



NORTH NORTHAMPTONSHIRE SHADOW AUTHORITY

SHADOW EXECUTIVE COMMITTEE

3rd February 2021

Report Title	Borough Council of Wellingborough Street Scene Service – Future Strategic Level Options
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1. Purpose of Report

- 1.1. To seek approval of the Shadow Executive Committee to undertake a strategic level options appraisal on the future delivery of the Wellingborough Street Scene arrangements currently delivered by Wellingborough NORSE (WNORSE) using an external consultant.

2. Executive Summary

- 2.1 The current street scene arrangements within the Wellingborough area are delivered via a joint venture partnership with NORSE as WNORSE which are due to expire on 28 February 2022.
- 2.2 Work now needs to be undertaken as a priority to review future options for service delivery due to the time needed to plan for and mobilise any changes against the time left remaining, circa 14 months.
- 2.3 A proposed programme of work to carry out a current state assessment, Strategic Case for Change and Options Identification and Appraisal to arrive at a preferred option prior to developing a business case is put forward for consideration.
- 2.4 The North Northants Place Board on 16th December 2020 considered the report, approved the recommendations and endorsed that the report be referred to the NIB for further consideration.

3. Recommendations

It is requested that the Shadow Executive Committee;

- 3.1 Authorises the North Northants Waste and Streets Officers Group to undertake a current state assessment, Strategic Case for Change and Options Identification and Appraisal (Stages 1-3 below) to arrive at a preferred option in relation to the future delivery of street scene services within the Wellingborough area, prior to developing a business case for consideration.
- 3.2 Advises on the potential source of funding for such work.
- 3.3 Notes that a future paper will be brought back regards a preferred option(s) following completion of stages 1-3 with a suggested approach to stage 4 (outline/full business case)

4. Report Background

- 4.1 The Borough Council of Wellingborough's current street scene arrangements are delivered via a Teckal compliant joint venture partnership with NORSE (a company wholly owned by Norfolk County Council) as a subsidiary called WNORSE.
- 4.2 This arrangement is due to expire on 28 February 2022 and work now needs to be undertaken as a priority to review future options for service delivery due to the time needed to plan for and mobilise any changes against the time left remaining, circa 15 months.
- 4.3 The Wellingborough Service will be delivered as part of a future grouping of other similar services by the North Northamptonshire Unitary Authority from 1st April 2020 going forward.
- 4.4 North Northamptonshire is currently comprised of 4 districts: Corby, East Northamptonshire, Kettering and Wellingborough plus the relevant element of the County Council (NCC).
- 4.5 Street Scene Services in Corby and Kettering are delivered in-house under a shared service joint committee arrangement which started in February 2019 whilst similar services in East Northamptonshire are delivered via an externalised contract with FCC Environment (UK) Limited which started at the end of July 2018 and runs for 7 years. The Future North Northamptonshire arrangements will also include the waste disposal functions currently undertaken by NCC and their contractors for waste disposal, Household Waste Recycling Sites, Closed Landfill Monitoring etc.

5. Report

- 5.1 The approaching expiry of the current WNORSE partnership arrangement for the delivery of Wellingborough's street scene services necessitates a review of future service delivery options to ensure future service continuity for Wellingborough area residents is properly planned for, understood and maintained and best value for money is attained for the new North Northamptonshire Unitary Authority and local taxpayers.

5.2 It is important that any decision on future service delivery arrangements in the Wellingborough area is evidence driven and fully supported by local decision makers.

5.2 It is proposed that the following programme of work is undertaken to inform this decision.

5.2.1 Stage 1 - Current state assessment

Collation of key data on; service standards/specifications, performance data and complaints, budgets and costs and views via engagement with client officers, WNORSE and other key stakeholders and field observations/monitoring. This can be compared with standardised benchmarking and performance data, to produce a current state assessment/VFM type report.

This could be undertaken by Street Scene Service Managers within the North or via consultancy support and would essentially be a desktop exercise with some limited on site observations and monitoring to confirm standards and performance if deemed necessary.

5.2.2 Stage 2 - Strategic Case for Change (including identification of key strategic service objectives) and Preferred Service Design

This would involve a wider stakeholder consultation with key members and stakeholders i.e. Members of North Northants Shadow Executive and Borough Council of Wellingborough, Leadership Team of North Northamptonshire Council, North Northants Waste and Streets Group (including Client Officers of BCW), North Northants Place Board Chair and Union(s).

Consultation will be carried out with reference to the current state assessment report and will seek to identify what issues there are with current service performance and what stakeholders want the future service to look like in terms of key future service delivery elements including any non-negotiable elements and/or key risks.

This stage will also seek to identify what current key stakeholders including the NN Waste and Streets Group believe to be the key strategic objectives for the future delivery of the service e.g. cost, value for money, opportunity to harmonise services, capacity, control, external income generation, ability to innovate, agility, employment practice and ethos and resourcing etc. These strategic principles will be used to assess the service delivery options at the next stage.

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performance and what stakeholders want the future service to look like in terms of key future service delivery elements including any non-negotiable elements and/or key risks.

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5.2.4 Stage 3 - Options Identification and Appraisal

A high-level description of each of the main delivery options would be provided to key stakeholders and they would be asked to review the options against their key service strategic objectives already agreed to see what option(s) would be the best fit and to arrive at a preferred option(s) which would then forward to develop a costed outline/full business case.

The four main delivery options for the future delivery of BCW's arrangements would be;

- 1) To extend the current arrangement with NORSE (if this is possible)
- 2) To tender the services via competitive market (OJEU Process)
- 3) To bring the services in-house and join them with existing service provision covering Corby and Kettering areas
- 4) To combine the contract with that currently serving East Northamptonshire
- 5) Other form of JV/public: public provision

Any preferred option(s) identified should not negatively impact on the opportunity to harmonise future service provision for the new unitary in terms of their timing.

5.2.5 Stage 4 - Preferred Option(s) Outline/Full Business Case;

Setting out strategic, financial, commercial, legal and operational issues including costings for preferred option(s) and opportunities for harmonisation with existing services.

5.2.6 Stage 5 - Implementation Plan;

Plan setting out stages, timeframes, input requirements, full costings/budget and service standards/specifications to stand-up and mobilise service, including any necessary TUPE consultations and transfers.

6. Issues and Choices

- 6.1 **Option One – Do Nothing** – and review future action(s) post vesting day after the new service grouping(s) are brought together under the new North Northants Unitary. This would further reduce the already short time period available to plan for and implement any changes to the service within the

Wellingborough area and would increase the likelihood of having to seek an extension to the current WNORSE arrangement to enable any other alternative preferred option to be implemented.

- 6.2 **Option Two – Carry out Current State Assessment, Strategic Case for Change and Options Identification and Appraisal (preferred)** – This is the recommendation of officers as it would allow work to commence to plan for the future service delivery options of the street scene service within the Wellingborough area to agree a preferred option(s) beyond the expiry of the current arrangement with NORSE. This would ensure future service continuity and best value for money is attained for the new North Northamptonshire Unitary Authority and local taxpayers.

7. Implications (including financial implications)

7.1 Resources and Financial

- 7.1.1 Quotations have been received from three providers and the cost is likely to be in the region of £9500. It is envisaged that stages 1, 2 and 3 can be undertaken with consultancy support, although stage 1 could equally be undertaken in house if capacity allows.

- 7.1.2 There are no funds remaining within the LGR Programme or the Waste Partnership to fund this work, so the four collection authorities in the North have agreed to share the cost between them, with Wellingborough bearing 50% of the cost and the other three equally sharing the remainder.

7.2 Legal

- 7.2.1 There are no direct legal implications that result from this report although there is a need to ensure that value for money is attained with respect to procurement of the work programme proposed.

7.3 Risk

- 7.3.1 A key risk results from failure to progress arrangements for the future delivery of the WNORSE service pre-vesting day as this would significantly reduce the already short time period available to plan for future changes prior to expiry of the current WNORSE arrangement and to implement any changes to the service. This would increase the likelihood of having to seek an extension to the current WNORSE arrangement or other hurried alternative, which may not present best value for money for taxpayers.

7.4 Consultation

- 7.4.1 Internal consultation has been carried out with the NN Waste and Street Scene Officers group who have endorsed this report. Wider consultation with other key stakeholders will be carried out as part of the work programme proposed.

7.5 Consideration by Overview and Scrutiny

7.5.1 Overview and Scrutiny have not commented on this report.

7.6 **Environmental Impact**

7.6.1 Whilst the service has a significant environmental impact, there is no new environmental impact arising from this report.

7.7 **Community Impact**

7.7.1 There is no new community impact arising from this report.

7.8 **Equalities**

7.8.1 There are no negative equalities impacts arising from this report.

8. Background Papers

8.1 There are no background papers that relate to this report.