Report on the CALC workshop held at the University of Northampton on 4\textsuperscript{th} July 2016 exploring collaborative working related to the University’s Changemaker Challenges
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Understanding how University and Parish Councils could work together

Background

On 4th July 2016 the University of Northampton co-facilitated a workshop with the Northamptonshire County Association of Local Councils (Northants CALC). The aim of the workshop was to explore how the University and Northants CALC members could work closer together for the benefit of the communities local councils represent. This was explored in the context of the University’s commitment to social impact and in particular the Changemaker Challenges.

This short report pulls together the output from the workshop and suggests key themes and actions which can be progressed through Northants CALC in the future.

Changemaker Challenges.

The University of Northampton’s strategic mission is to Transform lives and inspire Change. This is achieved by delivering a positive social impact in the communities it serves and in partnership with stakeholders both internal and external.

Social Impact plays to the University’s strengths in community based research identified in the 2014 Research Excellence Framework as world-leading in terms of its originality, significance and rigour. It is a unifying force that brings together the Critical Success Factors of the University, and projects them externally as a major force for good. It links the University to the external world, provides a sense of overarching purpose for students and staff and a template for future organisational design.

Universities are anchor institutions which can access a wide range of resources both internal e.g. research, students, facilities, and external; funding, partnership leverage, international connections. Applied in the right way Universities can add value to existing community activities; working with communities is essential.

To channel its impact the university has adopted 4 Changemaker Challenges which act to describe the social impact the University wants to make rather than a scatter gun approach the challenges focus actions to maximise benefits to communities.

The Changemaker Challenges extend the University’s core competences in teaching and learning, research and social enterprise for the betterment of Northampton, Northamptonshire and the wider world through a Local2Global agenda. The Challenges are multi-disciplinary, long-term, real-world projects with targets that take us to 2020. The Challenges commit us to determined and effective internal and external partnership working and to delivering high-impact positive change.

The Changemaker Challenges are
1. Make Northamptonshire the best county in the UK for children and young people to flourish and learn
2. Make Northamptonshire the leading county in the UK for Health and Wellbeing
3. Build the cultural and heritage traditions of Northamptonshire into world class attractions
4. Make Northamptonshire the best county in the UK to start, build and run a business

Northamptonshire County Association of Local Councils (Northants CALC)

Northants CALC is a not-for-profit membership organisation for parish and town councils in Northamptonshire. It is a company limited by guarantee and through the Articles of Association is owned by its member councils who exercise control through the Annual General Meeting. Northants CALC is run by and for its member councils.

The Association supports parish and town councils to provide positive outcomes for the people of Northamptonshire in partnership with Northamptonshire County Council (NCC), the seven district and borough councils and other public and third sector organisations.

Northants CALC provides member councils with advice, training, information, advocacy and member services. It does this by understanding the needs of member councils and developing resources locally and nationally to meet those needs. Unlike other organisations Northants CALC works exclusively with parish and town councils in Northamptonshire and, after seventy years in operation, membership rates are in excess of 98%.

Member councils turn to Northants CALC for support, advice and representation whether it is in developing a community project or finding a way through a local difficulty. Northants CALC provides a friendly, professional and supportive service to parish and town councils.

The workshop

The workshop was facilitated by Wray Irwin with the support of the Changemaker hub team at the University. Representatives from Northants CALC took part in the exercises, and parish and town councils from across the County were present (see appendix 1).

The expectations of the group were expressed as

1. To develop shared thinking for community benefits and identity
2. Gain an understanding how the University and councils can work together
3. Learn something new and apply it to community
4. Understand issues you can’t do anything about
5. Collaboration between councils
6. Fresh ideas

The workshop was structured identify of problems communities face within each Changemaker Challenge theme. Once identified the problems were explored in terms of
their causes and consequences. These causes and consequences were prioritised and the top three agreed upon as key themes to explore for future working.

The main tool used was Problem Tree analysis. The Overseas Development Institute (ODI) define Problem Tree Analysis as being central to many forms of project planning and is well developed among development agencies. Problem tree analysis (also called Situational analysis or just Problem analysis) helps to find solutions by mapping out the anatomy of cause and effect around an issue in a similar way to a Mind map, but with more structure. This brings several advantages:

- The problem can be broken down into manageable and definable chunks. This enables a clearer prioritisation of factors and helps focus objectives;
- There is more understanding of the problem and its often interconnected and even contradictory causes. This is often the first step in finding win-win solutions;
- It identifies the constituent issues and arguments, and can help establish who and what the political actors and processes are at each stage;
- It can help establish whether further information, evidence or resources are needed to make a strong case, or build a convincing solution;
- Present issues - rather than apparent, future or past issues - are dealt with and identified;
- The process of analysis often helps build a shared sense of understanding, purpose and action

A typical Problem Tree resembles fig 1
In completing the problem tree participants are asked the participants to split into four groups one for each Changemaker Challenge. They were then asked to write the core problem on the trunk; in this instance it was why Northamptonshire isn’t the best place to....? To reflect the negative proposition of the Changemaker Challenge.

Working in groups, participants were encouraged to brainstorm as many causes and effects (consequences) of that problem as they could; writing the causes in the roots and the effects in the branches of the tree. When completed a Problem Tree in small groups there is the danger that the analysis can end up reflecting the biased opinion of those in the group and not reflect a wider perspective of the issues. The ideal is that a wider community consultation to complete a problem tree ensuring this wider perspective is captured.

However there was no time to do this so each group was moved around the room to work on all the other problems; gaining an understanding of what had been drawn out and add their own views about each problems. At the end of the exercise every attendee had the opportunity to comment on the causes and effects of each problem.

**The outputs from the problem trees**

**Problem 1: Why is Northants not the best for Education?**

**Roots: Causes**

- Education ‘for young people and children to flourish and learn’ what about adults?
- Not enough pre-school places in towns for 2 years
- Lower skill businesses attracted to Northants
- Accessibility to a school
- Access to transport in rural areas
- Child-teacher ratio
- Size – greater chance to flourish and learn in smaller schools where an individual rather than a number
- Adult fear factor so they don’t get involved in higher education
- Parental worry and stress about secondary schools
- Lack of adult understanding of education system
- Costs for adults – high cost of childcare
- Funding

**Branches: Consequences**

- Children move schools due to inadequate results
- Struggle in a work place for lower/poor education
- Educational motivation
- Lower achievement
- Work force – lower skilled
• More academies with ‘more control’
• Affluent families leave county to go to better schools
• Lack of role models to inspire
• Fewer business start-ups
• Lack of aspiration
• Rural transport and accessibility
• Infrastructure -> getting to education
• Changing environment 3 to 2 tier
• Effect of grammar schools
• Cost of housing for young teachers
• Children not school ready
• Poor parenting
• Lack of parental/carer engagement
• Teacher retirement
• Pupil growth
• Timetables at schools are limiting to subjects
• Lack of opportunity

Problem 2: Why is Northants not the best place for Health and Wellbeing?

Roots: Causes

• Lack of awareness of support organisations available
• Social needs and interaction
• New hospital which would specialise in different areas so no longer needing to go out of the area
• Need to shout more about what we’ve got ✓ ✓
• Not able to make most of resources (e.g. new people who have moved in)
• New hospital required
• Capacity
• Lack of community engagement
• Finances
• Paths not maintained, highway not doing repairs
• No joined up thinking between authorities/Parish councils/other organisations
• Poor accessibility to medical agencies
• Lack of knowledge of what is available
• Poor broadband connections
• VCS hugely undervalued in the county – needs to be supported
• Availability of housing
• Poor public transport links
• The ageing population
• Isolation, not feeling part of a community leading to stress/depression/mental health issues
• Location
• Loneliness
• Demographics
• Isolation
• Need for/lack of information
• Physically or mentally not able to face the outside world so it doesn’t matter what’s available
• Services and facilities closed down due to costs
• Joined up thinking
• Lack of resources for mental health support/interventions
• People being too self-focused and not looking out for others e.g. just saying hello
• Businesses not recognising their responsibility to contribute to wellbeing
• Money
• Old population
• Diverse communities – larger towns and many smaller parishes
• Quality/number of community groups/facilities

Branches: Consequences

• People not able to fulfil their potential
• Sports facilities
• Lack of community health services
• Challenge larger population?
• Social isolation in young families and the old
• Residents losing out
• Support groups
• Too many commuters not linking with local communities
• Groups of dis-attached people in communication – older people/young people
• Voluntary support network?
• Finances/precept
• Community transport
• Able to be useful/have a role
• Increased hospital admission
• Lack of engagement
• Over development
• Allotments or shared garden projects
• Better outcomes
Problem 3: Why is Northants not the best for Culture & Heritage?

Roots: Causes

- Local history lacking in national curriculum
- We don’t get education about Northampton, our history in schools at primary level
- Education focused on dates not people
- No signage on motorway to say what’s on offer here
- Stigma against some towns
- We don’t always make it fun so we struggle to attract young families and young people
- Half way to everything else – difficult to persuade people to stop in the first two hours of a journey for example
- Not aware of what we have, ‘On Your Doorstep’ is just blase and ignored
- Lack of tourism, lack of interest, lack of pride
- Lack of sense of pride in their heritage assets – take them for granted
- We don’t blow our own trumpets
- Take local sights for granted
- Don’t celebrate our quirkiness and the unique things of Northampton or tell people about them
- No Tourist Information Office or they are closed
- Don’t value contribution of long-term residents to local culture
- Residents not aware of what’s under their noses
- People drive past us on the motorway only
- Cost of visiting historical properties can be prohibitive
- Few National Trust or English Heritage properties – most stately homes are ‘independent’ so no centralised marketing
- Lack of local knowledge due to mobile population
- No Cathedral in the county (Peterborough the ecclesiastical focus for Northants!)
- Don’t acknowledge the quality of our heritage
- Shape of county makes it difficult to market it as a whole – little in common between Corby area and South Northants for example
- No buses to Stanwick Lakes
- Northampton is a large county with difficult links between East and West
- Some areas have static population so they do not visit or value local heritage
- Northampton’s historical market square should be a destination to visit but isn’t
- Fast growing community means lots of new people coming in with no long term established local background
Branches: Consequences

- Northampton is not a destination like London, York, Stratford
- Lack of publicity and communication with neighbouring areas
- No SFI conventions (poor guests)
- Exclusivity
- Infrastructure – why come to Northants?
- Lack of community hubs
- Lack of nationally recognised events (e.g. Women’s Tour) held in the county
- Loss of awareness in future generations
- Less tourism and visitors leading to a loss of knowledge
- Lack of investment
- Large link motorways between London and the North pass through Northants with no reason advertised for people to stop
- Lack of community as large housing estates have no community hub
- No tourist industry in Northamptonshire
- Northamptonshire villages have a huge amount of historical interest but not publicised
- No one visiting means no one is investing

Problem 4: Why is Northants not the best for Enterprise?

Roots: Causes

- Stigma on the recognition of problems
- Absence of ambition
- Prima donna attitude
- Negative approach
- Selfishness – not willing to share
- Lack of knowledge of what business support is available
- Fear of the unknown
- No focus on teaching young people practical skills to start new business
- Lack of communication
- Lack of starter units and different types of units to meet a variety of needs
- Lack of available land
- Location
- Dead/closed high streets
- Hubs/centres not what they used to be
- Lack of places to start-up businesses within communities
- Lack of cohesion between district councils and town/Parish councils
- Conflict between business and planning
• Lack of business hubs in communities
• Conflict between heritage and planning
• Absence of dissemination of knowledge and information
• Too many organisations and confusion over who does what
• Lack of collaborative working
• NEP concentrates on Northampton town not surrounding areas
• Inadequately planned solutions
• Lack of attractions for large organisations – no career progression
• Broadband – lack of

Branches: Consequences

• Culture of talking down to others about issues
• No growth in the economy
• Low skill jobs
• Lack of interest in tourism
• No infrastructure
• Lack of jobs
• Migration of young educated adults to other parts of the country
• Northampton town has a lack of investment/looks rundown
• Lack of parking in town
• Lack of public transport infrastructure
• Generation of shared business rates should filter down to provide other services but don’t

There were a vast range of causes and effects identified for each Challenge problem. Many were interconnected i.e. there is no single cause but many causes working together that creates the problems. In addition some causes were also effects making it difficult to isolate but also demonstrating those issues where a potential win-win could be achieved, i.e. addressing a cause would also reduce an effect.

All causes and effects were taken on face value; all were seen a valid however all need further research in order to identify their level of causality and/or impact on the community. This could be achieved through a concerted data analysis, community planning exercise, or community consultation. For the purpose of the workshop it was assumed that all have equal impact and causality and all could be valid areas to be addressed by councils and the university.

The next stage was to identify what to do about these problems by addressing the causes or trying to effect a consequence.
Potential solutions to addressing causes and effects of problems

Having broken down the problem into smaller constituent parts the groups were asked to interrogate problem trees and look for any patterns on the issues presented, anything that they as councils could tackle within their remit and authority, or anything that they knew would be of significant importance to their communities.

Key themes were identified as follows

**Themes**

<table>
<thead>
<tr>
<th>Education</th>
<th>Health and Wellbeing</th>
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<tbody>
<tr>
<td>Transport</td>
<td>Loneliness/isolation – ‘iGeneration’</td>
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<tr>
<td>Social capital – scholarships etc</td>
<td>Lack of communication</td>
</tr>
<tr>
<td>Intergenerational activities</td>
<td>Finances and resources</td>
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<td>Over reliance on volunteers</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Culture and Heritage</th>
<th>Enterprise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of involvement</td>
<td>Improve collaboration</td>
</tr>
<tr>
<td>Lack of infrastructure to scale</td>
<td>Lack of ecosystem/environment</td>
</tr>
<tr>
<td>Stigma about the town</td>
<td>Lack of communication and support</td>
</tr>
</tbody>
</table>

Having identified the themes the groups were asked to brainstorm as many possible solutions they could to address the causes of the problem or to reduce the effects of the problem. Again the group were asked to move around the other problem trees and suggest solutions for all the problems. Every attendee had the opportunity to contribute to providing a solution for all problems, their causes and effects.

Once all lists of solutions were complete, the participants were asked to vote for the three solutions they felt were the most important/practical/ attractive to take forward. Each participant had 3 ‘dots’ so no over voting was possible but it was not compulsory to vote. The vote was designed to determine the top three areas Northants CALC and its members could work on collectively with the University and their communities.
The solutions generated and prioritised by the group

Solutions 1: Education

- Councillor training ‘context’ ✓✓
- Distance learning for councillors
- Communication of educational facilities
- Run I.T. courses for 45-60 year olds
- Take it to the people e.g. adult learning ✓
- Find/provide accommodation
- Share your ideas and projects
- Junior Parish council ✓✓✓
- Working with other village groups ✓
- Facilitate intergenerational activities ✓✓✓
- Encourage schools to be involved in villages
- Audit what is already there and identify gaps
- Spend more money
- Car sharing
- **Lobbying – no charges for over 16s to access school ✓✓✓**
- Schools engaging with broader stakeholders
- PC/PL (?) blog
- Website links to relevant information
- Ipad or computer learning at home for adults/parents with Open University type set-up
- Adult apprenticeships as opposed to exclusively teenagers
- Encourage parents into school to help
- Respect for schools and results at parent level
- Volunteering
- Transport to schools for kids who have to go to alternative schools because of special educational needs
- Collaboration with the work place
- Fragmental initiatives
- Intergenerational mix – involve young people in mentoring other generations
- Young peoples’ forums – empowerment
- Access to adult courses and learning and cost
- How to reach adults – draw them in
- Youth clubs? Youth town/Parish councils
- Physical activity
- Opportunities for all

Solutions 2: Health and Wellbeing
• Apply for relevant grants and funding
• Close relationship with safer community teams
• Involve the community in events
• Communications progress
• Parish council stall on local festival ✓
• **Find out what people want/need ✓✓✓✓✓**
• Do not raise false expectations
• Map existing provision, identify gaps, create the ‘Duston Offer’
• Share across sector, no need to reinvent the wheel
• **Swap ideas with other Parish councils and organisations – feed each other ideas ✓✓**
• NCC and District plans/thoughts, need to share
• Joined up thinking between tiers of local government ✓
• Sense of place and belonging through museum outreach
• Badger NBC, NCC, Police etc. to play their part
• Dependability and reliability necessity
• Support local gyms
• Get better links between school and parents via governors
• Encourage active groups and individuals
• Link existing groups
• Increase our database on council website for community groups
• Create good links with local groups
• Greater support for existing clubs – sports and social
• Look at different communication links
• CCTV schemes
• Community garden share scheme ✓
• Community transport scheme
• Consider installing exercise equipment in open spaces
• Better local transport
• Toddlers club and advice
• **Introduce a good neighbour scheme ✓✓✓✓✓**
• Pairing (e.g. neighbour scheme) ✓
• Create time bank support
• Create wellbeing hub and DCC Pendle
• Engage in consultation for future communities
• Organise health visit to do course
• Counselling course
• Organise talks and presentations by relevant experts e.g. the ex-burglar to NW
Solutions 3: Culture & Heritage

- Brown Advert on M1 ‘We are here’, local amenities symbol, branding ✓
- Local community heritage days – what has happened in the village etc.
- Public meetings and newsletters for Northants district
- Village community to publicise what happens there – local photographers to produce postcards for example
- **Community consultation: what do you want to see? Are you aware of what happens? Etc. ✓✓✓ ✓ ✓
- Partnering senior residents with primary schools – reading/sharing
- Innovative projects: big yellow bus, red phone box ✓
- BRDC to link with wider community i.e. Stowe (linking local tourist attractions)
- **Each Parish to have a responsible person for community development ✓✓ ✓
- Partnership with other organisations travelling between Parishes – ACRE ‘Rural Wellbeing’ ✓
- **Training from Tourist Information for councils ✓✓
- VIN to provide training on promotion and access to funding ✓
- Need to involve wider community in culture and heritage
- Make sure that there are ways of knowing about local history
- Needs easier ways to find out about what is in the area
- Visit Northampton needs better advertisement on motorways
- Arrange local events which alert local groups to Northants Heritage
- Schools to take up opportunities with local projects
- Links should be on county town and village websites to culture and history

Solutions 4: Enterprise

- Use local newsletter to publicise local businesses
- Monthly surgery/job club/business start-up group
- Government initiatives to fund start-ups
- Use local newsletters and church news
- Business directory
- Promote local business on social media #buylocal
- Village/community website ✓
- Nominate 2 councillors to be reps of council
- Networking and communications with hierarchy of resources – district – borough – county – government. Catalyst to bringing organisations together in collaboration
- Contact local authority to publicise events and get experts
- Neighbourhood plans – forward thinking and finding out what businesses need
- Enterprise zone
- **What is needed for the area? ✓✓✓✓
• Arbitration and reconciliatory
• Dreams – raising aspirations education
• Request help from local businesses – business survey, what do they need? ✓✓
• Swat – analysis, risks, strength, weaknesses, opportunities, threats – when development is coming, engaging with development, needs are met across the board
• Ensure broadband connections are good
• Infrastructure issues – accepting limitations -> appropriate ambitions
• Quarterly or biannual event to bring all resources together with all level of governance ✓✓✓✓✓✓✓✓
• Funded by grant or the EU? ✓
• Annual meeting for the public to show them what we do

All suggestions were treated as valid ideas that could be carried forward by the councils separately or collectively; they were not rejected but were the starting point for the development of an ideas bank for Northants CALC to be shared across the network.

Items in **bold** are the top three voted for by those present as those that should be taken forward by Northants CALC, its members, and collaboratively with the university; they represent the priority actions for the group.

**Priority Actions**

<table>
<thead>
<tr>
<th>Education</th>
<th>Health and Wellbeing</th>
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<tbody>
<tr>
<td>• Introduce Junior Parish councils</td>
<td>• Find out what people want/need</td>
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<tr>
<td>• Facilitate intergenerational activities</td>
<td>• Swap ideas with other Parish councils and organisations – feed each other ideas</td>
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<tr>
<td>• Introduce a good neighbour scheme</td>
<td>• Introduce a good neighbour scheme</td>
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<tr>
<td>• Lobbying – no charges for over 16s to access school</td>
<td>• Consultation on what is needed for the area?</td>
</tr>
<tr>
<td></td>
<td>• Request help from local businesses – business survey, what do they need? Lack of communication and support</td>
</tr>
<tr>
<td></td>
<td>• Quarterly or biannual event to bring all business resources together with all level of governance</td>
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</table>

It was acknowledged that all priority actions would need to be further defined addressing the question What does this actually mean in practice? There was also some concern about
the lack of data local councils have, and the complexity of the data available and that this is something that maybe Northants CALC and/or the university could help address.

This led on to defining the role the University has in supporting Northants CALC and its member councils. The group were asked to identify 2-3 areas of support they felt the University could uniquely bring to any future collaborations to make the priority actions a reality and/or develop the other ideas and any future emergent ideas the councils identified. The following were identified:-

**What do Northants CALC members need – What could/how could the University support councils?**

- Northants CALC and council attendance at careers fairs
- Increase ‘young’ people in councils
- Embed local democracy into University courses
- Embed council needs in curriculum e.g. placement opportunities for students – specific projects, internships, placements, volunteering
- Raise profile of parish councils with district and county councils through University partnerships
- Recognition/ and support for this ‘unique’ sector
- Accredited university councillor training to improve level of local decision making
- University to support sector in undertaking community consultation including placements as a resource, research opportunities, and co delivery of community planning.
- Support in helping Parish councils blow their own trumpets as cornerstones of local democracy.

These needs should act as the basis of future partnership working and agreements between Northants CALC and the University.

Finally the attendees were asked to frame their expectations for future working. All present has invested considerable time and effort into the process how could Northants CALC, councillors, and the University ensure momentum isn’t lost

**Conclusion**

Through the workshop a deeper understanding of why the county is not able to declare its self as the best country for... was developed. The unique role of local councils in contributing to the University’s Changemaker Challenges was explored with an ideas bank generated and priority actions identified. A clear role for the University and Northants CALC in supporting the councils to achieve these priority actions was also communicated with a clear set of principles for future working agreed.
All participants contributed openly and demonstrated a real commitment to wanting to be present at the workshop. Whilst all discussions were undertaken in a spirit of professional challenge they were at all times positive and constructive.

The challenge now it to ensure that action results.
### Appendix 1

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>John Marshall</td>
<td>Ashton PC</td>
</tr>
<tr>
<td>Betty Ritchie</td>
<td>Barby &amp; Onley PC</td>
</tr>
<tr>
<td>Fiona Baker</td>
<td>Brackley TC</td>
</tr>
<tr>
<td>Linda Carter</td>
<td>Brackley TC</td>
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<tr>
<td>Lynne Taylor</td>
<td>Daventry TC</td>
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<tr>
<td>James Mc Kechnie</td>
<td>Desborough TC</td>
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<tr>
<td>Frances Jones</td>
<td>Duston PC</td>
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<tr>
<td>Lynn Lavender</td>
<td>Duston PC</td>
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<tr>
<td>Rosie Smart</td>
<td>Earls Barton PC</td>
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<tr>
<td>Steve Dodds</td>
<td>Earls Barton PC</td>
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<tr>
<td>Caroline Holgate</td>
<td>East Hunsbury PC</td>
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<tr>
<td>Maggie Allen</td>
<td>East Hunsbury PC</td>
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<tr>
<td>Helen Hoier</td>
<td>Great Addington PC</td>
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<tr>
<td>Margaret Chandler</td>
<td>Kilsby PC</td>
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<tr>
<td>Catherine Camp</td>
<td>Kilsby PC</td>
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<tr>
<td>Catherine Burbage</td>
<td>Lilford, Wigsthorpe &amp; Thorpe Achurch PC</td>
</tr>
<tr>
<td>Jane Austin</td>
<td>Moulton PC</td>
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<tr>
<td>Justin Griggs</td>
<td>National Association of Local Councils (NALC)</td>
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<tr>
<td>Liz Hart</td>
<td>Northants CALC</td>
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<td>Anne Kirkland</td>
<td>Northants CALC</td>
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<td>Danny Moody</td>
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<td>Noeleen Ryder</td>
<td>Old Stratford PC</td>
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<td>Fiona Keable</td>
<td>Roade PC</td>
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<td>Richard Lewis</td>
<td>Rushden TC</td>
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<td>Peter Byng</td>
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<td>Paul Vellum</td>
<td>Spratton PC</td>
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<td>Dave Munday</td>
<td>Stanwick PC</td>
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<td>Jenny Hodgson</td>
<td>Stanwick PC</td>
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<tr>
<td>Bruce Squires</td>
<td>Stoke Albany PC</td>
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<tr>
<td>Peter Allen</td>
<td>Towcester TC</td>
</tr>
<tr>
<td>Meg Timlin</td>
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<td>Fiona Thomas</td>
<td>Weedon Bec PC</td>
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<tr>
<td>Sue Butler</td>
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<tr>
<td>John Walker</td>
<td>Weldon PC</td>
</tr>
<tr>
<td>Lawerance Gardner</td>
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</tr>
<tr>
<td>Linda Hook</td>
<td>West Hunsbury PC</td>
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<tr>
<td>Tina Charteress</td>
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<tr>
<td>Sarah Homer</td>
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