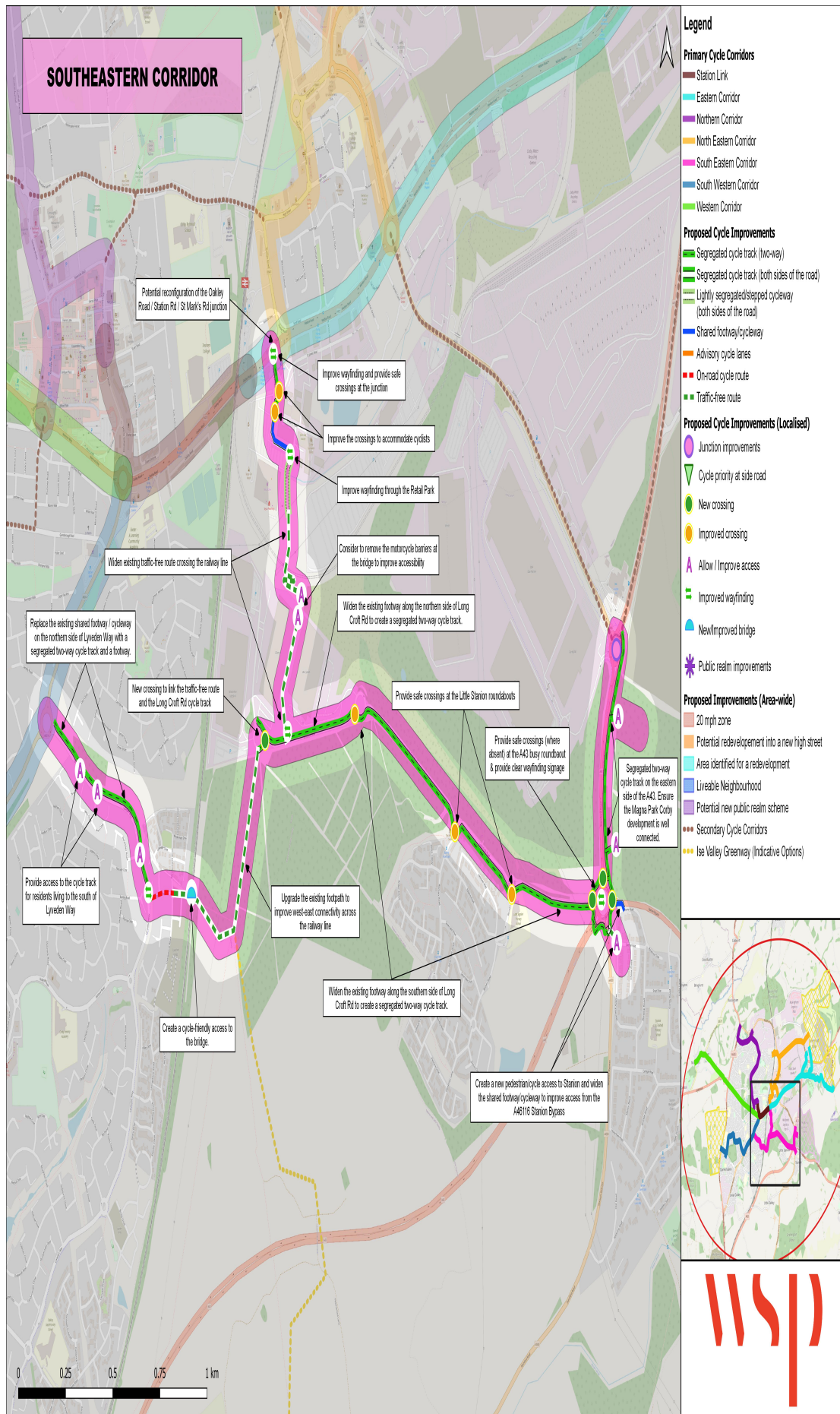
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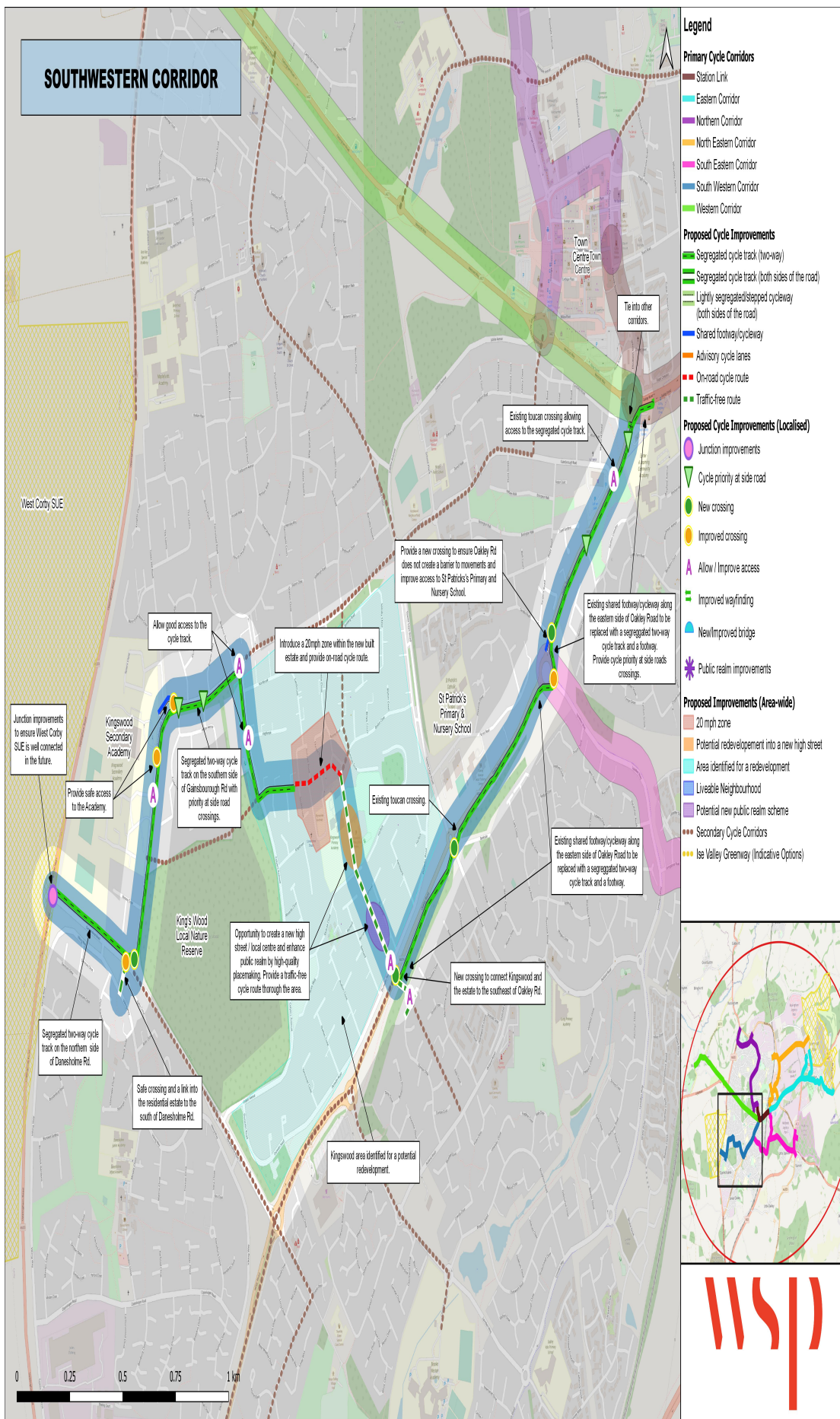
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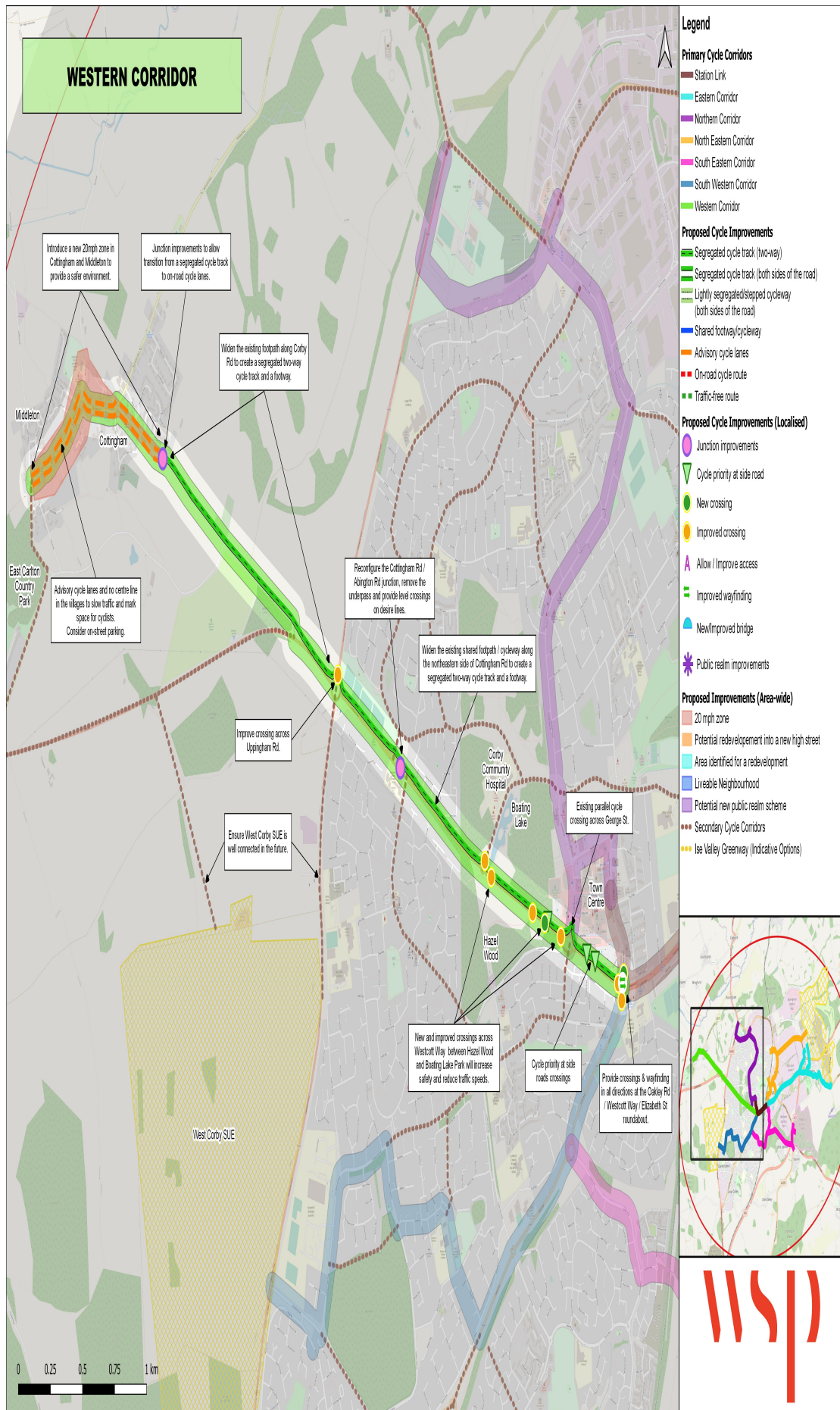
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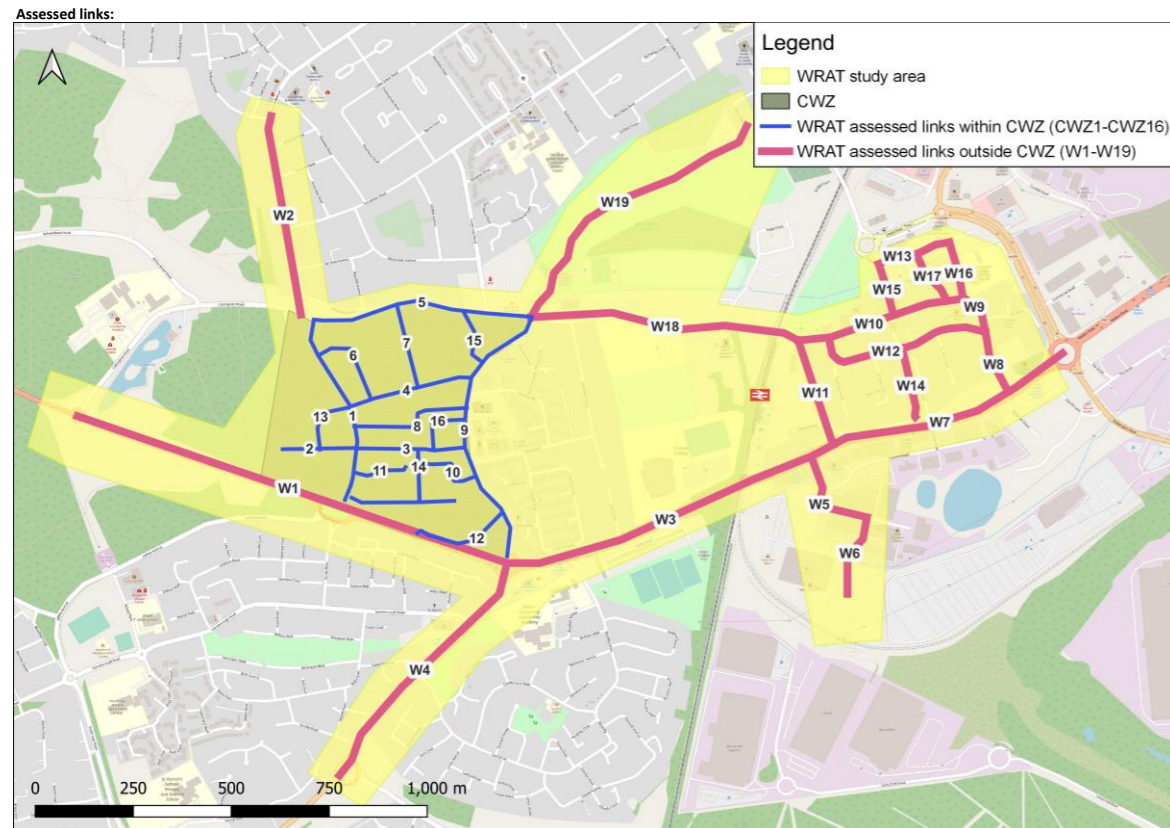


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Walking Route Audit Tool (WRAT) Scoring

Team of assessors:
 JQ - Jordan Quinlan (WSP)
 AH - Alison Holland (Brightwayz)
 NH - Neil Holland (West Northamptonshire Council)
 RL - Richard Lewis (Brightwayz / ActivePlanning)
 EC - Esme Cushing (West Northamptonshire Council)

Walking Route	Attractiveness							Comfort							Directness							Safety							Coherence							Total						
	Assessors						Average	Assessors						Average	Assessors						Average	Assessors						Average	Assessors						Average							
	JQ	AH	NH	RL	EC	JQ		AH	NH	RL	EC	JQ	AH		NH	RL	EC	JQ	AH	NH		RL	EC	JQ	AH	NH	RL		EC	JQ	AH	NH	RL	EC		JQ	AH	NH	RL	EC	Average	
CWZ1	5	5	5	5	6	5.20	10	9	8	8	8	8.60	7	9	8	7	7	7.60	6	4	6	6	6	5.60	1	2	1	2	1	1.40	7.25	7.25	7	7	7	7.10						
CWZ2	6	8	6	6	6	6.40	10	12	10	8	10	10.00	10	12	10	2	10	8.80	6	5	6	6	6	5.80	2	2	2	2	2	2.00	8.5	9.75	8.5	6	8.5	8.25						
CWZ3	6	8	4	6	6	6.00	10	11	9	6	9	9.00	10	12	10	2	10	8.80	5	6	6	6	6	5.80	2	2	2	2	1	1.80	8.25	9.75	7.75	5.5	8	7.85						
CWZ4	3	6	3	5	3	4.00	7	10	8	8	7	8.00	7	5	9	6	8	7.00	4	5	3	1	5	3.60	1	2	1	1	1	1.20	5.5	7	6	5.25	6	5.95						
CWZ5	4	4	3	7	5	4.60	8	6	6	7	6	6.60	7	3	7	5	8	6.00	3	2	3	2	4	2.80	1	2	1	1	1	1.20	5.75	4.25	5	5.5	6	5.30						
CWZ6	2	2	2	2	2	2.00	3	4	3	4	3	3.50	0	2	6	3	2.75	2	6	5	6	6	4.75	0	1	0	1	1	0.50	1.75	3.75	4	4	4	3.38							
CWZ7	6	6	6	6	6	6.00	7	8	7	9	7.75	4	8	10	10	8.00	6	6	6	6	6	6	6.00	1	2	2	2	0	1.25	6	7.5	7.75	7.75	7.75	7.25							
CWZ8	1	5	0	4	4	2.50	3	6	2	8	4.75	4	6	6	8	6.00	3	6	4	6	6	4.75	0	2	0	1	1	0.75	2.75	6.25	3	6.75	6.75	4.69								
CWZ9	2	3	2	4	4	3.00	5	9	6	6	6	6.40	0	3	6	3	6	3.60	3	3	3	2	6	3.40	0	2	0	0	1	0.60	2.5	5	4.25	3.75	5.75	4.25						
CWZ10	2	5	4	3	3	3.50	3	8	8	3	5.50	5	6	10	2	5.75	2	6	6	6	6	5.00	0	2	2	2	2	1.50	3	6.75	7.5	4	6.75	5.31								
CWZ11	1	3	3	4	4	2.75	4	4	6	8	5.50	4	6	6	8	6.00	2	5	4	6	6	4.25	0	1	0	1	1	0.50	2.75	4.75	4.75	6.75	6.75	4.75								
CWZ12	2	5	2	5	5	3.50	0	10	2	8	5.00	2	5	4	7	4.50	4	6	4	6	6	5.00	1	2	0	1	1	1.00	2.25	7	3	6.75	6.75	4.75								
CWZ13	4	2	5	5	5	4.00	4	3	10	10	6.75	3	3	6	8	5.00	6	4	5	6	6	5.25	0	1	2	1	1	1.00	4.25	3.25	7	7.5	7.5	5.50								
CWZ14	6	5	6	6	6	5.75	10	10	10	10	10.00	10	10	10	10	10.00	6	6	6	6	6	6.00	2	2	2	2	2	2.00	8.5	8.25	8.5	8.5	8.5	8.44								
CWZ15	5	3	6	6	6	4.67	9	6	8	8	7.67	10	10	9	9.67	6	6	6	6	6	6.00	2	2	2	2	2	2.00	8	6.75	7.75	7.75	7.75	7.50									
CWZ16	6	4	4	4	4	4.67	10	9	10	10	9.67	10	10	10	10.00	5	6	6	6	6	5.67	2	2	2	2	2	2.00	8.25	7.75	8	8	8	8.00									
W1	3	3	3	3	3	3.00	9	6	6	6	7.50	3	4	4	4	3.50	4	4	4	4	4	4.00	1	1	1	1	1	1.00	5	4.5	4.5	4.5	4.5	4.75								
W2	6	5	5	5	5	5.50	9	5	5	5	7.00	3	8	8	8	5.50	6	3	3	3	3	4.50	1	1	1	1	1	1.00	6.25	5.5	5.5	5.5	5.5	5.88								
W3	2	2	2	4	4	2.67	7	7	9	9	7.67	2	2	3	3	2.33	2	2	0	0	0	1.33	1	1	1	1	1	1.00	3.5	3.5	4.25	4.25	4.25	3.75								
W4	5	2	2	2	2	3.50	10	7	7	7	8.50	7	5	5	5	6.00	5	3	3	3	3	4.00	1	1	1	1	1	1.00	7	4.5	4.5	4.5	4.5	5.75								
W5	1	2	2	2	2	1.50	4	5	5	5	4.50	7	4	4	4	7.00	3	4	4	4	4	3.50	0	0	0	0	0	0.00	3.75	4.5	4.5	4.5	4.5	4.13								
W6	3	2	2	2	2	2.50	8	6	6	6	7.00	2	8	8	8	5.00	3	5	5	5	5	4.00	1	1	1	1	1	1.00	4.25	5.5	5.5	5.5	5.5	4.88								
W7	3	2	2	1	1	2.00	5	7	7	7	6.33	2	2	5	5	3.00	1	0	0	0	0	0.33	1	0	1	1	1	0.67	3	2.75	3.5	3.5	3.5	3.08								
W8	4	4	4	3	3	3.67	4	7	4	4	5.00	4	8	2	4	4.67	3	6	5	5	5	4.67	0	0	1	1	1	0.33	3.75	6.25	3.75	3.75	3.75	4.58								
W9	6	4	4	4	4	5.00	10	10	10	10	10.00	5	9	9	9	7.00	6	5	5	5	5	5.50	1	1	1	1	1	1.00	7	7.25	7.25	7.25	7.25	7.13								
W10	6	3	1	1	1	3.33	5	7	5	5	5.67	6	7	2	2	5.00	6	3	1	1	1	3.33	1	1	1	1	1	1.00	6	5.25	2.5	2.5	2.5	4.58								
W11	4	3	2	2	2	3.00	5	8	7	7	6.67	4	7	3	3	4.67	3	4	2	2	2	3.00	1	0	1	1	1	0.67	4.25	5.5	3.75	3.75	3.75	4.50								
W12	5	4	4	4	4	4.50	6	8	8	8	7.00	6	9	9	9	7.50	4	5	5	5	5	4.50	1	0	0	0	0	0.50	5.5	6.5	6.5	6.5	6.5	6.00								
W13	5	4	4	4	4	4.50	6	5	5	5	5.50	5	6	7	7	6.00	6	6	6	6	6	6.00	0	0	0	0	0	0.00	5.5	5.5	5.5	5.5	5.5	5.50								
W14	6	4	4	4	4	5.00	8	9	9	9	8.50	5	7	7	7	6.00	6	6	6	6	6	6.00	0	0	0	0	0	0.00	6.25	6.5	6.5	6.5	6.5	6.38								
W15	5	3	2	2	2	3.33	9	5	3	3	5.67	6	8	3	3	5.67	6	1	2	2	2	3.00	1	0	1	1	1	0.67	6.75	4.25	2.75	2.75	2.75	4.58								
W16	4	4	4	4	4	4.00	3	7	7	7	5.00	6	8	8	8	7.00	5	6	6	6	6	5.50	0	0	0	0	0	0.00	4.5	6.25	6.25	6.25	6.25	5.38								
W17	5	5	4	4	4	4.67	7	6	8	8	7.00	6	9	4	4	6.33	6	5	5	5	5	5.33	1	0	1	1	1	0.67	6.25	6.25	5.5	5.5	5.5	6.00								
W18	5	2	2	2	2	3.50	8	8	8	8	8.00	10	6	6	6	8.00	5	3	3	3	3	4.00	1	1	1	1	1	1.00	7.25	5	5	5	5	6.13								
W19	4	5	5	5	5	4.50	10	8	8	8	9.00	10	10	10	10	10.00	6	6	6	6	6	6.00	1	2	2	2	2	1.50	7.75	7.75	7.75	7.75	7.75	7.75								

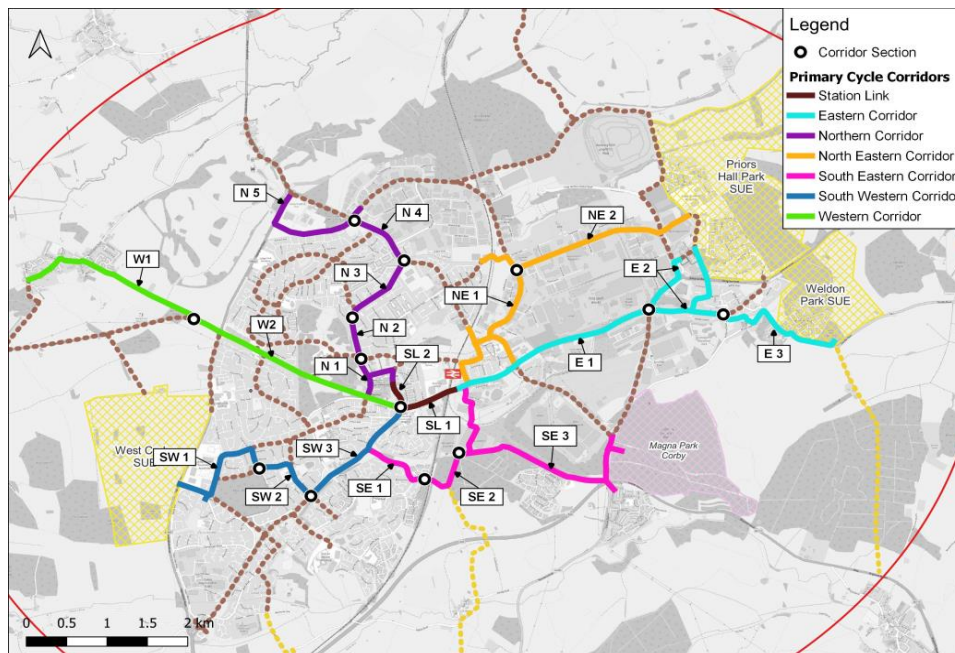


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Corridor	Section No	Section	Base Demand		Future Demand		Increase			
			Cycling	Walking	Cycling	Walking	Cycling	Walking	Total	Total %
Eastern	E 1	A427 Weldon Rd	147	1257	615	1750	469	493	962	69%
	E 2	A43 and new links between Weldon and Priors Hall	67	272	129	337	62	65	127	37%
	E 3	Corby Road-Oundle Road	12	306	232	537	219	231	451	142%
Northern	N 1	George St-Cottingham Rd	511	2947	700	3149	190	202	392	11%
	N 2	Studfall Avenue-Clydesdale Rd	240	1302	297	1363	58	61	118	8%
	N 3	Studfal Avenue-Rockingham Rd	277	1713	368	1808	90	95	185	9%
	N 4	Rockingham Rd	284	1953	313	1984	29	31	60	3%
	N 5	Around Corby Tennis Centre	0	103	129	272	129	169	298	290%
North Eastern	NE 1	A6086	494	1923	755	2198	261	275	537	22%
	NE 2	A6116	94	446	368	735	274	288	562	104%
South Eastern	SE 1	Lyveden Way	129	68	136	74	7	7	14	7%
	SE 2	b/w Lyveden Way-Longcroft Rd (in the woods)	45	277	113	349	68	72	140	44%
	SE 3	Longcroft Rd-St Luke-Mark's Road	84	223	518	680	435	458	892	291%
South Western	SW 1	Danesholme Rd-Gainsborough Rd-Colyers Ave	231	1288	417	1483	186	196	381	25%
	SW 2	Curloss Walk	164	559	252	652	88	93	181	25%
	SW 3	Oakley Rd	475	2338	696	2570	220	232	453	16%
Western	W 1	Berry Rd-High St-Corby Rd	44	136	177	276	133	140	273	152%
	W 2	Cottingham Road	238	2141	563	2483	325	342	666	28%

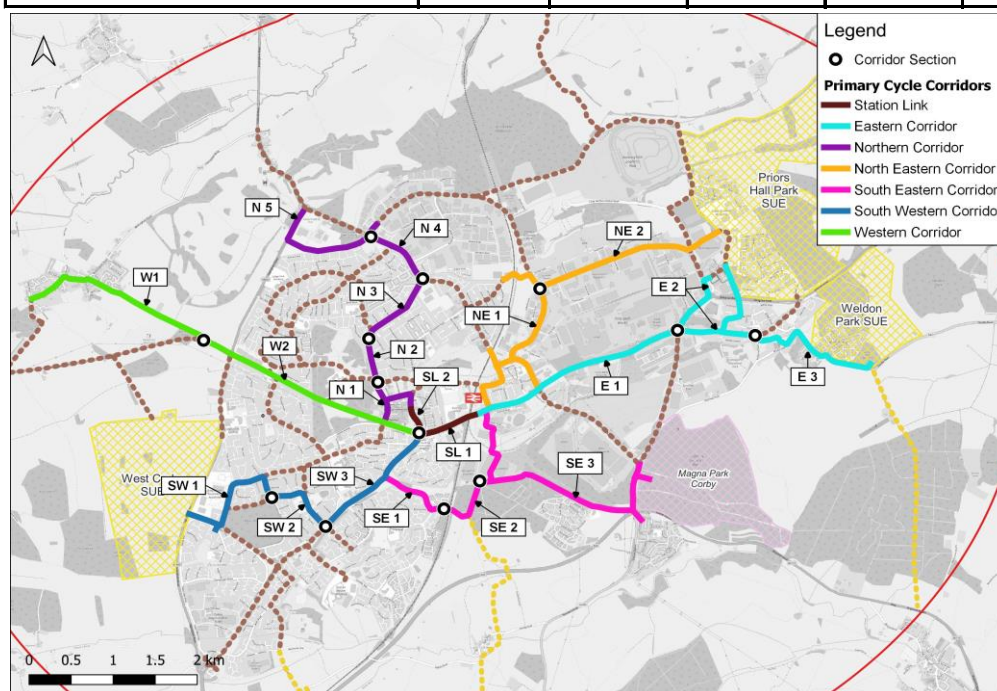
EASTERN CORRIDOR

	E 1	E 2	E 3	Total
Analysis of Monetised Costs and Benefits (in £'000s)				
Congestion benefit	280.66	37.02	131.46	449.14
Infrastructure maintenance	1.57	0.21	0.73	2.51
Accident	47.98	6.33	22.47	76.78
Local air quality	6.61	0.87	3.10	10.58
Noise	3.20	0.42	1.50	5.12
Greenhouse gases	21.82	2.88	10.22	34.91
Reduced risk of premature death	3332.06	439.46	1560.74	5332.26
Absenteeism	548.61	72.36	256.97	877.94
Journey ambience	1350.18	140.30	336.24	1826.72
Indirect taxation	-26.72	-3.52	-12.52	-42.76
Government costs	2917.84	384.83	1366.72	4669.39
Operating Costs	69.34	9.15	32.48	110.97
Private contribution	0.00	0.00	0.00	0.00
PVB	5564.40	696.11	2310.19	8570.69
PVC	2985.62	393.77	1398.46	4777.85
BCR	1.86	1.77	1.65	1.79



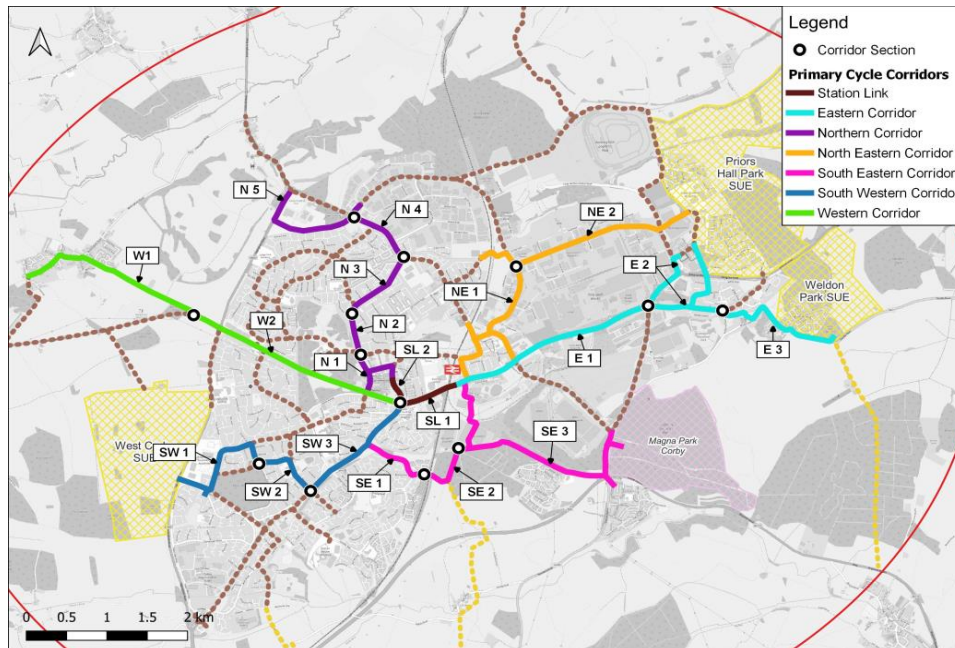
NORTHERN CORRIDOR

	N 1	N 2	N 3	N 4	N 5	Total
Analysis of Monetised Costs and Benefits (in £'000s)						
Congestion benefit	113.89	34.49	54.04	17.48	81.02	202.42
Infrastructure maintenance	0.64	0.19	0.30	0.10	0.45	1.13
Accident	19.47	5.90	9.24	2.99	13.85	34.60
Local air quality	2.68	0.81	1.27	0.41	1.91	4.77
Noise	1.30	0.39	0.62	0.20	0.92	2.31
Greenhouse gases	8.85	2.68	4.20	1.36	6.30	15.74
Reduced risk of premature death	1354.11	409.44	641.54	207.52	985.63	2405.09
Absenteeism	223.31	67.41	105.63	34.17	166.62	396.35
Journey ambience	841.77	161.75	337.95	175.09	136.81	1341.46
Indirect taxation	-10.84	-3.28	-5.15	-1.66	-7.71	-19.27
Government costs	1197.26	358.54	561.79	181.72	1039.80	2117.59
Operating Costs	28.45	8.52	13.35	4.32	24.71	50.32
Private contribution	0.00	0.00	0.00	0.00	0.00	0.00
PVB	2554.55	679.58	1149.34	437.56	1385.35	4383.47
PVC	1225.08	366.87	574.84	185.94	1064.06	2166.79
BCR	2.09	1.85	2.00	2.35	1.30	2.02



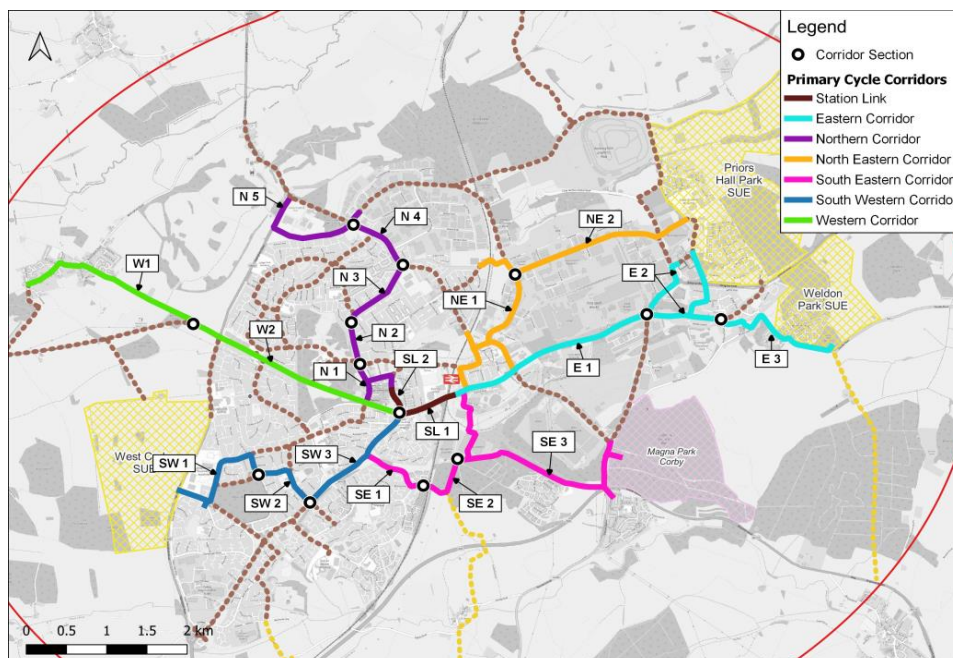
NORTH EASTERN CORRIDOR

	NE 1	NE 2	Total
Analysis of Monetised Costs and Benefits (in £'000s)			
Congestion benefit	156.60	164.01	320.61
Infrastructure maintenance	0.87	0.91	1.79
Accident	26.77	28.04	54.81
Local air quality	3.69	3.86	7.55
Noise	1.78	1.87	3.65
Greenhouse gases	12.17	12.75	24.92
Reduced risk of premature death	1859.22	1947.09	3806.31
Absenteeism	306.11	320.58	626.70
Journey ambience	1483.57	53.76	1537.33
Indirect taxation	-14.91	-15.62	-30.53
Government costs	1628.09	1705.05	3333.14
Operating Costs	38.69	40.52	79.21
Private contribution	0.00	0.00	0.00
PVB	3835.01	2516.35	6351.36
PVC	1665.91	1744.65	3410.56
BCR	2.30	1.44	1.86



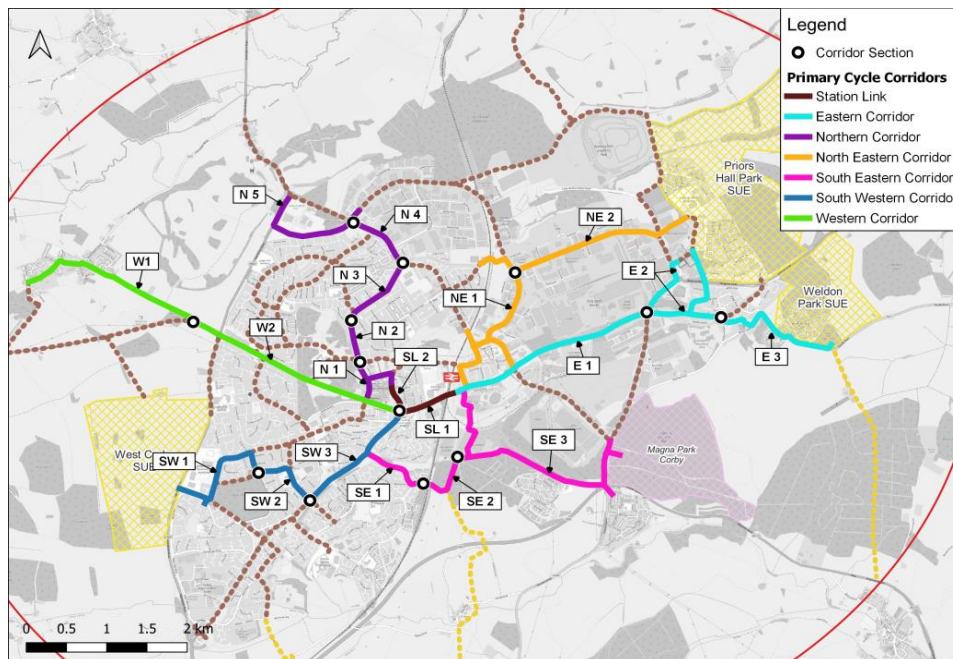
SOUTH EASTERN CORRIDOR

	SE 1	SE 2	SE 3	Total
Analysis of Monetised Costs and Benefits (in £'000s)				
Congestion benefit	3.94	40.86	260.26	305.06
Infrastructure maintenance	0.02	0.23	1.45	1.70
Accident	0.67	6.98	44.49	52.15
Local air quality	0.09	0.96	6.13	7.18
Noise	0.04	0.47	2.97	3.48
Greenhouse gases	0.31	3.18	20.23	23.71
Reduced risk of premature death	46.77	485.04	3089.84	3621.65
Absenteeism	7.70	79.86	508.73	596.29
Journey ambience	96.62	118.89	1136.11	1351.62
Indirect taxation	-0.38	-3.89	-24.78	-29.05
Government costs	40.95	424.74	2705.73	3171.43
Operating Costs	0.97	10.09	64.30	75.37
Private contribution	0.00	0.00	0.00	0.00
PVB	155.77	732.34	5043.99	5932.10
PVC	41.91	434.61	2768.58	3245.09
BCR	3.72	1.69	1.82	1.83



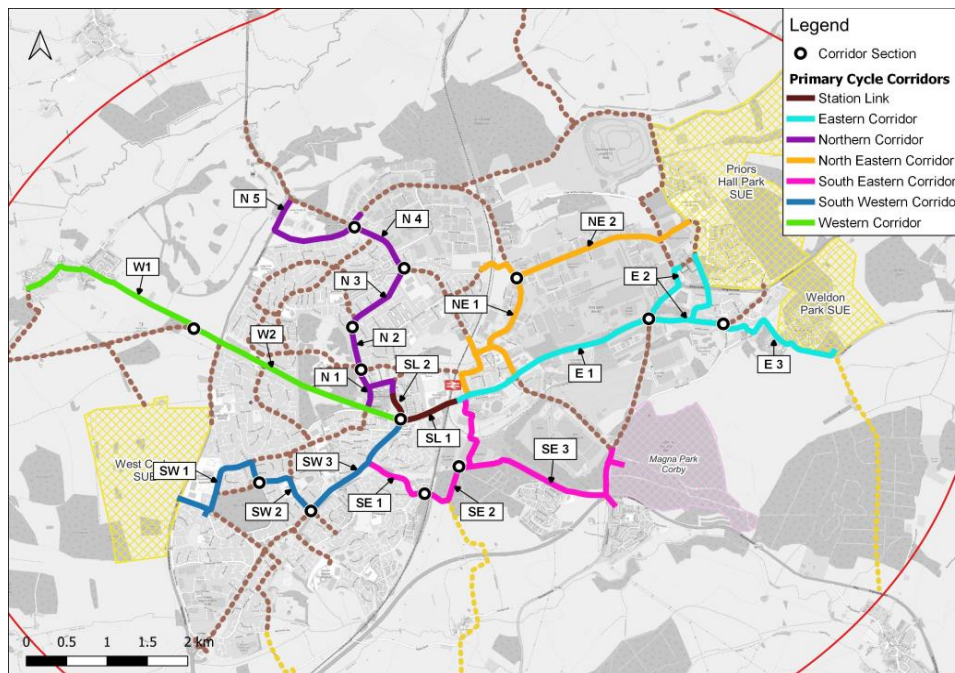
SOUTH WESTERN CORRIDOR

	SW 1	SW 2	SW 3	Total
Analysis of Monetised Costs and Benefits (in £'000s)				
Congestion benefit	111.29	52.83	132.03	296.15
Infrastructure maintenance	0.62	0.29	0.74	1.65
Accident	19.03	9.03	22.57	50.63
Local air quality	2.62	1.24	3.11	6.97
Noise	1.27	0.60	1.50	3.38
Greenhouse gases	8.65	4.11	10.26	23.02
Reduced risk of premature death	1321.26	627.18	1567.48	3515.92
Absenteeism	217.54	103.26	258.08	578.88
Journey ambience	531.95	144.91	1116.65	1793.51
Indirect taxation	-10.60	-5.03	-12.57	-28.20
Government costs	1157.01	549.21	1372.62	3078.85
Operating Costs	27.50	13.05	32.62	73.17
Private contribution	0.00	0.00	0.00	0.00
PVB	2203.02	938.14	3099.12	6240.27
PVC	1183.89	561.97	1404.50	3150.36
BCR	1.86	1.67	2.21	1.98



WESTERN CORRIDOR

	W 1	W 2	Total
Analysis of Monetised Costs and Benefits (in £'000s)			
Congestion benefit	79.69	194.39	274.08
Infrastructure maintenance	0.44	1.08	1.53
Accident	13.62	33.23	46.86
Local air quality	1.88	4.58	6.45
Noise	0.91	2.22	3.12
Greenhouse gases	6.19	15.11	21.31
Reduced risk of premature death	946.08	2307.82	3253.90
Absenteeism	155.77	379.98	535.74
Journey ambience	243.42	974.20	1217.62
Indirect taxation	-7.59	-18.51	-26.10
Government costs	828.47	2020.93	2849.40
Operating Costs	19.69	48.03	67.71
Private contribution	0.00	0.00	0.00
PVB	1439.97	3893.02	5332.99
PVC	847.71	2067.87	2915.59
BCR	1.70	1.88	1.83



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You said, Corby Local Cycling and Walking Infrastructure Plan (LCWIP)

Consultation Report

October 2023

www.northnorthants.gov.uk

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Distribution List

Internal	External
NA	NA

Links to other documents

Document	Link
Corby LCWIP Engagement Report	
Corby LCWIP consultation and report	Corby Local Cycling and Walking Infrastructure Plan - North Northamptonshire Council - Citizen Space

Additional Comments to note

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2.0 Conclusions and recommendations	7
3.0 Next steps	7

Local Cycling and Walking Infrastructure Plans (LCWIPs) provide a strategic approach to identifying cycling and walking improvements at a local level. They enable a long-term approach to developing local cycling and walking networks for the next ten years.

This document summarises the results and feedback of the public consultation exercise undertaken between 24th August and 27th September 2023 for the draft Corby Local Cycling and Walking Infrastructure Plan (LCWIP). This followed previous engagement and consultation for the Corby LCWIP which was reported within the Engagement Report (June 2023) produced by Brightwayz.

The consultation included the draft LCWIP, walking and cycling route plans supported by a technical report. Consultation activities included a series of workshops with residents and stakeholders and a dedicated feedback section on the Commonplace website which sought feedback on:

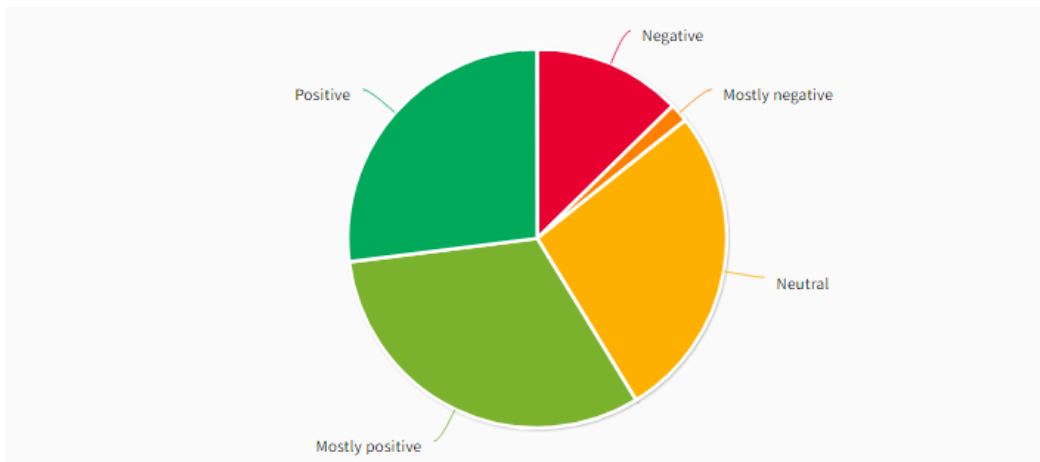
- The overall LCWIP report
- Your priority of individual routes and corridors
- Proposed routes and corridors

This document summarises the comments received and provides the next steps for the development of the Corby LCWIP and should be read alongside the consulted draft LCWIP.

While only a small proportion of respondents completed the section of the survey asking how they felt about the overall plan, it should be noted that:

- 59% of respondents were either positive or mainly positive with the overall LCWIP
- 27% were neutral and
- 14% were negative or mostly negative with the LCWIP.

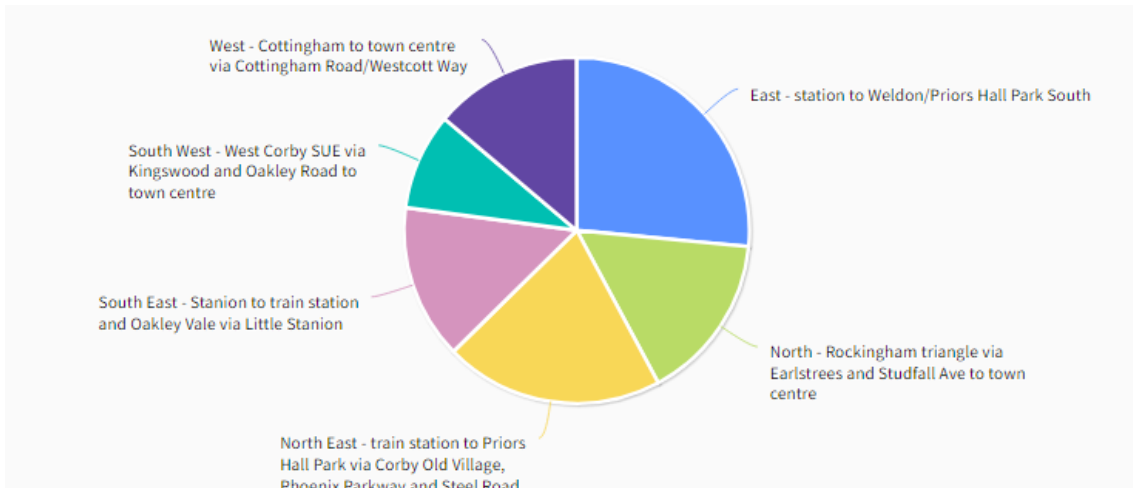
Figure 1, contributions sentiment



The LCWIP identified 6 different routes and respondents were asked for the routes they thought should be prioritised. The cycle routes identified by respondents as being important to them were:

- East- Station to Weldon/Priors Hall Park South 26.5%
- North East – Train station to Priors Hall Park 20.5%
- North – Rockingham triangle 15.7%
- South East – Stanion to train station 14.5%
- West – Cottingham to town centre 13.9%
- South West – West Corby SUE to town centre 9.0%

Figure 2, Priority cycle routes



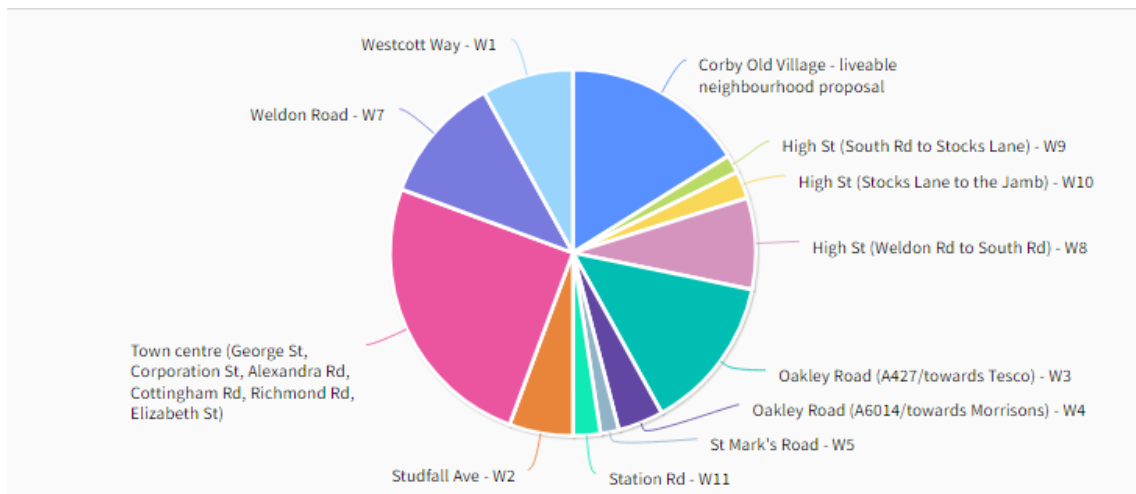
General comments provided

- Support for high quality cycling infrastructure, particularly crossings of high traffic routes and providing separation from traffic.
- Provide a connected network as opposed to individual interventions
- Need to consider needs of all the community particularly those with mobility needs and children when designing infrastructure, need for clearly identified infrastructure (shared, priority, etc)
- Call for road safety to be given higher priority when considering interventions, particularly speed reduction measures

- Funding should be to be redirected to improving road conditions and general maintenance
- For cycling infrastructure to be delivered alongside new development in the area. Comments noted the developers occurring in and around Weldon (particularly Priors Hall) and the need for crossings highlighting the A43.
- The need to established safe, connected and timely cycling improvements to support access to Weldon Village Academy School.
- Call for identified secondary routes to be prioritised including access to Gretton, Cottingham with Rockingham road specifically identified.

The LCWIP identified 13 different routes including area-based routes in the town centre and the establishment of a liveable neighbourhood proposal. Respondents were asked to identify three priority routes. The walk routes most often identified by respondents as being important to them were:

- Town centre 25%
- Corby Old Village 16.1%
- Oakley Road 13.7%
- Weldon Road 11.3%



General comments provided

- Support for walking routes with calls for improved street lighting and kept in a good condition
- Funding should be to be redirected to improving and maintaining existing footways.
- General support for improvements in Corby Old Village.
- There are currently no safe walking routes from Weldon, with calls for a route from Stanion and Little Stanion to Weldon new Secondary School utilising Stamford Rd.
- Call for improvements in Gretton as well as a direct route from Corby Station through Tresham College/ Corby

In relation to the comments about the lack of routes to certain additional areas or regarding that many of the routes use existing roads (rather than new traffic free routes) it should be noted that the identification of the route network has gone through an extensive identification process with key stakeholders, based upon Department for Transport guidance (Local Cycling and Walking Infrastructure Plans – Technical Guidance for Local Authorities (2017)). The result is a comprehensive network, especially for the urban areas. It is considered that the extent and nature of the proposals are ambitious and have significant cost implications.

Therefore, the identification of additional routes to serve wider, mainly rural areas, is not considered to be a priority at this stage, especially given the progress with the identification of the Greenways network.

There were many comments noting the need to implemented active travel infrastructure as part of new development and prioritising the delivery of the cycling infrastructure around schools, particularly Weldon Village Academy. This is reflected in both the East and North Eastern routes being in the top three priority cycle routes.

The criticism of the standard of previously implemented infrastructure for cyclists and pedestrians occurs not only at a general level, but also in relation to comments on the specific route proposals. The main criticisms relate to variable widths of facility, number of locations where pedestrians/cyclists have to give way and also poor maintenance/encroaching vegetation. These recurring comments demonstrate the importance of ensuring that the route proposals of the LCWIP do not become diluted in the quality and attractiveness of provision they provide for pedestrians and cyclists as they progress through the design process.

The need for the plan to provide for disabled people and for all ages is noted and will be passed on to those taking forward the design of the route proposals. In addition to the need to consider speed management. The design standards which will be used for the development of the route proposals have been developed in order to ensure that all user types of such facilities are appropriately catered for.

5.1 The overall LCWIP

There is a strong level of support for the overall proposals within the LCWIP, with 59% of respondents either happy or satisfied with the overall LCWIP. 14% of respondents were unhappy with the LCWIP.

5.2 Identified Priority for Routes

In terms of the consultation responses, there are a range of views as to which of the identified routes should be prioritised. The three priority cycle routes were East- Station to Weldon/Priors Hall Park South (26.5%), North East – Train station to Priors Hall Park (20.5%) and North – Rockingham triangle (15.7%). A third of respondents identified the Town Centre for walking improvements, followed by Corby Old Village (16.1%) and Oakley Road (13.7%). There are therefore a significant number of similarities in the relative route priorities identified within the public consultation responses and those identified within the LCWIP report and therefore no changes to this element of the LCWIP are considered to be required.

This report will be published on the council's website and used to inform the future development and implementation of the Corby LCWIP.

EXECUTIVE 18th January 2024

Report Title	Cleaning Service Contract Procurement
Report Author	Graeme Kane, Executive Director of Place and Economy (Interim)
Lead Member	Cllr Matthew Binley, Executive Member for Highways, Travel and Assets

Key Decision	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	

List of Appendices

None

1. Purpose of Report

- 1.1. This report summarises the work undertaken to secure cost-effective Building Cleaning Services across North Northamptonshire Council's buildings.
- 1.2. It builds on the November 2022 Executive Report (see background paper at 8.1) in which the Executive agreed to pursue a more consistent approach to Building Cleaning across a breadth of Council buildings, reaching out to the market through an appropriate framework agreement.
- 1.3. The Building Cleaning Procurement Group, an officer group established to progress the procurement, are not wholly confident that the responses subsequently received through the framework route are affordable and offer best value to the Council.
- 1.4. The report therefore recommends retaining the vision for a consistent approach to Building Cleaning set out in the initial Executive report but revisiting the procurement route using an Open Market Tender approach.

- 1.5. It also seeks approval for a contract extension of six months to a current provider for Building Cleaning Services to accommodate the time required to conclude the procurement exercise. Due to cumulative effect of this and previous extensions, the total value of extended works will exceed the £500,000 threshold, meaning a waiver would not be appropriate.

2. Executive Summary

- 2.1 The Council arranges for Building Cleaning Services to be provided to a large number of Council-owned buildings. These cleaning services were formerly commissioned by the legacy authorities, with some directly delivered and others outsourced. These have been transferred over to the Council, either as in-house resources or as novated contracts. Currently, within the Assets and Environment service there are 12 cleaning contracts and a headcount of 16 in-house cleaning staff employed on permanent contracts, covering 56 buildings across various services. The total cost of this service is in the order of £686,000 per annum.
- 2.2 In November 2022, the Executive considered a report proposing that the Council move to a more integrated and consistent approach. While this primarily aims to ensure consistency, it also provides an opportunity to reduce fragmentation in both procurement and delivery; releasing efficiencies accordingly. The Executive agreed to proceed with this approach, seeking proposals from the market through an established framework agreement, that included a number of existing providers.
- 2.3 The Council completed a tender process in 2023, by the means of a mini competition, using a Crown Commercial Services framework. Following evaluation and moderation a preferred bidder was identified, scoring first on both price and quality. There was however a c. £155,000 per annum shortfall between the 'winning' bid price and the available annual budget for the in-scope services.
- 2.4 Following discussions within the Building Cleaning Steering Group it was considered inappropriate to progress to the award stage without further testing solutions and pricing from the wider marketplace. While this consideration was based primarily on affordability, an Open Market Tender also allows the Council to open up the opportunity to a wider selection of suppliers – including North Northamptonshire-based SMEs – than was possible using the pre-qualified providers on the CCE framework. Tenderers participating in the earlier framework process will be invited to re-tender.
- 2.5 Prior to formal launch of the process, the Council will complete their analysis of all properties and their Building Cleaning requirements, with a view to streamlining services and improve affordability within the indicative budgets.

3. Recommendations

3.1 It is recommended that the Executive:

- a) Confirm the preferred procurement route for a Building Cleaning service contract via an Open Market Tender, noting that the feasibility of inhouse provision will be considered to ensure value for money and quality service is achieved from the chosen delivery model.
- b) Confirm approval for a contract extension of six months to a current provider for Building Cleaning Services to accommodate the time required to conclude the procurement exercise.
- c) Delegate authority to the Executive Member for Highways, Transport and Assets, in consultation with the Assistant Director of Assets & Environment, to enter into the necessary contractual arrangements to secure best value for delivering the Building Cleaning service.

3.2 Reasons for Recommendations:

- The proposed procurement route seeks to widen the tender process to additional bidders, with a more tightly defined service scope helping to remove the affordability challenges associated with the framework-based proposals.
- The proposed procurement process will enable smaller local cleaning employers the opportunity to tender for the work, these firms are not currently part of the framework.
- The recommendation continues to aim to provide the most cost-effective solution, which can be deployed to suit the changes in service need and delivery throughout the contract period.
- The proposed option aims to access a reliable cleaning service, provision to monitor contractor performance, providing quality services for North Northamptonshire residents.
- The proposed contract documentation will allow flexibility to add and remove the buildings covered by the contract as the Council's estate is reviewed and evolves over the coming several years.

3.3 Alternative Options Considered: A number of alternative options were considered by both operational managers and procurement colleagues in shaping the November 2022 report, including building an in-house team or undertaking the bespoke procurement of a new Cleaning Services contract. The preferred option was deemed to offer the best value for money to the Council using information known at that time in terms of time to deploy the new arrangements, access to established providers, procurement costs, risk and overall value for money. The revised approach continues to offer the majority of these benefits, with the additional benefit of providing access to the tender opportunity to other suppliers (including North Northamptonshire based SMEs). The main downside of the Open Market Tender option was the

time to procure. The unforeseen delay can be addressed through the proposed extension to the existing contract.

4. Report Background

- 4.1. This section mirrors the details set out in the November 2022 Executive Report. There is currently a breadth of different service standards, costs, processes, and delivery arrangements in place for building cleaning across the Council. This reflects the legacy service arrangements in place prior to vesting day, and has resulted in a blend of in-house, outsourced, and employment agency supported models across the Council.
- 4.2. The current 12 contracts are considered to be sub-optimal and inefficient, with a fragmented approach and differing performance expectations presenting difficulties in managing any contractor underperformance. Fragmentation of arrangements has meant there is little resilience within the cleaning workforce (across the provider pool), with turnover and absences impacting significantly on service quality.
- 4.3. In this context, the Council wishes to identify both the optimum forward arrangements and the preferred procurement route for accessing a more consistent, appropriately integrated, harmonised and (if required) rationalised building cleaning service across the Authority. There is an expectation that Transfer of Undertakings (Protection of Employment) regulations (TUPE) will apply, thus protecting employment rights of cleaning staff already employed by the Council.
- 4.4. The new service delivery arrangements are intended to be in place as soon as possible in 2024. It is likely that existing arrangements will need to be extended beyond their expiry date to allow a thorough and rigorous procurement process to take place. Procurement advice has confirmed this is permissible on a rolling basis, until the new contract is in place.

5. Issues and Choices

- 5.1. The new service arrangements seek to provide the current cleaning service activities, to common service standards, provided to the existing pool of properties, but, with clear service standards established as required for the use of each building. It will involve no diminution of specified service standard in public-facing buildings and aims to improve the attainment of those standards.
- 5.2. In doing so, the Council's client-side technical team are revisiting the cleaning standards for each building to devise a narrow range of standards which can be used across the property estate. The arrangements will meet a number of operational objectives including:
 - harmonisation of approaches and standards.

- adequate capacity to deliver the specified standards (frequencies, locations and service quality expectations).
- resilience in people, plant and materials/consumables.
- address any contract under-performance.
- potential for cost savings.
- investment in management systems/production of robust business intelligence, and performance data.
- investment in operating plant and equipment.
- improved materials/consumables management, including use of environmentally friendly consumables where possible.
- scalability (to add additional services or/and services to additional buildings).

5.3. An options identification and appraisal were undertaken prior to the November 2022 Executive report to identify how best to access the most appropriate set of arrangements available to the Council to meet its operational expectations. These arrangements include:

- Access to an affordable and sustainable cleaning solution.
- In-scope buildings being cleaned to an acceptable level.
- Sufficient capacity being available to deliver services to the specified standard.
- Investment in plant and materials/consumables to optimise service delivery.
- Investment in appropriate management systems to allow services to be planned and managed effectively making systematic use of data/business intelligence. Scope for scalability to extend to other parts of the Council estate in due course if so desired.

5.4. Acknowledging the desire for a consistent service and that TUPE will apply, the headline options explored were as follows:

- Direct in-house delivery of services through a Council employed Cleaning Team.
- Procuring a single Cleaning Services provider through a dedicated competitive tendering exercise to deliver all services on a contractual basis for an agreed period (this could be either be as one contract covering the whole of the Council or broken into smaller lots).
- Appointing one or more cleaning services providers via an established framework agreement, thus avoiding the need for and cost of a separate dedicated procurement exercise.

- 5.5. The procurement routes will be fully compliant with the UK Procurement Regulations and will be approved by the Authority's Procurement and legal teams.
- 5.6. While the established framework option was initially pursued, concerns have arisen around the affordability of the submitted tenders, pointing to a recommendation in this report that an Open Market Tender be used to procure a single Cleaning Services provider through a dedicated competitive tendering exercise to deliver all services on a contractual basis
- 5.7. This route identifies several potential advantages, including:
- The Council can specify requirements – including investment and systems expectations - in full, from the outset.
 - The approach can secure economies of scale not available through multiple smaller bespoke (re)procurements.
 - Once agreed, the approach provides stability and security throughout contract duration (assuming performance targets met)
 - The route opens opportunities to providers beyond the CCE framework (including locally based SMEs)
 - Current arrangements (with associated Strengths & Weaknesses) can endure until the exercise has been completed through the proposed extension.
 - TUPE will likely apply for relevant Council and supply chain staff.
 - A significant level of management time would be required to manage, deploy and organise an inhouse team across the breadth of the Council's estate. Securing an external supplier that has an existing operational management structure and wider pool of cleaning resource from which to draw is considered more cost effective than the Council establishing such a structure
 - An external supplier will have a wider pool of resource from which to draw on in the event of staff absence, provision of staff training, along with existing arrangements for the supply of materials and cleaning consumables.
- 5.8. There are some potential downsides of the proposal, however, these are considered to not outweigh the above benefits, including:
- The exercise will need to take sufficient time to comply with public procurement expectations (hence the accompanying recommendation around extending existing arrangements)
 - There will be demands in terms of the Council procurement and management time (although these should be in part offset by resultant affordability and efficiency benefits)

- There remains a risk of failure if the market fails to respond or the successful tenderer(s) subsequently underperform (although this is not specific to this model and is a risk within all contracts).

6. Next Steps

6.1. The next steps involve:

- Extend the existing external supplier contract for 6 months whilst the new contract is procured.
- Completing the scoping of service standards (currently being concluded)
- Finalising the required documentation (prepared in part for the earlier framework-based approach)
- Marketing the opportunity through an Open Market Tender.
- Evaluating the bids to ensure they remain affordable for the Council to award the contract.
- As part of the evaluation process, questions relating to social value and carbon management are included.
- Suppliers will fulfil their statutory obligations on wages. Current employees, Terms and Conditions will be protected under TUPE regulations.
- Subject to the outcome of the evaluation, award the contract, move towards the implementation with the aim of this being completed by 1 June 2024. The staff affected continue to be supported with the TUPE transfer to the new firm.
- As part of the procurement the Council will consider the relative merits and cost of other service delivery models, such as inhouse delivery, as a way of mitigating the risk that the tender yields bids that the Council cannot afford.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

7.1.1 The proposed arrangements seek to work within the allocated revenue budgets for the impacted service.

7.1.2 The total budget available for this contract is £686,000pa excluding any indexation to budgets.

7.1.3 The delivery routes (including the procurement options) were subject to a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis considering a breadth of issues around affordability, deliverability and flexibility; as well as both value for money and potential risk.

7.2. Legal and Governance

- 7.2.1 Any procurement exercise for goods, works or services must comply with the Public Contract Regulation 2015 and the Council's financial and constitutional procedures regarding any of the future options.
- 7.2.2 The Public Contracts Regulations 2015 requires contracts for supplies and services of more than £213,477 to be tendered via an open competition, which can be either via a framework or open tender.
- 7.2.3 As set out at section 1.4 above, an open market tender procurement will be followed. This approach is in line with the requirements of the Public Contracts Regulations 2015, and the Council's Contract Procedure Rules and Constitution.
- 7.2.4 The procurement team is actively involved in ensuring full compliance with the procurement process, while the legal team is concurrently engaged in establishing the requisite contractual arrangements with the eventual selected provider.

7.3. Relevant Policies and Plans

- 7.3.1 The proposed way forward aligns with the Council's Corporate Plan and key commitment to provide modern public services, through efficient, effective and affordable services that make a real difference to all our local communities.

7.4. Risk

- 7.4.1 Failure to provide appropriate arrangements and associated resources for this service may contribute to deterioration of the Council's estate and associated health and safety and reputational risks.
- 7.4.2 Failure to secure sufficient capacity via a third-party provider is likely to continue to lead to under-performance of the service.
- 7.4.3 Continuation of the current fragmented arrangements could lead to underperformance of the service and will have both management and cost implications.
- 7.4.5 Failure to enter in to affordable and flexible arrangements may see the Council unable to fulfil its commitments to service continuity, customer service and value for money.
- 7.4.6 Proceeding with a contracted service could see a rise in vacancies for in-house cleaning roles. This will be mitigated through briefings and consultation with staff and Unions.
- 7.4.7 Despite the Open Market Tender approach there is still a possibility that the submitted tenders will exceed the budget available to the service. This will be

mitigated by streamlining of the in-scope services in advance of the procurement exercise.

7.5. Consultation

7.5.1 No public consultation is required as part of this process. Consultation with service areas on the cleaning specification required for location will be undertaken, along with consultation with staff impacted by the proposed contract. The work has also been overseen by the officer group convened as the Building Cleaning Steering Group.

7.6. Consideration by Executive Advisory Panel

7.6.1 This item has not been considered by an Executive Advisory Panel.

7.7. Consideration by Scrutiny

7.7.1 This item is eligible for call in by Scrutiny, as part of their workplan.

7.8. Equality Implications

7.8.1 An Equality Impact Assessment has been undertaken, and no negative impacts have been highlighted. Equality implications for individual staff will be considered via the TUPE transfer process and the terms of the selected framework agreement.

7.9. Climate and Environment Impact

7.9.1 Appointing a single provider is intended to have a number of climate change mitigation benefits arising from:

- Improved resource deployment
- Better consumables/materials management (including closer scrutiny of suitable products)
- More modern and environmentally friendly plant and equipment
- Enhanced use of management information to plan and deliver services.

7.10. Community Impact

7.10.1 Improved building cleaning will help to maximise benefits for customers and community-oriented service delivery through clean public buildings. The proposed route aims to provide flexibility to change service delivery arrangements as product innovation emerges to further improve cleanliness and value for money moving forward.

7.11. **Crime and Disorder Impact**

7.11.1 There are no crime and disorder matters arising from this report.

8. Background Papers

- 8.1 Provision of Building Cleaning Services, Executive Report November 2022:
<https://northnorthants.moderngov.co.uk/documents/s12685/Provision%20of%20Building%20Cleaning%20Services.pdf>.

EXECUTIVE 18th January 2024

Report Title	Budget Forecast 2023-24 at Period 8
Report Authors	Janice Gotts, Executive Director of Finance and Performance Janice.gotts@northnorthants.gov.uk
Lead Member	Councillor Lloyd Bunday, Executive Member for Finance and Transformation

Key Decision	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number for exemption from publication under Schedule 12A Local Government Act 1974	

List of Appendices

Appendix A – Savings Schedule

1. Purpose of Report

- 1.1. The revenue budgets (2023/24) and Medium-Term Financial Plans for North Northamptonshire Council for the General Fund and the Housing Revenue Account were approved by Council at its meeting on 23rd February 2023. The purpose of this report is to set out the forecast outturn position for the Council for 2023/24 for the General Fund the Housing Revenue Account and the Dedicated Schools Grant.
- 1.2. This monitoring report sets out the material financial issues identified since the 2023/24 budget was set, based on the income and expenditure as at the end of November 2023 (Period 8) and reflects the views of the Assistant Directors and budget managers within the Directorates.
- 1.3. As part of the ongoing monitoring process, work will continue to examine income and expenditure and activity data, against the available budgets to support the position presented and help to shape the medium-term financial plan.

2. Executive Summary

- 2.1 This report provides commentary on the Council's forecast for the revenue outturn position 2023/24. This is an early indication based on information available as at Period 8 (November 2023) – the forecast position for each of the funds is as follows:
- General Fund - overspend of £8.552m - (Period 7 - £6.198m).
 - Housing Revenue Account – overspend of £121k – (Period 7 – £185k).
 - Dedicated Schools Grant is forecasting a pressure of £9.019m (Period 7 - £8.598m).
- 2.2 The forecast is based on the emerging data for 2023/24 and the Council will continue to assess and refine the position on a regular basis using the latest intelligence available. The forecast presented in this report is based on the best available data and information of the operations of the Council and represents the view of the Budget Holders and Directors.
- 2.3 In order to help safeguard the financial position of the Council, officers will continue to seek efficiencies in year to offset the forecast overspend. The Council has a contingency budget and reserves available to call on to help fund in-year pressures, however, it will look to achieve alternative mitigations in the first instance before these are applied.
- 2.4 National factors continue to be challenging and the Council, like its residents and businesses are facing inflationary pressures which impacts on the cost of services with CPI in November 2023 at 3.9%. UK interest rates were left unchanged for the third consecutive time at 5.25% following the meeting on 14th December 2023. Interest rates were already at their highest for 15 years. The Bank of England had previously raised rates for the past 14 times in a row.

3. Recommendations

- 3.1 It is recommended that the Executive:
- a) Note the Council's forecast outturn position for 2023/24 as summarised in Section 4, alongside the further analysis, risks and other considerations as set out in Section 5 to Section 7 of the report.
 - b) Note the assessment of the current deliverability of the 2023/24 savings proposals in **Appendix A**.
- 3.2 Reason for Recommendations – to note the forecast financial position for 2023/24 as at Period 8 and consider the impact on this year and future years budgets.
- 3.3 Alternative Options Considered: The report focuses on the forecast revenue outturn against budget for 2023/24 and makes recommendations for the Executive to note the current budgetary position as such there are no specific choices within the report.

4. Report Background

General Fund

- 4.1 The Council's Revenue Budget for 2023/24 was set at the Council meeting on 23rd February 2023. The overall outturn forecast for the General Fund for 2023/24, as at Period 8 is a forecast overspend of £8.552m (Period 7 - £6.198m) against a budget of £339.034m. This is summarised in the Table below.

General Fund Forecast Outturn 2023/24				
Description	Net Budget	Forecast Position 31/03/24	Forecast Variance 31/03/24	Forecast Variance 31/03/24
	£'000	£'000	£'000	%
Net Available Resources	339,034	341,700	(2,666)	(0.79)
Total Corporate Costs	23,079	14,451	(8,628)	(37.38)
Children & Education	70,187	82,383	12,196	17.38
Adults, Health, Partnerships and Housing	126,182	137,062	10,880	8.62
Public Health & Communities	8,999	8,739	(260)	(2.89)
Place & Economy	70,436	68,975	(1,461)	(2.07)
Enabling & Support Services	40,151	38,642	(1,509)	(3.76)
Total Directorate Costs	315,955	335,801	19,846	6.28
Total Costs	339,034	350,252	11,218	3.31
Net Position	0	8,552	8,552	1.00

Note – Favourable variances are shown in brackets.

- 4.2 The forecast position at Period 8 is an overspend of £8.552m (Period 7 - £6.198m). The following table summarises the overspend.

	Report Ref	Net Budget	P7 Forecast	Movement in Forecast	P8 Forecast	
		£000	£000	£000	£000	%
Children & Education		70,187	11,725	471	12,196	17.38
Assistant Director of Education	5.14	5,793	1,165	0	1,165	20.11
Commissioning & Partnerships	5.16	1,114	178	0	178	15.98
Northamptonshire Childrens Trust - NNC Only	5.19	63,280	10,382	471	10,853	17.15
Adults, Health, Partnerships & Housing		126,182	6,479	4,401	10,880	8.62
Adult Services	5.33	99,897	6,884	4,401	11,285	11.30
Safeguarding and Wellbeing	5.36	9,901	178	0	178	1.80
Commissioning & Performance	5.38	13,677	(983)	0	(983)	0.00
Strategic Housing, Development and Property Services	5.40	2,707	400	0	400	14.78
Public Health & Communities		8,999	(260)	0	(260)	0.00
Public Health	5.43	0	0	0	0	0.00
Communities & Leisure	5.46	8,999	(260)	0	(260)	0.00
Place & Economy		70,436	(1,509)	48	(1,461)	0.00
Assets & Environment	5.49	4,050	(1,080)	1	(1,079)	0.00
Growth and Regeneration	5.51	4,602	114	0	114	2.48
Highways & Waste	5.53	57,882	(315)	47	(268)	0.00
Regulatory Services	5.55	3,237	(294)	0	(294)	0.00
Directorate Management	5.57	665	66	0	66	9.92
Enabling & Support Services		40,151	(1,314)	(195)	(1,509)	0.00
Finance & Performance	5.58	16,967	(1,343)	(75)	(1,418)	0.00
Chief Executive's Office	5.60	1,366	(378)	(76)	(454)	0.00
Chief Information Officer	5.62	10,405	298	0	298	2.86
Human Resources	5.64	3,932	(50)	0	(50)	0.00
Legal & Democratic Services	5.66	5,251	300	0	300	5.71
Customer Services	5.68	2,230	(141)	(44)	(185)	0.00
Available Resources	4.50	0	(2,666)	0	(2,666)	0.00
Corporate Costs	5.2	23,079	(6,257)	(2,371)	(8,628)	0.00
Total		339,034	6,198	2,354	8,552	2.52

Note – Favourable variances are shown in brackets.

- 4.3 The net budget was increased by £482k from £336.590m in Period 2 to £337.072m in Period 3. This reflects the use of the Climate Change reserve to support the development and operation of climate change projects and initiatives which was approved by the Executive at the meeting on 12th July 2023.

- 4.4 The net budget was increased in Period 6 by £1.962m from £337.032m to £339.034m. This reflects the use of the Transformation Reserve to fund the Education Case Management System (£1,362m) and the Development and Regulatory Case Management System (£600k).
- 4.5 It is estimated that Business Rates income for 2023/24 is £2.666m above the original budget, this was reflected in the Period 7 monitoring and is unchanged in Period 8 and results in the resources line increasing from £339.034m to £341.700m.

Housing Revenue Account

- 4.6 The Housing Revenue Account (HRA) is a separate ring-fenced account within the Council for the income and expenditure associated with its housing stock. The HRA does not directly impact on the Council's wider General Fund budget or on the level of council tax. Income to the HRA is primarily received through the rents and other charges paid by tenants and leaseholders.
- 4.7 Within North Northamptonshire prior to 1st April 2021 there were two HRA accounts, covering the sovereign Councils of Kettering and Corby respectively. As part of the move to a single unitary council for North Northamptonshire, there was a statutory requirement to create a single HRA for the area. Whilst North Northamptonshire Council must only operate one HRA it will, for a period of time, operate two separate Neighbourhood Accounts, these being:
- the Corby Neighbourhood Account - responsible for the stock that was managed by Corby Borough Council and
 - the Kettering Neighbourhood Account - responsible for the stock that was managed by Kettering Borough Council.
- 4.8 The Council's overall outturn forecast for the Housing Revenue Account as at Period 8, is a forecast overspend of £121k (Period 7 - £185k overspend) against the approved budget of £38.752m. This is summarised in the table below and further details are set out in Section 6. It is important to note that this is subject to continual review.

Housing Revenue Account Forecast Outturn 2023/24				
Directorate	Budget			P8 Forecast Variance at 31/03/24 £'000
	Expenditure	Income	Net	
	£'000	£'000	£'000	
Corby Neighbourhood Account	21,481	(21,481)	0	(158)
Kettering Neighbourhood Account	17,271	(17,271)	0	279
Net Position 2023/24 (under)/over	38,752	(38,752)	0	121

Dedicated Schools Grant

- 4.9 The Dedicated Schools Grant (DSG) is a ringfenced grant allocated to Local Authorities by the government to support a range of education related services.

- 4.10 The Council's overall outturn forecast for the DSG as at Period 8, is a forecast pressure of £9.019m (Period 7 - £8.598m) the Net Spend is forecast to be £129.682m against the approved budget of £120.663m. This is summarised in the table below and further details are set out in Section 7. It is important to note that this is subject to continual review.

Dedicated Schools Grants Forecast Outturn 2023/24							
Block	Gross Budget	July DSG Allocation Adjustment	Revised Budget	Recoupment	Net Budget	Forecast Net Spend	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Schools Block	270,284	0	270,284	222,910	47,374	47,374	0
Central Schools Block	3,287	0	3,287	0	3,287	3,287	0
High Needs Block	57,851	74	57,925	11,082	46,843	55,862	9,019
Early Year Block	23,541	(382)	23,159	0	23,159	23,159	0
Total	354,963	(308)	354,655	233,992	120,663	129,682	9,019

National Context

- 4.11 The national, and indeed the global, economy continues to see significant inflationary pressures, with energy prices pushed to record levels, which in turn has contributed to high inflation. The Monetary Policy Committee (MPC) of the Bank of England has taken action to get inflation under control; this in part has resulted in higher interest rates.
- 4.12 The Bank of England kept the Base Rate unchanged at 5.25% on 14th December 2023. There had previously been fourteen consecutive increases since December 2021 and the rate is at its highest level for 15 years (February 2008 – 5.25%).
- 4.13 The inflation figures for November 2023 are lower than in October 2023 the 12-month CPI figure for November is 3.9% (October 4.6%) and the 12-month RPI figure for November is 5.3% (October 6.1%).
- 4.14 Councils like most organisations have experienced the impact of significant price rises, particularly around fuel and energy costs (for example, the street lighting PFI). A number of services are provided under contract, and the Authority is experiencing some pressure from suppliers regarding current arrangements and any new contracts entered in to. As part of the budget setting for 2023/24, the Council included growth to address forecast inflationary increases in light of the position known at the time.
- 4.15 Further risk to Local Government funding comes from the high street as individuals have less disposable income and businesses face higher energy and supply costs. This poses a risk for the Council's future income generation from business rates should businesses cease to trade. It may also see more people seeking to access Council Tax Support and other financial support which could reduce the overall Council Tax yield. The continued increases in interest rates also have an impact on the number of new homes that are being occupied which can also have an adverse impact on the Council Tax yield.

- 4.16 Alongside this there is a recognition that the demand for services may increase which will need to be taken into account as part of financial and service planning.
- 4.17 The context of the national and global economy along with potential changes to the local government financial landscape in the future through reforms are key considerations for the Council.

5. Overview of Forecast Position 2023/24

Available Resources and Corporate Costs

- 5.1 The Council is responsible for the collection of local taxes (Council Tax and Business Rates). At the end of November 2023 75.30% of Council Tax had been collected (November 2022 – 75.81%). Business Rates collection was 75.32% at the end of November 2023 (November 2022 – 75.44%).

Corporate Resources

- 5.2 The total net budget for Corporate Resources is £23.079m. The composition of the budget together with the forecast variances are shown in the following Table.

Description	Net Budget	P8 Forecast Variance	
		£'000	%
	£'000	£'000	%
Corporate Contingency	1,524	0	0.00
Minimum Revenue Provision (MRP)	7,970	0	0.00
Pay Contingency	1,406	(1,406)	(100.00)
Pay and Grading Review	2,479	(2,066)	(83.34)
Treasury	8,830	(5,156)	(58.39)
Bad Debts Provision	870	0	0.00
Total	23,079	(8,628)	(37.38)

- 5.3 The Council's Corporate Contingency Budget for 2023/24 was £3.746m, which represents around 1% of the net budget. The contingency budget is held to meet unknown or unplanned / unbudgeted costs. The recent pay award has resulted in a pressure of £2.222m this has been funded from the Contingency Budget leaving a balance of £1.524m. At this stage the Contingency Budget is currently assumed to be used in full during the year and this will include inflationary and demand pressures.
- 5.4 The Minimum Revenue Provision (MRP) reflects the minimum amount a Council must charge to the revenue budget each year to set aside a provision for repaying borrowing. This has been calculated as £7.970m which was an increase of £1.538m from 2022/23 and ensures that the provision is aligned to the MRP policy moving into the medium term.
- 5.5 The Council had set aside £5.708m in 2023-24 as a Pay Contingency to allow for annual increments and potential pay changes of 4%, as detailed at Section 5.3 the additional pressure from the payaward of £2.222m will be funded

through the Corporate Contingency Budget. This budget has been allocated to services in Period 8 to meet the increase costs. The annual increments have been charged across the authority and the cost of this has been absorbed through existing budgets, resulting in a saving within the overall Pay Contingency of £1.406m.

- 5.6 Additionally, a pressure of £2.479m was included in the 2023-24 budget, which reflected the initial costings for the implementation of the Pay and Grading review for staff recruited to interim contracts with North Northamptonshire Council, which is predominantly staff that have been appointed since 1st April 2021. Other staff transferred across to the new unitary authority on their existing terms and conditions through TUPE arrangements. The proposals for the new pay and grading structure are yet to be agreed, however the budget reflected the cost for a full year. It is now anticipated that this would not be implemented until February 2024, savings of £2.066m have been reflected in the Period 8 monitoring which is equivalent the costs over a 10-month period.
- 5.7 The net Treasury Management Budget for 2023/24 is £8.830m. The composition of the budget and the forecast outturn is as follows:

Description	Net Budget	P7 Forecast Variance
£'000	£'000	£'000
Investment Income	(3,173)	(5,810)
Borrowing Costs	11,273	0
Other Treasury Management costs	730	654
Total	8,830	(5,156)

- 5.8 The movement for investment income reflects the increase in the Bank of England base rate on future investments and is based on an average cash balance of £175.6m at a weighted average rate of 5.04% for a full year. This offsets the additional pressure of £654k, relating to increased bank charges of £232k, unrealised internal interest income of £267k and recovery of debt management expenses of £155k.
- 5.9 If interest rates remain high over the longer term this will also create risk in relation to acquiring new loans to finance future capital programmes. The current PWLB rate for borrowing over a 30-year period is around 5.50%, for every £1m borrowed this would be an additional interest payable of £55,000.
- 5.10 There continues to be risks around the overall cash and loan position for North Northamptonshire, not only from a volatile marketplace, but also due to the outstanding legacy audits for 2020/21 and the disaggregation of the opening position from Northamptonshire County Council. Any changes in these risks and balances will be reflected in future forecasts.
- 5.11 The bad debt provision for 2023/24 amounts to £870k – the bad debts position is based on the age of the debt which reflects the risks associated with the collection of the debt and is forecast to be delivered on budget.

Directorate Budgets

- 5.12 This section of the report provides an analysis of the forecast variations against the 2023/24 General Fund for each of the Directorates as set out in the table at paragraph 4.2.

Children's Services Directorate

- 5.13 The budget for Children's and Education Services includes the Commissioning and Partnerships including Northamptonshire Children's Trust and Education Services not funded by the Dedicated Schools Grant (DSG).

Assistant Director of Education

- 5.14 The **Assistant Director of Education** is responsible for all learning, pupil attainment and achievement and school improvement functions. The forecast outturn position for the **Assistant Director of Education** is set out in the following table (Period 7 - £1.165m).

Assistant Director of Education	£'000
Expenditure	10,156
Income	(4,363)
Net Budget	5,793
Forecast	6,958
Variance	1,165

- 5.15 The forecast variance relating to the **Assistant Director of Education** is set out in the following Table and explanations for the variances are provided in the table below.

Ref	Description	Budget	Forecast Variance	
			£'000	%
		£'000	£'000	
1	Employees	8,569	1,548	18.07
2	Supplies and Services	1,259	(196)	(15.57)
3	Income	(4,363)	(299)	6.85
4	Other budgets	328	112	34.15
	Total	5,793	1,165	20.11

- 1) The budget pressure within Education Services predominantly relates to staffing costs. The Education Health and Care (EHC) service is continuing to rely heavily on interim workers to fulfil its statutory obligations. This is due to an increasing level of need, a high number of vacancies, and backlog of historic assessments. The service has started to gradually phase out the existing agency staff from July 2023. The service is making effort to fill all the vacant posts before the financial year-end. Also, the initiative to upskill the existing staff remains the service's priority in ensuring the future needs of children, young people and their families can be met. Whilst there are service areas with substantial amount of savings on salaries, particularly Educational Entitlement (£99k), Governance (£177k), Specialist Support (£340k), the

salary budget forecast pressure in EHC (£1.591m), Strategic Planning (£522k) and other service areas (£51k) results in a net pressure of £1.548m.

- 2) The forecast underspend for supplies and services of £196k relates to the reduced forecast spend on professional fees and hired services (£113k) and external legal fees (£53k) in Strategic Planning and Education Health Care service areas, respectively. In addition, there are other net minor savings of £30k. The Strategic Planning is one of the service areas contributing to the significant forecast overspend of £1.548m on salaries. As such, the forecast underspend of £113k will be used to partly mitigate the service's salary budget pressure.
- 3) Income has a forecast net benefit of £299k of which £338k relates to Teachers' Pension. The budget was set at £468k, while the forecast DSG contribution is £806k. Also, the School Improvement Monitoring and Brokering grant has now ceased, leaving the service with a pressure of £227k. Additionally, the EHC team is benefiting from the use of the residual Contain Outbreak Management Fund (COMF) of £220k. The funding will partly mitigate the staffing pressure associated with support to the most vulnerable Children and Young People. There are other net minor pressures of £32k across the services.
- 4) In respect of the other budget areas, there is a pressure of £112k. There has been an increase in the spend against Educational Psychologist Trainees and the service is anticipating an increased bursaries payment to the respective cohort, resulting in a pressure of £45k. There are other net pressures of £67k, of which £84k relates to internal contributions and recharges that are not practically chargeable since the disaggregation of the budget between the North and the West.

Assistant Director Commissioning and Partnerships

5.16 The **Assistant Director of Commissioning and Partnerships** leads the commissioning functions for Children's Services across North Northamptonshire and the contract management of the Northamptonshire Children's Trust and the commissioning of education services. The Children's and Education Services remaining with the Council includes the Intelligent Client Function (ICF) for the Northamptonshire Children's Trust and the Local Authority statutory education functions as follows:

- Education Inclusion
- Education Psychology
- Support for children with Special Educational Needs and Disabilities (SEND)
- School Improvement
- Virtual Schools (lead in the North Northamptonshire Unitary Authority)
- School admissions and school place planning
- Early Education and Childcare

5.17 The forecast outturn position for the **Assistant Director of Commissioning and Partnerships** (excluding the Children's Trust) is set out in the following Table (Period 7 - £178k)

5.20 The forecast variance relating to the **Northamptonshire Children’s Trust** is set out in following Table and explanations for the variances are provided below the Table.

Ref	Description	Budget	Forecast Variance	
			£'000	%
		£'000	£'000	
1	Third Party Payments	67,645	10,853	16.04
2	Income	(4,365)	0	0.00
	Total	63,280	10,853	17.15

5.21 The Northamptonshire Children’s Trust delivers children’s social care and targeted early help on behalf of North Northamptonshire Council and West Northamptonshire Council. The Councils set the strategic outcomes and priorities and the Trust is responsible for delivering those outcomes. Services provided by the Trust include:

- Targeted early help services to children and families.
- Front door and safeguarding services
- Support and placements for Children in Care
- Support and placements for Disabled Children
- In house fostering and residential provision
- Commissioning of external placements and contracts
- Commissioned legal services and transport for children in care.

5.22 The total contract value for the Children’s Trust is £150.938m. The Councils share of this is £66.654m this reflects how the contract sum is split between North Northamptonshire Council (44.16%) and West Northamptonshire Council (55.84%).

5.23 The Children’s Trust are forecasting an overspend of £24.577m – this is an increase of £1.068m to that previously reported to the Executive where the forecast pressure was £23.509m. The cost to the Council based on an overspend of £24.577m is £10.853m. If these pressures are not mitigated this will pose a significant financial risk to the Council. The Trust are looking at potential mitigations, however there is a risk that this position could worsen before year end. A key risk is the delivery of the efficiency savings of £7.672m which formed part of the contract sum. At present, the Trust is forecasting that £3.017m of these savings are at risk of non-delivery, this could increase the overall pressure from £24.577m to £27.594m. The following table summarises the contract sum and the forecast variances (excluding the risk on savings).

Description	Contract Sum	Forecast Variance Period 7	Movement	Forecast Variance Period 8	
	£'000	£'000	£'000	£'000	%
Staffing	49,732	2,826	313	3,139	6.31
Other non staffing costs	358	0	0	0	0.00
Placements	66,286	20,199	753	20,952	31.61
Contracts	5,001	0	0	0	0.00
Children's Homes	3,767	212	2	214	5.68
Legal	4,788	511	0	511	10.67
Adoption	7,776	(79)	0	(79)	(1.02)
Transport	2,870	173	0	173	6.03
Other care	5,889	(88)	0	(88)	(1.49)
NCT Central - Other budget	(762)	(245)	0	(245)	32.15
Support Services / SLA	5,233	0	0	0	0.00
Total	150,938	23,509	1,068	24,577	16.28

5.24 The main pressure within the Children's Trust relates to placements for children in care – this amounts to £20.952m and is an adverse movement of £753k to the pressure of £20.199m reported in Period 7. The market and availability of placements remains challenging. The placements budget will continue to remain under pressure as it remains extremely volatile both locally and nationally. The Trust is working on how these pressures can be mitigated this year and how this can be reduced in future years. The following table provides further detail around the pressures from placements.

Description	Contract Sum	Forecast Variance Period 7	Movement	Forecast Variance Period 8	
	£'000	£'000	£'000	£'000	%
In House Fostering	8,532	51	(188)	(137)	(1.61)
Agecny Fostering	16,895	1,919	97	2,016	11.93
Independent Residential	31,087	7,267	12	7,279	23.41
Supported Accommodation	3,400	10,439	364	10,803	317.74
18+ Agency Placements	4,400	307	219	526	11.95
Welfare Secure	339	(211)	0	(211)	(62.24)
Parent & Baby	910	685	245	930	102.20
UASC	6,918	0	4	4	0.06
Remand Secure	300	185	0	185	61.67
Income	(6,495)	(443)	0	(443)	6.82
Total	66,286	20,199	753	20,952	31.61

5.25 The contract sum included a pay provision of 4%, this was in line with the provision that both North and West Northamptonshire Council included in their budgets. NCT are not aligned to national pay negotiations and a proposed offer aligned to West Northamptonshire Council would require additional funding of

£1.007m a formal offer has been accepted by the Unions and this is reflected in the outturn. The forecast outturn also reflects a pressure of £1.087m for managed teams. A change control request to increase the contract sum by £2.094m has been made. In addition, there are further staff related pressures of £1.045m.

- 5.26 The legal services budget remains a challenge with increasing demand and additional inflationary costs in this area. The budget forecast is a projected overspend of £511k this is unchanged to Period 7.
- 5.27 There are also pressures on transport costs of £173k, this is unchanged from Period 7 and is as a result of inflationary pressures above the net contract sum of £2.870m. There is a risk that the inflation on transport costs could be above current levels. There are further minor savings which amount to £198k.
- 5.28 As part of the contract negotiations, it was agreed an amount of £2.243m was included for one off investments – the Council’s share of this was £991k – it is currently forecast that this will be delivered within budget.
- 5.29 The Children’s Trust Budget is monitored in year through regular meetings between officers of both North and West Northamptonshire Councils and the Trust.

Adults, Health Partnerships and Housing

- 5.30 The revenue budget within this section covers Adult Social Services, Health Partnerships and Housing (excluding the HRA).
- 5.31 Under the 2014 Care Act, local authority Adults Services have a responsibility to make sure that people aged over 18 years who live in their areas are provided with personal day to day care (helping people get dressed, washed, going to the bathroom, eating etc) where they cannot do things for themselves or access family support. The service also provides other physical or psychological support to people with disabilities in order to help them live a full life. The overriding responsibility is to keep people safe and protect them from harm or neglect.
- 5.32 Care can take many forms and can be provided directly by the Council, through contracted organisations or families can receive a personal budget to buy suitable care for themselves. Although receiving formal or long-term care is subject to people meeting the Council’s eligibility criteria, the service also has a key responsibility for helping people to stay independent and preventing or delaying the need for care.

Assistant Director of Adult Services

- 5.33 The **Assistant Director of Adult Services** is responsible for the strategic planning, engagement, operational and statutory delivery of Adult Social Care This includes the independent care budgets for all people aged over 18 and the social care and reablement teams. The forecast outturn position for the **Assistant Director of Adult Services** is set out in the following table (Period 7 £6.884 m overspend).

Assistant Director of Adult Services	£'000
Expenditure	119,334
Income	(19,437)
Net Budget	99,897
Forecast	111,182
Variance	11,285

5.34 The forecast outturn relating to the **Assistant Director of Adult Services** is set out in the following table. The overspend assumes most savings detailed in **Appendix A** are achieved in year. However, £617k of the savings for the increase of the utilisation of Shaw PPP beds for Discharge to Assess is assumed to be at risk of delivery. These savings will continue to be tracked, and any further impact of the achievability will form part of future reports.

Ref	Description	Budget	Forecast Variance	
			£'000	%
		£'000	£'000	
1	Employees	9,195	289	3.14
2	Third Party payments	95,277	11,546	12.12
3	Transfer Payments	14,258	0	0.00
4	Income	(19,437)	(550)	2.83
5	Other budgets	604	0	0.00
	Total	99,897	11,285	11.30

- 1) The employee related costs are currently forecasting an overspend of £289k this is as a result of agency staff owing to the number of vacancies.
- 2) The main areas of spend in relation to Third Party Payments are in respect of independent care spend including Residential and nursing care for both 65+ year old and the 18-64 years old clients. The service is seeing a significant increase in service demand including more people and, in some areas, higher costs. Client numbers have increased since April 2022 by 25% in the 65+ cohort and 15% in the 18-64 cohort with similar costs to existing cohorts. Previously there had been 14 years of stable demand in the 65+ cohort so this level of increase is unprecedented.

During 2022-23 the council received an additional £6m of one-off funding which mitigated the pressures of this increased demand for part of the year, with similar allocations for 2023-24 being expected to meet need for the full year. There are currently no indications that there will be further grant funding that will offset this growth.

Whilst Thackley Green transferred on 1st July 2023, it is still in the transition stage and not yet at full capacity. This will result in some double running costs in the short term but will generate savings through demand management, promoting independence and delivering reablement programmes at a greater scale in future years.

In September 2023, increased spend controls were introduced within adult social care aiming to mitigate against the increased demand, however it is

prudent to highlight a continued negative movement in the forecast as a result of this increased demand. It is important to note that whilst an additional £4.401m risk is being forecast at Period 8 compared to Period 7, the financial risk is higher; however, this is after mitigations have been applied across the directorate, these mitigations and interventions will be closely monitored. Transformation resources within the directorate have also been redirected in order to prioritise additional demand and cost management activity.

- 3) The transfer payments relate to direct payments these costs are currently forecast to be delivered on budget.
- 4) The main areas of income include client contributions to care costs. This is forecast that an additional £350k is received.
- 5) The main area of spend shown as Other include other support costs this is forecasted to be delivered on budget.

5.35 Due to the volatile nature of the Adults Social Care budget, there may be further emerging risks whilst we progress through the financial year. This may include an unexpected increase in demand during the winter period, e.g., an increase in flu and other respiratory diseases, unexpected provider failures, additional pressures from acute hospitals, changes in caseload and adverse weather. Mitigations would be sought to manage these pressures including, in exceptional circumstances, the use of reserves. This is an area the Council will continue to monitor closely.

Assistant Director of Safeguarding and Wellbeing

5.36 The **Assistant Director of Safeguarding and Wellbeing** is responsible for the strategic planning, engagement, operational and statutory delivery of key services for Adult Social Care. This includes ensuring services, practice and standards meet statutory requirements and that all professionals work together to deliver Making Safeguarding Personal to promote and secure the safety of local residents. The forecast outturn position for the **Assistant Director of Safeguarding and Wellbeing** is set out in the following table (Period 7 – overspend £178k).

Assistant Director of Safeguarding and Wellbeing	£'000
Expenditure	10,895
Income	(994)
Net Budget	9,901
Forecast	10,079
Variance	178

5.37 The forecast outturn relating to the **Assistant Director of Safeguarding and Wellbeing** is set out in the following table and explanations for the variances are provided below the Table.

Ref	Description	Budget £'000	Forecast Variance	
			£'000	%
1	Employees	9,700	178	1.84
2	Premises	382	0	0.00
3	Transport	324	0	0.00
4	Supplies and Services	489	0	0.00
5	Income	(994)	0	0.00
	Total	9,901	178	1.80

- 1) The employee related costs are currently forecast to be overspent by £178k this is as a result of agency staff owing to the number of vacancies.
- 2) The premises costs include costs associated with the running of the internal provider services. These are forecast to be delivered on budget.
- 3) The transport costs include £203k for leased cars and other travel costs associated with running the internal care provision. These are forecast to be delivered on budget.
- 4) The supplies and services include £150k of professional fees for the DOLS service and £155k for non-staffing expenses across the internal care provision. These are forecast to be delivered on budget.
- 5) The main income sources are from client contributions towards their care. These are forecast to be delivered on budget.

Assistant Director of Commissioning and Performance

- 5.38 The **Assistant Director of Commissioning and Performance** is responsible for ensuring services, practice and standards meet statutory requirements and includes the commissioning and monitoring of Adults Social Care external contract. The forecast outturn position for the **Assistant Director of Commissioning and Performance** is set out in the following table (Period 7-£983k underspend).

Assistant Director of Commissioning and Performance	£'000
Expenditure	24,243
Income	(10,566)
Net Budget	13,677
Forecast	12,694
Variance	(983)

- 5.39 The forecast variance relating to the **Assistant Director Commissioning and Performance** is set out in following table and explanations for the variances are provided below the Table.

Ref	Description	Budget	Forecast Variance	
			£'000	%
		£'000	£'000	%
1	Employees	4,408	65	1.47
2	Third party Payments	18,518	(1,048)	(5.66)
3	Income	(10,566)	0	0.00
4	Other	1,317	0	0.00
	Total	13,677	(983)	(7.19)

- 1) The employee related costs are currently forecast to be an overspend of £65k this is as a result of agency staff owing to the number of vacancies.
- 2) The main areas of spend in relation to Third Party Payments are in respect of Better Care fund expenditure and the PPP Shaw contract.

The annual budget for the PPP Shaw contract which is for the provision of six residential care homes across North Northamptonshire for the over 65s is £9.8m. There is a forecast pressure of £970k (9.8%) in relation to this contract. At the time the budget was set it was assumed that the inflationary increase would be £234k this was based on previous trends. The actual increase was based on average weekly earnings up to March 2023. A budget realignment exercise has taken place along with the identification of efficiencies which has resulted in mitigations of £2.018m.

- 3) The main income sources are the Improved Better Care Fund (£6.8m) and Client Contributions from PPP and Block purchased care provision (£1.4m). Other income sources include assistive technology pool contribution, this is forecast to be delivered on budget.
- 4) Other costs amount to £1.317m and is primarily made up of Community Equipment spend, this is forecast to be delivered on budget.

Assistant Director Strategic Housing, Development and Property Services

- 5.40 The **Assistant Director Strategic Housing, Development and Property Services** provides strategic direction and leadership for the delivery of the Housing Service and housing management, this includes support for homeless people. The forecast outturn position for the **Assistant Director Strategic Housing, Development and Property Services** set out in the following table (Period 7 - £400k).

Assistant Director Strategic Housing, Development and Property Services	£'000
Expenditure	6,463
Income	(3,756)
Net Budget	2,707
Forecast	3,107
Variance	400

5.41 The forecast outturn relating to the Assistant Director **Strategic Housing, Development and Property Services** is set out in the following table. The forecast at Period 6 assumes that the service will be delivered on budget and that any savings detailed in **Appendix A** are achieved in year. Savings will continue to be tracked and changes to the deliverability will form part of future reports.

Ref	Description	Budget £'000	Forecast Variance	
			£'000	%
1	Employees	2,275	200	8.79
2	Premises	203	0	0.00
3	Supplies and Services	3,451	200	5.80
4	Third Party Payments	501	0	0.00
5	Other	33	0	0.00
6	Income	(3,756)	0	0.00
	Total	2,707	400	14.78

- 1) The employee related costs are currently forecasting an overspend of £200k in relation to the homelessness service, this is as a result of additional agency costs.
- 2) The main area of spend in relation to premises include cost associated with temporary accommodation £141k. This is forecast to be delivered on budget.
- 3) The main areas of spend relate to temporary accommodation within the homelessness service. This is forecast to be overspent by £200k this is due to the increase in demand in the homelessness service.
- 4) The third-party payments include payments to private and independent contractors This is forecast to be delivered on budget.
- 5) Other costs include other minor costs. This is forecast to be delivered on budget.
- 6) Income is mainly made up of grants this includes the Homelessness Prevention grant (£1.019m), the Rough Sleepers Initiative (£926k) and other homelessness grants (£565k). In addition, there is income from property rents of £1.076m. The income is forecast to be delivered on budget.

5.42 All services across Adults, Health Partnerships and Housing undertake regular budget monitoring, track fluctuations in spend, and work to identify additional efficiencies and savings to either mitigate forecasted overspends within the directorate or to contribute to the overall corporate position in year of the Council. Ongoing work continues to identify any further efficiencies, savings or income that can be identified to improve the overall position in-year, to set budgets for the following year, and in contributing to the medium-term financial strategy.

Public Health and Communities

- 5.43 The **Director of Public Health and Wellbeing** is a statutory officer and the principal adviser on all health matters to elected members, officers, and partners, with a leadership role spanning health improvement, health protection and healthcare public health. This includes delivering core public health services in line with grant funding and statutory requirements.
- 5.44 The grant is ringfenced and any variances will result in a movement to or from reserves ensuring that all grant conditions are met.

Director of Public Health and Wellbeing	£'000
Expenditure	26,312
Income	(26,312)
Net Budget	(0)
Forecast	(0)
Variance	0

- 5.45 The forecast outturn relating to the **Director of Public Health and Wellbeing** is set out in following Table.

Description	Budget	Forecast Variance	
		£'000	%
	£'000	£'000	
Employees	4,891	0	0.00
Supplies & Services	6,808	0	0.00
Support Costs	1,240	0	0.00
Third Party Payments	7,620	0	0.00
Transfer Payments	5,635	0	0.00
Income	(26,312)	0	0.00
Other	118	0	0.00
Total	0	0	0.00

Assistant Director Communities and Leisure

- 5.46 The **Assistant Director Communities and Leisure** includes libraries, cultural facilities (such as museums, theatres, art galleries and heritage sites), sports and leisure facilities (such as swimming pools, tennis courts, golf, playing pitches, indoor courts/sports halls etc), archaeological archiving and activities and access to parks and open spaces for play and recreation. The Service is also responsible for community grants as well as providing education and outreach services and advice and support, encouraging physical and mental wellbeing of residents through sport and leisure-based activities The forecast outturn position for the **Assistant Director Communities and Leisure** is set out in the following Table (Period 7 - £260k)

Assistant Director Communities and Leisure	£'000
Expenditure	17,944
Income	(8,945)
Net Budget	8,999
Forecast	8,739
Variance	(260)

5.47 The forecast outturn relating to the **Assistant Director of Communities and Leisure** is set out in following table and explanations for the variances are provided in the paragraphs that follow.

Ref	Description	Budget	Forecast Variance	
			£'000	%
	£'000	£'000	£'000	
1	Employees	7,661	0	0.00
2	Premises	3,034	0	0.00
3	Supplies & Services	4,106	140	3.41
4	Third Party Payments	3,699	0	0.00
5	Income	(8,945)	(400)	4.47
6	Other	(556)	0	0.00
	Total	8,999	(260)	0.00

- 1) The employee related costs are currently forecast to be delivered on budget.
- 2) The premises related costs are currently forecast to be delivered on budget.
- 3) The supplies and services costs are currently forecasting a pressure of £140k this is due to contractual increases. The service is continuing to look at how these costs can be mitigated.
- 4) The third-party payments are mainly made up of £2.893m for payments for the Ukraine resettlement programme these are currently forecast to be delivered on budget.
- 5) The main areas of income include £5.041m of grant income and £2.66m relating to fees and charges. The income is forecast to be £400k greater than budget and is a result of changes in VAT.
- 6) Other costs are forecast to be delivered on budget.

Place and Economy Directorate

5.48 The Place and Economy budget covers the following four functional areas plus Management Costs:

- Assets and Environment
- Growth and Regeneration
- Highways and Waste

- Regulatory Services

Assistant Director Assets and Environment

5.49 The **Assistant Director Assets and Environment**, includes Facilities Management, Property Estate Management, Energy and Fleet Management, Grounds Maintenance, Parks and Open Spaces and On and Off-street parking enforcement. It also includes Asset and Capital Management of the Council's corporate assets and capital programmes, together with the effective management of the Council's strategic assets and landholdings. Key income and cost drivers include parking income, number of visitors to country parks and open space, demand for commercial rental spaces, use of corporate workspaces and use of energy. The forecast outturn position for the **Assistant Director of Assets and Environment** is set out in the following table (Period 7 - £1.080m).

Assistant Director Assets and Environment	£'000
Expenditure	25,160
Income	(21,110)
Net Budget	4,050
Forecast	2,971
Variance	(1,079)

5.50 The forecast variance relating to the **Assistant Director Assets and Environment** is set out in following Table and explanations for the variances are provided below the Table.

Ref	Description	Budget	Forecast Variance	
			£'000	%
		£'000	£'000	
1	Employees	10,242	(622)	(6.07)
2	Premises	9,246	166	1.80
3	Transport	4,591	(195)	(4.25)
4	Supplies and Services	1,566	28	1.79
5	Third Party Payments	1,024	69	6.74
6	Income	(21,110)	(479)	2.27
7	Other	(1,508)	(46)	3.05
	Total	4,050	(1,079)	(26.64)

- 1) The underspend of £622k (6.07%) against Employees relates to staff underspends from vacant posts due to ongoing work on restructures. Work is underway to recruit to posts through the restructure during 2023/24.
- 2) The main areas of spend within Premises are Business Rates (£1.592m), Utilities (£3.392m), Building Repairs and Maintenance (£1.718m), Rents and Service Charges (£856k), Building cleaning (£538k) and other premises costs of £1.150m.

There is a pressure of £401k relating to outstanding liabilities for business rates (£283k), cleaning costs (£42k), Water charges (£29k) and further minor net pressures which amount to £47k. This is offset by a saving of £177k on utility costs across the service. There is also a £58k underspend on Repairs and Maintenance based on the current programme of works and the realignment of budgets to support repairs required across the portfolio.

- 3) The main areas of spend within Transport relates to Vehicle leasing (£3.047m), Fuel (£1.245m) and other transport costs (£299k).

There is an overall saving of £195k (4.26%) based on the current cost of fuel being lower than anticipated and reflects the reduction in the cost of fuel.

- 4) There is an overall pressure of £28k (1.79%) on Supplies and Services. £63k (23% of the £268k Equipment and Tools Budget) which relates to the maintenance of play equipment. Other minor savings amount to £35k.

- 5) There is an overall pressure of £69k (6.79%) within Third Party Payments of which £46k relates to a Private Contractor for Ash dieback trees works. Other minor pressures amount to £23k.

- 6) The main income sources are Rent and Leases (£16.453m), Parking Income (£2.192m) and various other forms of income amounting to £2.464m.

There is a pressure of £86k relating to external income that the Council had budgeted to receive to fund posts for projects such as Corby Town Funds. This pressure is offset by additional grant funding received for tree maintenance within Environment Services of £116k (51% of £226k Grants budget). There is also additional income from rent reviews (£449k).

- 7) Other minor net pressures amount to £46k.

Assistant Director Growth and Regeneration

- 5.51 The **Assistant Director Growth and Regeneration** includes Planning Services, Economic Development, Growth and Infrastructure, Regeneration, Digital Infrastructure, Climate Change and Flood and Water Management. Key income/costs drivers include local demand and volume of applications for the Planning service, including major development fees, availability of Planning resources e.g., planning professionals and demand for economic activities. The forecast outturn position for the **Assistant Director of Growth and Regeneration** is set out in the following Table (Period 7 - £114k).

Assistant Director Growth and Regeneration	£'000
Expenditure	10,103
Income	(5,501)
Net Budget	4,602
Forecast	4,716
Variance	114

5.52 The forecast variance relating to the **Assistant Director Growth & Regeneration** is set out in following Table. Explanations for the variances are provided below the Table.

Ref	Description	Budget	Forecast Variance	
		£'000	£'000	%
1	Employees	6,329	95	1.50
2	Supplies and Services	3,668	282	7.69
3	Income	(5,501)	(200)	3.64
4	Other	106	(63)	(59.43)
	Total	4,602	114	2.48

- 1) There is a pressure of £95k (1.57%) within Employees which relates to agency costs to cover vacant posts, which are predominantly covering vacancies due to the restructure of the service and challenges with recruiting hard to fill posts, particularly in the Planning Service. Work is underway to recruit to these posts following the restructure in 2023/24.
- 2) There is a pressure of £282k within Supplies and Services. This variance relates to professional and legal fees associated with appeals and judicial reviews within Planning Management and Enforcement.
- 3) The main income sources are Planning Income (£2.89m) and other income, mainly external grants, which amounts to (£2.82m).

There is currently additional income of (£200k) (6.92%) forecast for planning income based on received and forecasted income for the financial year. This is due to Planning Performance Agreements that have been negotiated with a number of developers on major schemes.

The Department for Levelling Up, Housing and Communities responded to its consultation on increasing planning fees and performance which will result in an increase to Fees and Charges relating to Planning applications. The new fees will come into force from 6th December 2023. It should be noted that the forecast for the remaining year is influenced by the result of the current economy, with both inflationary cost increases and an increased cost of borrowing detrimentally affecting investment in development.

- 4) There are minor savings amounting to £63k.

Assistant Director Highways and Waste

5.53 The **Assistant Director for Highways and Waste** includes street cleaning, waste and recycling collections and disposals, including the household waste and recycling centres and Transport Management. The highways services maintain the extensive network of public roads, footpaths, and rights of way, including highway related infrastructure such as streetlights, traffic signals, bridges, gullies, and highway trees. Services also include School Transport and Concessionary fares. Key cost drivers include the tonnes of waste materials collected from households, businesses, and litter bins for recycling and disposal, variations to costs per tonnage, investment on various highway assets, as well

as the impact of extreme weather conditions, school age population for school transport and the agility of the older population for concessionary fares. The forecast outturn position for the **Assistant Director of Highways and Waste** is set out in the following Table (Period 7 - £315k).

Assistant Director Highways and Waste	£'000
Expenditure	67,680
Income	(9,798)
Net Budget	57,882
Forecast	57,614
Variance	(268)

5.54 The forecast variance relating to the **Assistant Director for Highways and Waste** is set out in following Table. Explanations for the variances are provided below the Table.

Ref	Description	Budget	Forecast Variance	
			£'000	%
		£'000	£'000	
1	Employees	10,375	795	7.66
2	Supplies and Services	9,795	182	1.86
3	Transport	19,341	(388)	(2.01)
4	Third Party Payments	28,998	36	0.12
5	Income	(9,798)	(927)	9.46
6	Other	(829)	34	(4.10)
	Total	57,882	(268)	(0.46)

- 1) There is a pressure on Employees of £853k mainly relating to overtime and agency costs within Refuse and Recycling, work is ongoing to mitigate these pressures as part of a restructure. This is offset by a saving of £58k within Transport services & Waste Management due to vacant posts.
- 2) There is a pressure of £182k within Supplies and Services. This consists of a pressure of £65k relating to the Garden waste service (additional developer costs for ongoing direct debit solution) and £95k additional Highways and transport work. There is a Waste Management procurement pressure of 21k.
- 3) The main areas of spend within Transport relate to contract payments for Home to School Transport, Social Care Transport and Concessionary payments to transport operators.

The Department for Transport had requested that authorities continue to reimburse bus operators based on the average number of journeys in the winter months prior to the COVID-19 outbreak (December 2019 to February 2020).

The alternative is that the Council reverts to paying bus operators on the actual number of journeys. Reimbursing bus operators based on the average rather than the actual usage is estimated to be between £500k and

£700k higher. The Council's support to the bus industry helps safeguard local bus services for residents throughout the pandemic and during the recovery period. The forecast underspend is £388k (13% of £2.868m Concessions budget).

The DfT are rebasing the reimbursement methodology for 2024/25 and announcements around this will be made later this year.

- 4) The main areas of spend relate to Waste Disposal (£17.470m), Street Lighting (£6.638m) and Highways Maintenance (£4.157m) and other third-party payments (£1.757m). These are currently forecast to come in on budget. There are budgetary challenges with regard to Highways Maintenance and the increased requirement for repairs due to the deterioration of the highway network, together with the effect of inflation on the cost of services. Work is ongoing to identify how the service can be delivered differently in order to remain within the allocated budget; this may require a change in approach to maintaining the highways network.

There is a net pressure of £36k relating to the Waste disposal due to increased tonnage levels and treatment costs.

- 5) There is a favourable variance of £583k within income which relates to the Garden Waste subscription service performing better than initially predicted. It is worth noting that whilst subscriptions have gone up, the associated costs to deliver the service have also increased.

There is also additional income of £312k (92% of £307k Highways income budget) for Highways regulations and investigation searches arising because of higher-than-expected residential developments coming forward, house sales and utility works. Other minor savings amount to £32k.

- 6) Other minor pressures amount to £34k.

Assistant Director Regulatory Services

- 5.55 The **Assistant Director Regulatory Services** includes Bereavement Services, Building Control and Local Land Charges, Emergency Planning, Environmental Health and Licensing, Trading Standards, Private Sector Housing and the Travellers Unit. The main income and cost drivers include the local economy and market for Building Control income, age/morbidity demographic rate for bereavement services (burials and cremations), public health demand for Environmental Health services, and legal/statutory obligations for building regulations and licensing. The forecast outturn position for the **Assistant Director of Regulatory Services** is set out in the following table (Period 7 - £294k).

Assistant Director Regulatory Services	£'000
Expenditure	7,486
Income	(4,249)
Net Budget	3,237
Forecast	2,943

Variance	(294)
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5.56 The forecast variance relating to the **Assistant Director Regulatory Services** is set out in following Table. Explanations for the variances are provided below the Table.

Ref	Description	Budget	Forecast Variance	
			£'000	%
	£'000	£'000	£'000	%
1	Employees	6,078	(489)	(8.05)
2	Premises	680	81	11.91
3	Income	(4,249)	73	(1.72)
4	Other	728	41	5.63
	Total	3,237	(294)	(9.08)

1) There is an underspend of £489k (8%) within Employees primarily relating to salary savings which is offsetting the pressure on agency costs to support service delivery across Regulatory Services pending the restructuring of the service during 2023/24. An MTFP saving for 2023/24 of £185k for the restructure within Regulatory Services was approved of which £155k has been identified, leaving a pressure of £30k which will be covered by vacancies across the service. Work is currently being undertaken within the service area to deliver the saving.

2) The main areas of spend relate to Grounds Maintenance (£266k), Business Rates (£135k), Utilities (£213k) and other premises costs of £76k.

There are minor pressures of £65k within premises relating to increased business rates and utility pressures in Bereavement Services. Other minor pressures amount to £16k.

3) The main income sources are Bereavement Services (£2.226m), Building Control and Local Land Charges Income (£1m), Licensing Income (£683k), other minor income sources which amount to £340k.

The overall income forecast is a pressure of £73k. The forecast outturn for income from Bereavement Services is £117k higher than budget this is reflective of the 2022/23 outturn and activity levels remain similar in 2023/24. This is offset by a pressure on Building Control income where income levels are forecast to be £190k lower than budget with the forecast being based on 2022/23 activity levels due to a combination of unachievable income targets, market share reduction and the economic climate.

4) There is a minor pressure amounting to £41k.

Place and Economy Management

- 5.57 This area includes the management costs for the Place and Economy Directorate and is forecasting a pressure of £66k due to agency costs and advertising (Period 7 - £66k).

Directorate Management	£'000
Expenditure	665
Income	0
Net Budget	665
Forecast	731
Variance	66

Enabling & Support Services

Finance, Performance, Procurement and Revenues and Benefits

- 5.58 The **Finance and Performance Service** is responsible for leading the management, development, performance and continuous improvement of all Finance, Audit and Risk services. The **Procurement Service** leads on all aspects of procurement delivery, category management, commissioning and contract management. The **Revenue and Benefits Service** is responsible for the collection of both Council Tax and Business Rates and in assessing, awarding and payment of benefits. The forecast outturn position for these services is set out in the following table (Period 7 – £1.343m).

Finance, Performance, Procurement and Revenue and Benefits Service	£'000
Expenditure	86,047
Income	(69,080)
Net Budget	16,967
Forecast	15,549
Variance	(1,418)

- 5.59 The forecast variance for the **Finance, Performance, Procurement and Revenues and Benefits Service** is set out below. Explanations for the variances are provided below the table.

Ref	Description	Budget	Forecast Variance	
			£'000	%
		£'000	£'000	%
1	Employees	17,016	(1,736)	(10.20)
2	Supplies & Services	3,915	443	11.32
3	Transfer Payments	64,711	0	0.00
4	Other	405	(38)	(9.38)
5	Income	(69,080)	(87)	0.13
	Total	16,967	(1,418)	(8.36)

- 1) A saving of £1.736m is forecast for Employees (Period 7 - £1.661m). This is partly due to forecast savings as a result of vacancies within the Procurement team (£143k), the Internal Audit team (£224k), Finance Team (£75k) and the Performance team (£103k). In addition, there are further forecast in year savings relating to employer's superannuation payments (£1.250m) and Unfunded Pensions (£65k). These savings are partially offset by a pressure from the use of agency staff within the Revenues & Benefits team (£124k).
- 2) There is a forecast pressure of £443k within Supplies and Services (Period 7 - £443k). This pressure is a combination of an increase in Insurance premiums of £300k and a net pressure of £143k within the Revenues and Benefits Service, which mainly arises from a legal requirement to write to all direct debit customers following the implementation of the Council's new revenues system.
- 3) Transfer Payments relate to Housing Benefit payments, which are forecast to be delivered on budget.
- 4) Amounts shown within Other costs are largely payments to the Lead Authority Board for shared services provided to the Council (£619k), where there is a forecast net saving of £38k (Period 7 - £38k). This is due to a pressure in the Account Payable and Receivable functions (£97k) being offset by savings on historic LGSS inter-authority charge budgets (£116k) and other minor savings of £19k.
- 5) The main areas of Income are Housing Benefit Subsidy and income received from government to cover the costs of collecting NNDR & Council Tax. There is a forecast net saving of £87k (Period 7 - £87k), arising from £172k grant funding received by the Revenues & Benefits service to offset the costs of additional work undertaken during the cost-of-living crisis. This additional income is partially offset by unachievable legacy income targets of £85k.

Chief Executive's Office

5.60 The functions managed through the **Chief Executive's Office** include the Chief Executive, the Assistant Chief Executive, Executive Support, Communications, Consultation, Engagement and Corporate Equalities, Print Room and the Web Team. The service supports teams across the authority, providing leadership and strategic direction to secure a cohesive and coordinated approach to the delivery of improved organisation-wide service provision, resource allocation and prioritisation. The forecast outturn position for the **Chief Executive's Office** is set out in the following table (Period 7 - £378k).

Chief Executive's Office	£'000
Expenditure	1,393
Income	(27)
Net Budget	1,366
Forecast	912
Variance	(454)

5.61 The forecast variance for the Chief Executives Office is set out in following table. Explanations for the variances are provided below the table.

Ref	Description	Budget	Forecast Variance	
			£'000	%
1	Employees	1,824	(497)	(27.25)
2	Supplies & Services	432	33	7.64
3	Other	(863)	0	0.00
4	Income	(27)	10	(37.04)
	Total	1,366	(454)	(33.24)

- 1) There are anticipated savings within the Executive Support, Communications and Printing services of £497k (Period 7 - £413k). This is due to staff vacancies within the team's new structure, which are actively being recruited (£742k), partially offset by the use of agency staff (£245k).
- 2) Although the main areas of spend within Supplies and Services are printing and postage costs for the corporate print and post rooms, the forecast pressure of £33k is due to inflationary increases in corporate subscriptions of £20k (Period 7 - £20k) and other minor pressures £13k (Period 7 - £5k).
- 3) 'Other' spend relates to internal recharges and is forecast to be delivered on budget.
- 4) The income budget relates to printing on behalf of third-party organisations. There is an anticipated pressure of £10k as demand for these services has fallen.

Chief Information Officer

5.62 The **Chief Information Officer** is responsible for the delivery of efficient and effective management of all aspects of IT operations, Digital, IT programmes of work, IT commercial contracts and supplier relationships, IT Service delivery teams and for transforming the IT and Digital Services team. This includes managing IT services provided by West Northamptonshire Council. The forecast outturn position for the **Chief Information Officer** is set out in the following Table (Period 7 - £298k).

Chief Information Officer	£'000
Expenditure	10,407
Income	(2)
Net Budget	10,405
Forecast	10,703
Variance	298

5.63 The forecast variance relating to the **Chief Information Officer** is set out in following table and explanations for the variances are provided below the table.

5.67 The forecast variance relating to the **Assistant Director of Legal Services** is set out in the following Table and explanations for the variances are provided below the Table.

Ref	Description	Budget	Forecast Variance	
		£'000	£'000	%
1	Employees	3,702	77	2.08
2	Supplies & Services	2,152	(15)	(0.70)
3	Third Party Payments	762	179	23.49
4	Other	(489)	(21)	4.29
5	Income	(876)	80	(9.13)
	Total	5,251	300	5.71

- 1) The forecast pressure on the Employees budget of £77k (Period 7 - £77k) is due to vacancies £1.272m (Period 7 - £1.272m), offset by the use of agency staff £1.349m (Period 7 - £1.349m). The majority of the use of agency staff is in Legal Services.
- 2) The main areas of expenditure within Supplies and Services are members allowances, ward initiative funds and external legal fees. There are minor forecast savings of £15k (Period 7 - £15k).
- 3) The main area of spend within Third Party Payments is the shared coroners service with WNC, where there is a forecast pressure of £179k (Period 7 - £179k).
- 4) 'Other' relates mainly to support service recharges, members travel expenses and staff mileage. There is a forecast saving of £21k (Period 7 - £21k) relating to a series of minor items.
- 5) The main areas of income are Legal fees (£200k) and Registration Services fees (£630k). There are also other minor income sources within the service (£46k). There is a forecast pressure of £80k within Registration Services due to a lower number of marriage ceremonies being delivered this year.

Assistant Director of Customer Services

5.68 The **Assistant Director of Customer Services** is responsible for leading and implementing the transformation and aggregation of all the Customer Service and Complaints teams and for setting the key priorities and direction for Customer Services and Complaints in line with the corporate plan. The role is also responsible for the leadership, development and implementation of customer and digital strategies for the council, to deliver an improved customer experience and the administration of the 'Blue Badges' parking scheme. The forecast outturn position for the **Assistant Director of Customer Services** is set out in the following Table (Period 7 – £141k).

Assistant Director Customer Services	£'000
Expenditure	2,338
Income	(108)

Net Budget	2,230
Forecast	2,045
Variance	(185)

5.69 The forecast outturn relating to the **Assistant Director of Customer Services** is set out in the following table.

Ref	Description	Budget	Forecast Variance	
			£'000	%
		£'000	£'000	
1	Employees	3,049	(158)	(5.18)
2	Supplies & Services	157	(27)	(17.20)
3	Other	(868)	0	0.00
4	Income	(108)	0	0.00
	Total	2,230	(185)	(8.30)

- 1) There is a forecast saving on Employees of £158k due to vacant posts within the Customer Service team (Period 7 - £140k).
- 2) Although the main area of spend within Supplies and Services relates to the issuing of Blue badges (£70k), the saving of £27k (Period 7 - £1k) arises from a series of minor budgets.
- 3) Other budgets are internal recharges and are expected to be delivered on budget.
- 4) The income budget relates to the issuing of blue badges (£80k) and rent from the NHS Phlebotomy unit in the Kettering Offices (£28k). These are anticipated to be delivered on budget.

6 Housing Revenue Account

6.1 Whilst North Northamptonshire Council must only operate one HRA it will, for a period of time, operate two separate Neighbourhood Accounts (Corby Neighbourhood Account and the Kettering Neighbourhood Account).

Corby Neighbourhood Account

6.2 The forecast position for the Corby Neighbourhood Account at the end of Period 8 shows an underspend of £158k (Period 7 - £94k underspend). This is summarised in the following Table:

Corby Neighbourhood Account			
	Current	Projection	Forecast
	Budget	P8	Variance
	2023/24	2023/24	
	£000	£000	£000
INCOME			
Rents - Dwellings Only	20,692	20,698	(6)
Service Charges	641	603	38
HRA Investment Income	148	148	0
Total Income	21,481	21,449	32
EXPENDITURE			
Repairs and Maintenance	6,440	6,804	364
General Management	5,438	4,969	(469)
HRA Self Financing	2,125	2,061	(64)
Revenue Contribution to Capital	4,875	5,061	186
Transfer To / (From) Reserves	807	807	0
Special Services	1,014	876	(138)
Other	782	713	(69)
Total Expenditure	21,481	21,291	(190)
Net Operating Expenditure	0	(158)	(158)

- 6.3 The forecast position for rental income from dwellings at Period 8 is £6k higher than budget – a rent gain of £68k is a result of the Right to Buy Sales being 15 less than the budgeted amount of 50 in 2022/23, resulting in a higher number of dwellings on 1st April 2023 resulting in a higher rental yield. RTB sales were budgeted at 50 the current forecast is 40 which results in a rent gain of £23k being the part year effect from RTB sales. The reduction is in part from the current economic climate and the increased costs in borrowing, however, this is reduced by a shortfall of £85k due to lost income from a higher void rate. The number of sales and void rates are areas that will be closely monitored during the course of the year.
- 6.4 The pressure on income from Service Charges is £38k this is a result of a £19k increase in the budget not being realised and £19k of optional emergency alarm charges not being taken up in the sheltered schemes.
- 6.5 The forecast position for Period 8 includes a total reduction in expenditure of £190k (Period 7 - £126k). The movements are set out in Sections 6.6 to 6.10.
- 6.6 There are pressures on repairs and maintenance costs of £364k, which relate to the higher cost of general repairs (£222k), overspends on salaries due to pay award (£110k) and agency costs (£41k), and overspends on services costs due to disrepair claims (£139k). These are partly offset by savings on insurance (£50k) and increased income from recharged services (£100k). There are other minor adverse variances of £2k.
- 6.7 There are savings of £469k in General Management and £138k in Special Services. This relates to salary savings due to vacant posts and pension costs (£423k) which is reduced by pay award pressures (£93k); savings on insurance (£194k), savings on services (£40k) and utilities (£42k) due to lower-than-expected costs. There were further minor favourable variances of £1k.

- 6.8 There is a saving of £64k against the HRA Self-financing line which relates to savings on loan interest charges due to loans not being enacted. This is as a result of a lower spend on the HRA capital programme resulting in a saving on interest costs.
- 6.9 The HRA holds a depreciation charge that recognises the cost of managing and maintaining the Council stock at the current level. This funding represents a revenue cost to the HRA that is then used to support the capital programme to deliver the required enhancements to the stock to keep it fit for purpose. The Revenue Contribution to Capital Expenditure (RCCO) as a minimum must equal the depreciation charge, owing to the increase in the value of the stock this has resulted in a higher depreciation charge of £186k, which will be available to fund future capital programmes.
- 6.10 There are savings within 'Other' of £69k which relates to the bad debt provision being £43k less than budgeted - owing to higher collection on arrears (Period 7 - £50k), there are further net favourable variances which amount to £26k. The contingency budget of £66k has been used in full to part fund the higher payaward.

Kettering Neighbourhood Account

- 6.11 The forecast position for the Kettering Neighbourhood Account at the end of Period 8 shows an overspend of £279k (Period 7 - £279k overspend). This is summarised in the following Table:

Kettering Neighbourhood Account			
	Current Budget 2023/24	Projection P8 2023/24	Forecast Variance
	£000	£000	£000
INCOME			
Rents - Dwellings Only	16,763	16,768	(5)
Service Charges	487	444	43
HRA Investment Income	21	21	0
Total Income	17,271	17,233	38
EXPENDITURE			
Repairs and Maintenance	4,632	4,817	185
General Management	2,988	2,838	(150)
HRA Self Financing	4,986	4,986	0
Revenue Contribution to Capital	3,268	3,604	336
Transfer To / (From) Reserves	(565)	(565)	0
Special Services	1,257	1,225	(32)
Other	705	607	(98)
Total Expenditure	17,271	17,512	241
Net Operating Expenditure	0	279	279

- 6.12 The forecast position for rental income from dwellings at Period 8 is £5k higher than budget – a rent gain of £67k is a result of the Right to Buy Sales being 14 less than the budgeted amount of 30 in 2022/23, resulting in a higher number of dwellings on 1st April 2023 resulting in a higher rental yield. RTB sales were

budgeted at 30 the current forecast is 17 which results in a rent gain of £31k being the part year effect from RTB sales. The reduction is in part from the current economic climate and the increased costs in borrowing, however, this is reduced by a shortfall of £93k due to lost income from a higher void rate. The number of sales and void rates are areas that will be closely monitored during the course of the year.

- 6.13 There are pressures of £43k as a result of income from service charges being lower than budget.
- 6.14 The forecast position for Period 8 is a pressure in expenditure of £241k (Period 7 - £26k). The movements are set out in Sections 6.15 to 6.18.
- 6.15 There are pressures in Repairs and Maintenance of £185k, which relates to the higher cost for materials (£167k), overspends on salaries due to pay award (£89k) and pressures from agency costs (£67k). These are partly offset by savings on subcontractor costs (£26k), equipment costs (£38k) and cyclical maintenance costs (£95k). There are also minor adverse variances of £21k.
- 6.16 There are savings of £150k in General Management and £32k in Special Services. This relates to salary savings due to vacant posts and pension costs (£258k) which is reduced by pay award pressures (£92k); There were further minor favourable variances of £16k.
- 6.17 The HRA holds a depreciation charge that recognises the cost of managing and maintaining the Council stock at the current level. This funding represents a revenue cost to the HRA that is then used to support the capital programme to deliver the required enhancements to the stock to keep it fit for purpose. The Revenue Contribution to Capital Expenditure (RCCO) as a minimum must equal the depreciation charge, owing to the increase in the value of the stock this has resulted in a higher depreciation charge of £336k, which will be available to fund future capital programmes.
- 6.18 There are savings within 'Other' of £98k which relates to the bad debt provision being £98k less than budgeted - owing to higher collection on arrears (Period 7 - £98k). The contingency budget of £176k has been used in full to part fund the higher pay award.

7 Dedicated Schools Grant

- 7.1 The Dedicated Schools Grant (DSG) is a ring-fenced specific grant allocated to the Council by the Government to support a range of education related services.
- 7.2 The Department for Education (DfE) currently operate a four-block funding model for funding schools and pre-16 education including early years as set out in the following table:

Dedicated Schools Grant (DSG)			
Schools Block	Central Schools Services Block	High Needs Block	Early Years Block
The School's Block is the largest element of the DSG and is allocated to Schools and Academies for day-to-day spending in their individual budgets.	The Central Schools Block provides funding for local authorities to carry out central functions on behalf of maintained schools and academies.	The High Needs funding system supports provision for Children and Young People with Special Educational Needs and Disabilities (SEND) from their early years to age 25.	The Early Years Block provides funding for 2, 3 and 4-year-olds.

7.3 The original DSG Budget for 2023/24 amounts to £354.963m. After allowing for recoupment, which is where a local authority's DSG allocation is adjusted to reflect the grant that has been paid direct to academies. In July, the DSG allocation was revised to reflect a reduction of £537k, there was a reduction of £382k in the Early Years Block due to lower participation numbers, this was partially offset by a slight increase in the High Needs Block of £74k resulting from additional funding for special free schools. The remaining reduction of £229k relates to the recoupment amount for the High Needs Block being adjusted from £10.853m to £11.082m this is due to an adjustment to the High Needs places. The revised net DSG budget for the Council is £120.663m. The forecast outturn is a pressure of £9.019m, this is summarised in the following Table:

Dedicated Schools Grants Forecast Outturn 2023/24							
Block	Gross Budget	July DSG Allocation Adjustment	Revised Budget	Recoupment	Net Budget	Forecast Net Spend	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Schools Block	270,284	0	270,284	222,910	47,374	47,374	0
Central Schools Block	3,287	0	3,287	0	3,287	3,287	0
High Needs Block	57,851	74	57,925	11,082	46,843	55,862	9,019
Early Year Block	23,541	(382)	23,159	0	23,159	23,159	0
Total	354,963	(308)	354,655	233,992	120,663	129,682	9,019

7.4 The national pressure on services to support the education of children with additional needs is well documented. This has been exacerbated by the ongoing impacts of COVID on children and young people's health and wellbeing. Many Councils are struggling to contain expenditure within the budget available to meet needs. The mitigation actions that are available often have front loaded costs and benefits are felt over the course of many years. Whilst funding has been increased, this has not reflected the full increase in needs that are being identified.

7.5 In the financial year 2022/23 NNC reported an overspend of £1.743m on the HNB. This was offset against the historic surplus of £2.573m brought forward from 2021/22. A net adjustment of £110k has been made to the reserves to reflect Early Years clawback, resulting in an opening reserves position of £720k. For 2023/24, pressures have continued to increase, and it is now forecast that the HNB will be overspent by £9.739m. The remaining reserves of £720k have been used to partly mitigate this, leaving a forecast overspend of £9.019m. The composition of these pressures prior to the use of reserves is as follows:

- The ongoing increase in the number of requests for Education, Health and Care Plans (EHCP), at Early Years and statutory school age, has exceeded the rate that was used in setting the budget, this pressure is forecast to be around £1.976m.
- Sufficiency issues in local SEND placements meaning greater use of Independent Providers at significantly higher cost, this pressure is forecast to be around £2.905m.
- The identification of historic commitments that remain outstanding and must now be paid is a one-off pressure and amount to around £500k.
- Pressures in Mainstream Top Ups are related to an ongoing increase in the number of requests for statutory assessment over and above the level budgeted for. By supporting mainstream schools to meet higher levels of need, pressure is reduced on the specialist placement budgets, this pressure is forecasted to around £2.252m.
- Further analysis has been conducted on the Alternative Provision budget, the pressure is forecasted to be around £2.180m. This reflects the impact of the limited access NNC has to high quality AP places locally. As a result, more pupils are having to be provided with individual tutoring to ensure they have the required access to education. This significantly increases costs and restricts the breadth of curriculum that can be offered. Efforts are ongoing to create additional AP in NNC, including a strategic partnership with an outstanding Academy Trust that was brokered by DfE, and a bid for a new AP school in NNC, the outcome of which is due in Autumn 2023.
- The High Needs budget saw an increase due to an adverse movement in the import-export review and an increase in funding allocated to Special schools the net favourable effect was a £74k increase.

7.6 Significant work has already been undertaken to put in place actions to mitigate pressures, these include:

- Collaborative work with two local special schools to create outreach service to support inclusion in mainstream settings and identify needs, and strategies to meet these, at the earliest opportunity.
- The creation of additional SEND places in Special Schools and Special School satellite provision on mainstream school sites.

- The creation of new SEND units in mainstream schools.
- Development of an early Years SEND provision.
- Partnership working with an outstanding Alternative Provision (AP) Academy Trust to create new capacity in NNC.
- Improved commissioning arrangements with independent providers to control costs and provide greater consistency of delivery.
- Joint commissioning work with health services to improve and widen provision of Speech and Language services.
- Greater focus on the Annual Review process to identify where needs have reduced or an EHCP is no longer required.
- Investment in the EHCP team to ensure needs are assessed in as accurate and timely manner as possible.
- Improved decision-making processes that ensure thresholds and funding decisions are robust and consistent.

7.7 This work is ongoing, and a key focus will be the identification of opportunities to create further capacity. NNC was not successful in a bid to DfE for a new Special Free School in the area, as such other routes to creating this capacity are being investigated. A separate bid for a Free AP provision is with DfE and an outcome is expected shortly.

7.8 Further opportunities to create SEND places are being developed in partnership with local Special and Mainstream schools. The impact of the outreach services is being assessed with a view to extending these and targeting resources as effectively as possible as part of a wider focus on inclusion. A simplification of EHCP funding through the adoption of a banded system will reduce pressure on the EHCP team and give schools and providers greater clarity and stability. The Education Case Management System will offer significantly improved financial functionality and rigour, improve parental access to information about the progress of an EHCP and create efficiencies in the EHCP process.

7.9 Where a local authority has an overall deficit on its DSG account at the end of the financial year, or where a surplus has substantially reduced during the year, they must provide information to the DfE about pressures and savings on the High Needs Budget as part of a DSG Deficit Management Plan. In addition, where there is a deficit, this will have an adverse impact on the Council's cashflow position and will impact on the resources available for investment – which will result in the investment income being lower.

7.10 Looking to 2024/25, it seems unlikely that any increase in government funding will meet the impact of the ongoing pressures identified, however the mitigation actions taken will continue to contribute to minimise these, but further actions will be required and the Schools Forum agreed to a transfer of funding from the

Schools Block (SB) of the DSG to HNB, this amounts to circa £1.5m additional funding for the HNB. Forum will also be asked to look at measures that will support inclusion in mainstream settings and provide challenge where any school may not be meeting this standard.

- 7.11 Identifying and meeting the needs of children and young people with SEND at the earliest opportunity and putting in place appropriate actions to meet these needs, remains the central focus of all of this work. Ensuring that the whole system works in an inclusive and joined up way is key to meeting this aspiration and to ensuring the efficient use of available resources to manage costs effectively.
- 7.12 At Spring Budget, the Chancellor announced additional funding for the existing early years entitlements worth £204m in 2023-24 (from September 2023) and £288m in 2024-25. This is for local authorities to increase hourly rates paid to childcare providers for the government's existing entitlement offers.
- 7.13 In July the Government announced that for 2023-24, that this will be distributed to LAs through a new standalone top-up grant called the Early Years Supplementary Grant (EYSG) the allocation received by NNC is £1.112m for Sept 2023 to March 2024 and this will be allocated on a monthly basis out to providers. From 1st April 2024 the supplement grant will be removed, and the additional funding will form part of the base rate.

8 Conclusions

- 8.1 The P8 forecast for 2023/24 is an overspend of £8.552m (Period 7 - £6.198m) A contingency is held to help offset potential costs that were not known at the time of budget setting. Currently £1.524m of the contingency is available to meet further pressures. Service Directors will be working to mitigate these pressures in-year, including those of the Children's Trust. The Council also holds earmarked reserves which may be utilised if mitigations are not identified to fund the current pressures.
- 8.2 The key risks which are set out in the report will continue to be monitored and actions sought as required throughout 2023/24. The achievement of the approved savings targets is also integral to this process and will continue to be monitored and reported.

9 Implications (including financial implications)

9.1 Resources, Financial and Transformation

- 9.1.1 The financial implications are set out in this report. The current forecast position for the General Fund is an overspend of £8.552m (Period 7 - £6.198m) and the Housing Revenue Account is forecasting an overspend of £121k (Period 7 - £185k overspend), the Dedicated Schools Grant is forecasting a pressure of £9.019m (Period 7 - £8.598m).

8.2 Legal and Governance

9.2.1 The provisions of the Local Government Finance Act 1992 set out requirements for the Council to set a balanced budget with regard to the advice of its Chief Finance Officer (Section 151 Officer).

8.2.2 The robustness of the budget estimates and the adequacy of the proposed reserves were considered under Section 25 of the Local Government Act 2003 prior to the Council agreeing its 2023/24 budget.

8.3 Relevant Policies and Plans

9.3.1 The budget provides the financial resources to enable the Council to deliver on its plans and meet corporate priorities as set out in the Council's Corporate Plan.

8.4 Risk

8.4.1 The deliverability of the 2023/24 Revenue Budget is monitored by Budget Managers and Assistant Directors. Where any variances or emerging pressures are identified during the year then mitigating actions will be sought and management interventions undertaken.

8.4.2 Details of pressures, risks and mitigating actions implemented will be provided as part of the finance monitoring reports as the year progresses. The main risks identified include demand led services such as Adult Social Care, children's services, and home to school transport together with the impact of high levels of inflation.

8.4.3 Whilst services will work hard to offset pressures, the Council holds a number of reserves to help safeguard against the risks inherent within the budget for 2023/24.

8.5 Consultation

8.5.1 The 2023/24 budget was subject to consultation prior to approval by Council in February 2023.

8.6 Consideration by Executive Advisory Panel

8.6.1 Not applicable.

8.7 Consideration by Scrutiny

8.7.1 The budget monitoring reports are presented to the Finance and Resources Scrutiny Committee for review after they have been presented to the Executive Committee.

8.8 Equality Implications

8.8.1 There are no specific issues as a result of this report.

8.9 Climate and Environment Impact

8.9.1 Among the new Council's priorities will be putting in place plans to improve the local environment and tackle the ongoing climate emergency. Where these have a financial impact then it will be reflected in the budget.

8.10 Community Impact

9.10.1 No distinct community impacts have been identified because of the proposals included in this report.

8.11 Crime and Disorder Impact

8.11.1 There are no specific issues arising from this report.

9 Issues and Choices

9.1 The report focuses on the forecast revenue outturn against budget for 2023/24 and makes recommendations for the Executive to note the current budgetary position and as such there are no specific choices within the report.

10 Background Papers

11.1 The following background papers can be considered in relation to this report.

Final Budget 2023/24 and Medium-Term Financial Plans, including the Council Tax Resolution, North Northamptonshire Council, 23rd February 2023.

Monthly Budget Forecast Reports to the Executive.

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Directorate	Assistant Director	Proposal Description	2023/24 £000	Red	Amber	Green	
Children & Education	Assistant Director Education	DFE SEND Review/Multi Agency SEND Self Assessment and Action Plan	Additional resources to meet the increase and clear the back log relating to Education and Health Care Plans. An additional amount of £700k was included in the 22/23 Budget.	(175)	(175)		
Children & Education	Assistant Director Education	Teachers Pensions	Budget Realignment for historical contribution for the Teachers Pensions Fund	(275)			(275)
Children & Education	Assistant Director Education	DSG Funding	Budget Realignment of the DSG contribution towards the historical contribution for the Teachers Pensions Fund	(462)			(462)
Children & Education	Commissioning & Partnerships	Additional Demand - Payments to other Establishments	Disaggregated Additional Demand - Payments to other Establishments Budget for Children, Families and Education, budget not utilised	(691)			(691)
Children & Education	Commissioning & Partnerships	Disaggregated Budget not required	Disaggregated Budget - budget not utilised	(412)			(412)
Adults, Health, Partnerships & Housing	Adult Services	CCG Discharge Packages Covid 19	Reversal of one off Covid Pressure relating to 2021/22	(513)			(513)
Adults, Health, Partnerships & Housing	Adult Services	Strengths based working	Transformation of adult social care pathways and processes to ensure focus on client outcomes, independence, better decision making and best practice approaches to reduce delays and spend.	(587)		(587)	
Adults, Health, Partnerships & Housing	Adult Services	Demographic and prevalence pressures adult social care	Reduction in demand due to Provider transformation Phase 1 - Specialist Care Centre	(1,189)		(1,189)	
Adults, Health, Partnerships & Housing	Adult Services	Staffing	Savings from review of wider staffing budget to fund Social Worker Market Forces	(100)			(100)
Adults, Health, Partnerships & Housing	Safeguarding and Wellbeing	Staffing	Disaggregation of Shared Lives to be managed within the wider provider services staffing	(23)			(23)
Adults, Health, Partnerships & Housing	Commissioning & Performance	Shaw PPP	Reduction in number of residential placements made in the independent sector owing to increase utilisation beds in PPP properties.	(1,192)		(1,192)	
Adults, Health, Partnerships & Housing	Commissioning & Performance	Shaw PPP	Increase utilisation of capacity within Discharge to Access	(1,058)	(617)	(441)	
Adults, Health, Partnerships & Housing	Commissioning & Performance	Contract Rationalisation	Increasing utilisation of framework providers for homecare and reduction of more expensive spot contracts	(67)			(67)
Adults, Health, Partnerships & Housing	Commissioning & Performance	Staffing	Saving of wider staffing budget to fund PBSS	(125)		(125)	
Adults, Health, Partnerships & Housing	Housing	Homelessness Policy Changes	Harmonisation of Homelessness Policies	(200)			(200)
Adults, Health, Partnerships & Housing	Housing	Maximisation of Grant	Capitalisation of posts for work relating to Disabled Facility Grants	(127)			(127)
Adults, Health, Partnerships & Housing	Director of Public Health	Realignment of Grant	Realignment of grant following disaggregation	(138)			(138)
Public Health & Communities	Communities	Income generation	Fees and Charges - Leisure	(195)			(195)
Public Health & Communities	Communities	Efficiencies	Legacy budgets no longer required	(42)			(42)
Public Health & Communities	Communities	Efficiencies	Review of Strategic Grants	(7)			(7)
Public Health & Communities	Communities	Staffing	Service Transformation	(360)			(360)
Public Health & Communities	Communities	Income Generation	External Funding for Events	(30)			(30)
Public Health & Communities	Communities	Efficiencies	Review of Neighbourhood Centres	(45)			(45)
Public Health & Communities	Communities	Income Generation	Introduce an E-Gym offer	(63)			(63)
Public Health & Communities	Communities	Income Generation	Repurposing of Public Health grant to fund wellbeing posts	(93)			(93)
Public Health & Communities	Communities	Public Health Grant	Grant funding to support services in addressing Public Health needs	(500)			(500)

Appendix A

Directorate	Assistant Director	Proposal Title	Proposal Description	2023/24 £000	Red	Amber	Green
Place & Economy	Growth & Regeneration	Increase in Fees & Charges	Increase in Fees & Charges	(10)			(10)
Place & Economy	Assets and Environment	Additional income	Garage Income	(10)	(10)		
Place & Economy	Assets and Environment	Assets & Environment redesign	Assets & Environment Service Improvement and Redesign	(95)		(95)	
Place & Economy	Assets and Environment	Grounds Maintenance	Operational changes to grounds maintenance costs & services	(57)		(57)	
Place & Economy	Assets and Environment	Grounds Maintenance	Purchase of equipment resulting in reduction in equipment hire charges	(15)		(15)	
Place & Economy	Assets and Environment	Grounds Maintenance	Purchase of equipment resulting in reduction in equipment hire charges	(30)		(30)	
Place & Economy	Assets and Environment	Pay/Salaries	Operational changes to cleaning services	(14)		(14)	
Place & Economy	Assets and Environment	Pay/Salaries	Operational changes to Council Buildings.	(31)		(31)	
Place & Economy	Assets and Environment	Rental Income	Additional income from rent reviews across the commercial portfolio.	(80)		(80)	
Place & Economy	Assets and Environment	Enterprise Centre Business Case - Full year effects of previous decisions	Increase in income based on appointed operators business case.	(64)		(64)	
Place & Economy	Growth & Regeneration	Climate Change	Delivery of a range of climate change initiatives to reduce NNC's carbon footprint towards net zero	(250)			(250)
Place & Economy	Highways & Waste	Highways Contract	Demobilisation costs for existing highways contract - reverses one-off pressure which was reflected in the 22/23 Budget	(201)		(201)	
Place & Economy	Highways & Waste	Waste Management	Disposal tonnage - HWRC Residual Waste	(79)		(79)	
Place & Economy	Highways & Waste	Waste Management	Disposal tonnage - HWRC Wood Waste	(27)		(27)	
Place & Economy	Highways & Waste	Green Waste	Harmonisation of Green Waste Charges	(1,358)			(1,358)
Place & Economy	Highways & Waste	Promote food waste	Benefit of promoting the food waste service in the Corby and East Northants area	(50)		(50)	
Place & Economy	Highways & Waste	Refuse fees & charges	Increase refuse & recycling fees & charges	(135)		(135)	
Place & Economy	Highways & Waste	Highways fees & charges	Increase highways & transport fees and charges	(44)			(44)
Place & Economy	Highways & Waste	Review Litter bin network	Reduction in street cleaning costs	(5)			(5)
Place & Economy	Highways & Waste	HWRC Income	Increase income from HWRCs	(153)		(153)	
Place & Economy	Regulatory Services	Restructure	Rationalisation of service provision	(185)		(30)	(155)
Place & Economy	Regulatory Services	Specialist Equipment For Service Delivery	Base budget allocation for incident response released	(280)			(280)
Place & Economy	Regulatory Services	Increase in Fees & Charges	Increase in Fees & Charges	(227)		(227)	
Enabling Services	Finance & Performance	Pensions	Pension - Historical Pension Fund Deficit	(232)			(232)
Enabling Services	Finance & Performance	Pensions	Reduction in Employer's Pension Contribution Rate	(1,890)		0	(1,890)
Enabling Services	Finance & Performance	Pensions	Disaggregation of Legacy Pensions	(450)			(450)
Enabling Services	Finance & Performance	Housing Benefit Subsidy	Additional income relating to Housing Benefit Subsidy	(5)		(5)	
Enabling Services	Chief Executive's Office	Staffing	Staff Savings	(7)			(7)

Appendix A

Directorate	Assistant Director	Proposal Title	Proposal Description	2023/24 £000	Red	Amber	Green
Enabling Services	Chief Executive's Office	Communications	Communications - Savings on professional services not utilised.	(3)			(3)
Enabling Services	Chief Information Officer	ICT Disaggregation	Upfront work needed for ICT disaggregation - one-off, reversal of 2022/23 pressure	(100)			(100)
Enabling Services	Chief Information Officer	ICT Contract Rationalisation	Rationalisation of service contracts - largely mobile telephone contracts	(50)		(50)	
Enabling Services	Chief Information Officer	ICT application rationalisation	Rationalisation of service usage - largely Microsoft contract	(50)			(50)
Enabling Services	Human Resources	Pay and Grading Review	Delivery of Pay and Grading Review	(120)			(120)
Enabling Services	Legal Services	Fleet	Changes to the operational arrangements for the mayor	(19)			(19)
Enabling Services	Legal Services	Legal Income	Increase in Legal Income target	(150)			(150)
Enabling Services	Legal Services	Upper Tier Legal Services	Anticipated saving from bringing upper tier legal services in house	(100)			(100)
Enabling Services	Customer Services	Customer Services Replacement of Case Management System & Telephone System	Case management system and telephony replacement	(106)			(106)
Enabling Services	Customer Services	Uniforms	Reduction in Staff Uniforms	(8)			(8)
Enabling Services	Customer Services	Staffing	Transformation Staff Savings	(106)			(106)
Corporate	Corporate	Treasury Management	Reversal of Covid Pressure from 2021/22 for £342k - based on interest recovery by 2023/24	(342)			(342)
Corporate	Corporate	Treasury Management	Additional Income generated from higher than anticipated interest rates	(500)			(500)
Corporate	Corporate	Treasury Management	Reduced costs following the repayment of loans	(109)			(109)
			Total	(16,416)	(802)	(4,877)	(10,737)

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