

Public Document Pack




Meeting: Place and Environment Scrutiny Committee
Date: Tuesday 19th December, 2023
Time: 7.00 pm
Venue: Council Chamber, Corby Cube, George Street, Corby, Northants, NN17 1QG

The meeting will be available for the public to view live at our Democratic Services' YouTube channel:

<https://www.youtube.com/c/DemocraticServicesNorthNorthantsCouncil>

To members of the Place and Environment Scrutiny Committee:

Councillor Gill Mercer (Chair), Councillor Kevin Watt (Vice-Chair), Councillor Valerie Anslow, Councillor Melanie Coleman, Councillor Emily Fedorowycz, Councillor Philip Irwin, Councillor Mark Pengelly, Councillor Geoff Shacklock and Councillor Lee Wilkes

Agenda			
Item	Subject	Presenting Officer	Page no.
01	Apologies for absence		
02	Members' declarations of interest (if any)		
03	Minutes of the meeting held on 31 October 2023		5 - 12
Items for discussion			
04	New Highways Contract Provider		13 - 26
05	Progress of Sustainable Urban Extensions across North Northamptonshire		27 - 48
06	Close of meeting		
<p>Adele Wylie, Monitoring Officer North Northamptonshire Council</p>  <p>11 December 2023</p>			

This agenda has been published by Democratic Services.

Committee Administrator: Carol Mundy

☎ 01933 231 521

✉ Carol.Mundy@northnorthants.gov.uk

Meetings at the council offices

Where there is a need for the council to discuss exempt or confidential business, the press and public will be excluded from those parts of the meeting only and will have to vacate the room for the duration of that business.

Public Participation

The council has approved procedures for you to request to address a meeting.

ITEM	NARRATIVE	DEADLINE
Members of the public agenda statements	<p>If you want to address one of the scrutiny committees, you will need to give two full working days' notice before the meeting.</p> <p>You can make a statement which must relate to an agenda item and you will be expected to attend the meeting to read out your statement. You will have a maximum of three minutes to make your statement and it will be made at the start of the relevant agenda item. Your statement will be considered during the subsequent debate.</p>	5pm on Thursday 14 December 2023

Please see the [procedures for speaking at our meetings](#) before registering to speak. Should you wish to speak, please contact the committee administrator.

Press & Media Enquiries

Any press or media enquiries should be directed through the council's communications team to NNU-Comms-Team@northnorthants.gov.uk

Public Enquiries

Public enquiries regarding the authority's meetings can be made to democraticservices@northnorthants.gov.uk

Webcasting

Meetings of the council will be filmed for live and/or subsequent broadcast on the council's website. The whole of the meeting will be filmed, except where there are confidential or exempt items. A copy will be retained in accordance with the council's data retention policy.

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 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

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

Minutes of the Place and Environment Scrutiny Committee held at 7pm on Tuesday 31st October, 2023 in the Council Chamber, Corby Cube, George Street, Corby, Northants, NN17 1QG.

Present: -

Councillor Gill Mercer (Chair)
Councillor Valerie Anslow
Councillor Melanie Coleman
Councillor Emily Fedorowycz

Councillor Kevin Watt
Councillor Philip Irwin
Councillor Geoff Shacklock
Councillor Lee Wilkes

Officers:

Graeme Kane, Executive Director of Place & Economy,
Rob Harbour, Assistant Director, Growth & Regeneration
Simon Richardson, Head of Policy & Placemaking, Growth & Regeneration
Ian Achurch, Head of Economic Growth & Sustainability
Steve Smith, Assistant Director Highways & Waste
Lesley Elkington, Business Support Manager (Waste)
Ben Smith, Head of Democratic Services
Carol Mundy, Senior Democratic Services Officer (Committees/Members)
Emma Robinson, Democratic Services Support Officer

The Chair welcomed members and the viewing public to the meeting.

12 Apologies for absence

Resolved to note that an apology was received from Councillor Pengelly.

13 Members' Declarations of Interest (if any)

The chair invited those present, who wished to do so, to make a declaration of interest.

Councillor	Item	Reason	Interest
K Watt	Min 17 – North Northants Electric Vehicle Infrastructure Strategy	Non-Executive Director of Electric Places	Personal

Resolved to note the above declaration.

14 Approval of the Minutes of the meeting held on 29 August 2023

The minutes of the meeting held on 29 August 2023 were received.

Resolved that the minutes be approved and signed as an accurate record of the meeting.

15 North Northamptonshire Local Development Scheme

The circulated report of the Executive Director of Place & Economy was received to consider the revised North Northamptonshire Local Development Scheme prior to it being presented to the Executive.

The draft revised Local Development Scheme (LDS) was appended to the report.

The Head of Policy & Placemaking, Growth & Regeneration, Simon Richardson, presented the report to the committee.

He explained that the council, must, in accordance with legislation, prepare and publish a LDS, which is a project plan providing a timescale for the preparation of documents that make up the area's development plan. The current LDS was adopted on 31 March 2022 and is being revised to ensure it is up to date.

The LDS provided a detailed timetable, which Mr Richardson expanded upon, for the programme of documents and provides updates on the title and nature of the documents, including the North Northamptonshire Local Plan, a Gypsy and Traveller Local Plan, and the remaining stages of the East Northamptonshire Local Plan Part 2.

Also provided in the LDS was additional information regarding Neighbourhood Plans, some were being made, whilst others were being reviewed and the service area would provide support to parish councils with this work.

Discussions were ongoing about the NN Minerals and Waste Local Plan and therefore would not be included in the review of the LDS.

The chair thanked Mr Richardson for the detailed report and presentation and opened the discussion to the committee.

In summary, comments were made in relation to the following:

- Whilst appreciating that this was a lengthy piece of work, and that the process for making the plan would take a long time, the committee considered the timescale of 30 June 2025, being the deadline for the submission of the plan, as being ambitious. It was noted that there could be several outside elements that may control the timescale which would be out of the authority's hands. It was, however, noted that it was important to keep to the timescale and the officer hoped this would be achievable.
- Consultation Process – a request was made for any consultations to be publicised and widely disseminated to ensure that data collected was from all sources. It was suggested that workshops with members would help frame the new plan. Reference was made to town and parish councils' involvement in all consultations.
- Regarding Gypsy and Traveller sites it was suggested that ward councillors and town/parish councils were best placed to provide input into the location of the best and most appropriate sites.
- Green spaces – the importance of allocating plenty of green space and trees to provide open parkland and recreational land within development areas was stressed as being of value to communities.

- In relation to the Minerals and Waste timescale it was expected that this would feature in the LDS Shared Service for North and West Northants. Whilst this did sit with North Northants Council, the service was also provided by NNC for the West and consultations and agreement would need to be reached by both councils.
- Reference was made to the recent planning training and it was noted that further training would be offered to planning committee members in due course.
- Issues in relation to the cutting back of trees were raised and whilst appreciating that sometimes this was necessary due to health and safety issues the committee was keen to ensure that where necessary Tree Preservation Orders (TPO) were in place with there being reluctance to cut back unnecessarily. It was clarified that trees with a TPO were a material consideration and as such this would be considered when determining an application.
- It was considered imperative that when employment areas or housing were being placed near to each other that consideration be given to the local community to ensure that where and how they lived was enhanced with the option of buffering to avoid undue noise and light.
- Enforcement issues, such as fly tipping should be dealt with efficiently, effectively and promptly.
- The committee suggested that a policy could be added to specify the amenity space required for new dwellings.
- It was noted that the Government is proposing to make changes to the planning system

The chair thanked the committee for the good discussion and referenced the recommendation contained within the report, which required an amendment to read as follows:

It is recommended that members of the Place & Environment Scrutiny Committee consider the draft revised Local Development Scheme and subject to any comments agree a recommendation that the Executive be presented with the LDS for adoption.

The above recommendation was proposed by Councillor Wilkes and seconded by Councillor Coleman. On being put to the vote the motion was declared carried.

Resolved that the committee recommend that the Executive be presented with the Local Development Scheme for adoption.

16 Proposed Scoping for Developer Contribution Scrutiny Panel

The circulated report of the Executive Director for Place & Economy was received in relation to the formation of a Developer Contributions Scrutiny Panel.

The Assistant Director, Growth & Regeneration, Rob Harbour, presented the report to the committee explaining the need to form a Scrutiny Panel to review the council's Developer Contributions function. Appended to the report was the scoping document for the panel. This indicated that there would be a focused piece of work undertaken between December 2023 and March 2024 with members being provided with written documentation prior to panel meetings being held. A further report from the panel would be presented to the committee in April 2024.

The chair informed the committee that the membership of the panel would be made up of members of the committee, or other council members, though not the Executive.

The Head of Democratic Services recommended that there be between five and seven cross-party members, with no more than seven in total.

Interest in participating on the panel was registered by Cllrs Anslow, Coleman, Mercer, Watt and Wilkes. Details of the membership would be circulated in due course.

It was proposed by Councillor Fedorowycz and seconded by Councillor Wilkes that the recommendation within the report be approved. On being put to the vote this was declared carried.

Resolved that:

- (i) Approval be given to the formation of a Developer Contributions Scrutiny Panel with membership to be agreed;
- (ii) The scoping document, as appended to the report, be approved.

17 North Northamptonshire Electric Vehicle Infrastructure Strategy

The circulated report of the Executive Director of Place & Economy was received to inform the committee of the formulation of the North Northamptonshire Electric Vehicle Infrastructure Strategy.

The Head of Economic Growth & Sustainability, Ian Achurch, presented the report to committee.

He explained that in order to meet government targets to reduce greenhouse gases, improve air quality and in response to climate change, the UK is transitioning to electric vehicle transport, resulting in a requirement to formulate strategy documents to facilitate the delivery of electric vehicle ChargePoint infrastructure (EVCP).

A strategy would create a framework for developing an EVCP infrastructure network, serving the needs of North Northamptonshire residents and includes a series of policies and actions along with targets and key performance indicators that allow the council to measure progress. It will also help to secure funding to support the delivery of EVCP infrastructure.

A consultation on the strategy had taken place between 23 August 2023 and 11 October 2023, with responses currently being analysed, with a view to the strategy being adopted by the end of the year.

The report also detailed the work that had been ongoing to install EVCPs in a total of 36 locations in Corby, Desborough, Higham Ferrers, Kettering, Rushden Thrapston and Wellingborough, which serve residents without off-road parking. Further installations would be taking place through to Summer 2024.

The chair thanked the officer for his presentation and opened the report for discussion.

Members considered the report and made the following comments:

- Issues were raised about the speed of the charging points, with faster chargers preferred; and the cost of a charge, with on-street charging costing significantly more than charging at home.
- It was noted that it should be cheaper to charge vehicles overnight in car parks as electricity costs less off-peak.
- Supermarkets were suggested as ideal locations for faster charging and ‘super-hubs’ as the charging time could be in the region of 40 minutes.
- The security of existing car parks for those charging overnight and safety of users was raised. The officer clarified that this would be an important consideration for the location EVCPs and to ensure that appropriate surveillance and lighting is available for enhanced security.
- Assurances were sought that local knowledge would be ascertained before installing charging points, particularly in rural areas.
- Town and parish councils should be approached to recommend where best locations were, along with consultation with nearby residents.
- It was indicated that relatively few responses to the consultation had been received and it was suggested that other ways to consult should be considered in future such as speaking directly to residents, ward councillors and the use of workshops.
- It was noted that some disabled bays had been removed in certain locations and replaced with EVCP’s and this removal was of concern; removal and replacement should be considered carefully.
- Enforcement should be enhanced, where a vehicle was parked in an EVCP bay but was either not an electric vehicle or the charge was not being used.
- Moving forward to when electric vehicles were in use by more people, questions were raised over how, practically, chargers could be provided for those without drives or allocated parking spaces and what the long-term solution would be. Terraced streets would become a particular issue.
- Reference was made to new homes and how planning regulations should include facilities for electric charging.
- It was also considered that Employers should be encouraged to provide fast charging points for their employees during working hours. It was confirmed that business events would be held to encourage participation.

The chair thanked members for their comments and input.

The recommendation to note the publication of the strategy was put to the vote and declared carried.

Resolved that the scrutiny and publication of the North Northamptonshire Electric Vehicle Infrastructure Strategy be noted.

18 Delivery of Household Waste Recycling Centres (HWRCs) from April 2025

The circulated joint report of the Assistant Director Highways & Waste and Business Support Manager (Waste) was received to review the Household Waste Recycling Centre (HWRC) operations ahead of the current outsourced arrangements ending on 31 March 2025.

Appended to the report was the HWR Options Appraisal undertaken during the Summer of 2023.

The Assistant Director Highways & Waste, Steve Smith, explained that the four household HWRC's were currently operated on a legacy Northamptonshire County Council contract which would end on 31 March 2025. A new contract would need to be put in place from 1 April 2025.

An options appraisal was undertaken by SLR Consulting. This identified that the existing network capacity was acceptable based on current demand and the HWRC's were located within a good travel distance. The facilities, however, required updating to better maximise the waste collection and maintain customer satisfaction and meet future demand.

The appraisal also looked at the options of bringing the service in-house or maintaining an out-sourced service. Taking everything into consideration the recommendation was for an outsourced service delivery model as the preferred approach to the next phase of service delivery.

The reasoning behind the recommendation was:

- Based on the options appraisal, as there is insufficient time to put in plan an in-house model by April 2025;
- An insourced service is likely to cost between 5-7% more per annum than an outsourced service which would be in the region of £140,000 more expensive to the council and would place greater pressure on council budgets.

The report therefore recommended that NNC secure a new contracted service with at least the same service level as is currently in operation. This would maintain the same opening hours, days, access and material accepted. Utilising the procurement process, it was recommended that the council seek to enhance customer satisfaction while ensuring affordability, with the overall objective to provide reliable and efficient services.

The options appraisal reviewed each of the sites against good practice guidelines and whilst all sites could do with some improvement significant limitations were found at the Corby and Wellingborough sites, mostly due to constraints with the footprint.

Mr Smith clarified that an HWRC Strategy would be brought to a future committee to ensure the provision of HWRCs would meet population growth and would take into consideration members suggestions for a future service.

The chair thanked Mr Smith for his presentation and opened the report to the committee for discussion.

A summary of the points made are listed below:

- Whilst there was initial preference for the service to be operated in-house, the pressure of providing appropriate sites was understood, along with the acknowledgment of a potential annual increase in costs.
- The aim was to increase recycling and encouragement to do so, along with improvements to the existing sites was deemed to be of high importance.
- Concern was raised over the Corby site and the extension to the current lease for a three-year period. Comments about the site needing to be improved were considered and this would be something that be investigated.

- A question was asked about whether there was enough encouragement by site operators to re-use and how was this monitored. Officers clarified that 2.25% of items were re-used and the highest rate for this was in Corby. More opportunities for re-use would also be encouraged.
- Some concern was expressed that the renewal of the contract had not been looked at earlier, to give more opportunity to explore in-house options but the expertise found by out-sourcing was noted.
- It was asked if benchmarking comparisons with neighbouring, similar sized authorities, had been made. Officers confirmed that a benchmarking exercise had resulted in the findings that most authorities outsourced the provision.
- It was considered that consultation with users was necessary to encourage more use of the sites
- It was noted that many of the sites were closed for example on Mondays, including bank holidays, when users would wish for them to be open.
- Finances had to be carefully considered and the outsourcing option appeared to be cheaper but there was an understanding that the costs would depend on the market at the time of the tendering process.
- The committee raised concern that the cost could escalate, and that the decision was to be delegated and not brought back to the Executive. The officers assured the committee that there were spending limits that would need to be adhered to, if changes in terms of a reduction in service, was needed to keep within budget, this would also be brought back for consideration.

The chair thanked the committee for its useful contributions, with discussions concurring that a new contract be procured with the service being outsourced.

It was proposed by Councillor Wilkes and seconded by Councillor Irwin that the motion within the report be put to the vote. The motion was declared carried with one abstention.

Resolved that the Executive be recommended to approve:

- (i) the commencement of the procurement of the council's future HWRC contract;
- (ii) the operation of the HWRC facilities in North Northamptonshire be delivered under an outsourced operating mode for a duration of 15 years;
- (iii) an extension to the current lease for the Corby HWRC for three years to enable a review to be undertaken for alternative provision in the area;
- (iv) that officers undertake a review of alternative provision of a HWRC facility in the vicinity of Corby, and to consider the sourcing of a new lease for, or purchase of, new or existing land, or utilisation of existing council owned land, dependent on which provided the greatest value to both the council and delivery of the service;
- (v) that delegated authority be given to the Executive Member for Highways, Travel and Assets, in consultation with the Executive Director of Place & Economy, the Executive Member for Finance and the Executive Director for Finance, to take any further decisions and/or actions required in connection with the procurement and award of the HWRC contracts, without the need to return to the Executive.

19 Close of meeting

There being no further business the chair declared the meeting closed at 9.55pm.

Chairman.....

Date



Place & Environment Scrutiny Committee Tuesday 19th December 2023

Report Title	New Highways Contract Provider (Highways & Transport)
Report Author	Senior responsible officer: Steve Smith – Assistant Director Highways & Waste (Interim) Steve.M.Smith@northnorthants.gov.uk

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 – Contract Governance Meetings

Appendix B – Key Performance Indicators and October 2023 Performance

Appendix C - Strategic Performance Indicators

1. Purpose of Report

- 1.1. The purpose of the report is to provide a review of the performance of the Council's contract to provide Highways Maintenance Works and Services and its provider Kier Transportation, after the first year of operation of the contract.
- 1.2. The report covers performance for the period 1st October 2022 to 30th September 2023.

2. Executive Summary

- 2.1. On 12th September 2022 North Northamptonshire began its contract for Kier to deliver a variety of highway services including highway maintenance and improvements, rights of way, road safety, asset management, major projects,

professional services, emergency response, winter services and customer engagement.

- 2.2. This contract was a significant change from the previous contract which had been operated initially by Northamptonshire County Council and then shared between West Northamptonshire Council and North Northamptonshire Council.
- 2.3. The contract saw the provision of service from KierWSP to Kier Transportation which is a separate entity and therefore required significant transition of staff, systems and processes between the old service provision to the new service provision.
- 2.4. The form of contract also changed requiring the management of the contract by both parties to change.
- 2.5. Kier have generally exceeded performance target requirements within the contract. Where performance has not been met Kier have promptly put in place corrective actions that has enabled performance to be consistently met.
- 2.6. Kier have significantly exceeded the level of Social Value they provide above and beyond operational requirements, with £13.8m of added value provided in the first year of operation.
- 2.7. The overall condition of the highway network is deteriorating which has increased the level of demand for pot-hole repairs above that which was anticipated in the first year of the contract. This is a national issue and is replicated across all highway authorities not subject to Private Finance Initiative (PFI).

3. Recommendations

- 3.1. It is recommended that the Place and Environment Scrutiny Committee
 - (a) Note the contents of the report
 - (b) Advise of any areas of concern about current service delivery.

4. Report Background

- 4.1. On 12th September 2022 North Northamptonshire began its contract with Kier Transportation (Kier) to deliver a variety of highway services including but not limited to
 - Carriageway maintenance
 - Footway maintenance
 - Drainage maintenance

- Bridge and structures maintenance
 - Highway improvements
 - Rights of way management
 - Road safety
 - Asset management
 - Major projects
 - Professional services
 - Incident and emergency response
 - Winter services
 - Customer engagement.
- 4.2. The contract excludes street lighting which is delivered by Balfour Beatty as part of separate contracted arrangement.
- 4.3. The new Highways Maintenance and Services Term contract was a significant change from the previous contract which had been operated initially by Northamptonshire County Council and then shared between West Northamptonshire Council and North Northamptonshire Council.
- 4.4. The contract saw the provision of service transfer from KierWSP to Kier which is a separate entity and therefore required significant transition of staff, systems and processes between the old service provision to the new service provision.
- 4.5. A new governance structure was put in place to ensure that decisions and disputes are resolved as quickly as possible by the most appropriate staffing levels. The details and terms of reference for each meeting is supplied in Appendix A.
- 4.6. The Strategic Board – attended by the Executive Director for Place and Economy and the Executive Member for Highways, Travel and Assets- is responsible for providing strategic direction, monitoring performance, and approving strategies, priorities and targets.
- 4.7. The form of contract also changed to a national standard contract model (NEC4) with adapted clauses. The contract has significant changes to the previous contract with new pricing mechanisms, performance indicator suite and reporting requirements resulting in significant learning curve and changes to the management of the contract by both parties.
- 4.8. The full contract is 1,533 pages long and ongoing agreement of common interpretations of contract clauses means that typically such contracts take 18 months to operate as envisaged following a full cycle of activity having taken place. This contract is no different to a typical bedding in period, albeit any issues have been resolved quickly with little disagreement with no substantial issues needing to be raised to the Strategic Board as is often the case in the contract bedding in periods.

- 4.9. The contract requires Kier to deliver against a new suite of performance indicators both reflecting operational activity and longer-term strategic ambitions and are monitored monthly. The Operational Performance Indicators and Kier's performance against them for the end of October are provided in Appendix B.
- 4.10. If Kier are not performing against the relevant KPI's they are required to provide a Corrective Action Plan (CAP) to demonstrate how they will bring the performance back to the required level. Three consecutive months of under performance would lead to Kier incur a financial deduction to their contract sum. Three consecutive months of performance back on track allows the CAP to be closed.
- 4.11. Strategic Performance Indicators consider the maturity of the contract and are linked to extensions of the contract should Kier meet level 3 of the maturity matrix. Kier have recently met level 1 of the maturity matrix at the end of the first year of operation. The Strategic Indicators and Kier's performance against them are provided in Appendix C.
- 4.12. Kier have generally performed very well against the Performance Indicators set out in the contract. There have been 3 exceptions to this which have required CAPs to be produced.
- 4.13. The first CAP was in January 2023 and reflected an under performance of KPI 6.1: *Timeliness of response for incidents* meeting only 91% of call outs within time rather than 97%. This was as a result of staff and supply chain still getting used to new systems in the first 2 months of the contract. Four actions were identified including training of staff and supply chain on new systems. These actions were successful in bringing performance back on track.
- 4.14. The second CAP required was required in January 2023 and reflected under performance of KPI 9.1: *Requests for Service* which provide a timescale under which Kier must respond to resident reports of defects or incidents. The reason for this was a significant spike in demand arising from a large increase in the number of potholes and incidents being reported due to the winter weather and insufficient resources available to address this spike so early in the contract.
- 4.15. Kier identified 7 actions, including enhanced recruitment campaign, authorised overtime to increase daily productivity, system optimisation, improved reporting and reorganising internal resources to provide additional front-line response. These actions were successful in bringing the performance back on track.
- 4.16. The third CAP was introduced in May 2023 to reflect underperformance in KPI 5.5b: *Time to respond to defect category p3*. This arose due to a significant increase in the number of all defects identified as a result of the impact that the winter weather had on the carriageway network. This was not just an issue within North Northamptonshire but a national problem which meant that the

availability of the broader supply chain was reduced resulting in insufficient national capacity to meet the increased demand.

- 4.17. Kier identified 5 actions including increasing the number of directly employed staff to better reduce reliance on supply chain, authorising overtime to increase daily productivity and changes to ways of working to ensure that gangs were not diverted onto other emerging issues. These issues were successful in bringing the performance back on track.
- 4.18. In addition to operational activity, the contract requires Kier to deliver additional social value to benefit local communities. The target is to generate 30% of contract value in social value each year. A variety of initiatives measured using the national social value measurement (TOMs) Framework calculator shows that Kier had generated £13.8m of social value by the end of the first year which is far in excess of the target value of approximately £9m for the equivalent period.
- 4.19. In order to ensure that the Council continues to achieve value for money, Kier have brought many new innovations into North Northamptonshire over the first year of operation to ensure that pressures from increasing demand and ensure that the Council achieves greater value from the budgets available.

5. Issues and Choices

- 5.1. As is the case with many highway authorities North Northamptonshire is managing a highway network in decline. The Annual Local Authority Road Maintenance Survey Report 2023 shows that the majority of highway authorities has seen several years of decreasing or static budgets at a time when construction inflation rates are around 20% meaning that significantly less maintenance is able to be undertaken each year than previous years. As a result, 39% of the nation's road network maintained by local authorities are deemed to be in need of resurfacing. North Northamptonshire is in a similar position to that outlined above.
- 5.2. It is estimated that an additional £14.02bn nationally would be required to reduce this national maintenance backlog and this has been recognised by Government who have recently made an additional £8.3bn of funding available over the next 11 years. North Northamptonshire has been allocated an additional £1.069m of this funding.
- 5.3. There is often a perception that there is a link between highway network condition and contractor performance. As can be seen from the information above however this is not necessarily the case and the biggest influence on the condition of the highway network is the level of sustained funding available for annual maintenance programmes.
- 5.4. The current condition of the highway network in North Northamptonshire makes it extremely susceptible to increased damage during winter months because of water ingress into cracks in the surface of the road that then

freezes and expands and damages the structure of the road, eventually creating a pothole. As a result, each winter sees a significant rise in the number of potholes across the country.

- 5.5. This first year of operation has seen delays in agreeing final works plans for the year due to an iterative approach in ensuring the proposals met budgetary requirements. This was further disrupted by additional funding of £1.5m being awarded by the Department for Transport. This was awarded to all authorities and resulted in an increase in demand for the national supply chain. Late injections of funding such as this make it difficult to programme with certainty as it is reliant on the availability of third-party suppliers and can often be at short notice. This impacts the ability to effectively communicate and engage on proposals.
- 5.6. There will be times when Kier has to provide a temporary repair to a pothole. These are typically where a defect is deemed to be dangerous and needs to be made safe as soon as possible or where the defect needs to be undertaken within 28 days or less to meet policy requirements and a road or lane closure requiring a 3-month notice is needed to undertake a permanent repair safely; or where exceptional defect numbers mean that there is simply not the capacity within the supply chain to undertake permanent repairs and meet the Council's maintenance policy specifications. In these instances, Kier will undertake a permanent repair at a later date at their own costs.
- 5.7. Where any works are demonstrably of insufficient quality Kier are required to rectify those works at their own cost. Both Kier and the Council employ quality inspectors to audit works and maintain a log of any issues of quality which require rectification and these are monitored to ensure that the remedial works are undertaken.

6. Next Steps

- 6.1. The service is currently developing the Annual Plan of Works for 2024/25 with Kier, with a view to finalising plans by March 2024. This will allow Kier to resource the works and develop programmes of activity.
- 6.2. The process for agreeing these Annual Plans was able to be started significantly earlier this year compared to the first year of operation. The early announcement of additional funding from Government also provides greater certainty of programmes of work, which should significantly improve communication and engagement ahead of works.
- 6.3. The policies and strategies of the service currently reflect those of the former County Council. It is intended to review these over the next 12 months to ensure that they are fit for purpose for North Northamptonshire. These documents will be brought for future meetings for scrutiny ahead of seeking approval to adopt them.

7. Implications (including financial implications)

7.1. Resources and Financial

- 7.1.1. There are no financial implications arising from this report.
- 7.1.2. As a result of a national skills shortage, the highways team are currently experiencing difficulty in recruiting permanent staff to assist in the management of the contract and the broader highway service.
- 7.1.3. Whilst, interim staff have been secured to ensure that the Council's interests are protected as far as practicable the service remains under-resourced which limits the activity able to be undertaken.

7.2. Legal and Governance

- 7.2.1. There are no legal implications arising from this report.

7.3. Relevant Policies and Plans

- 7.3.1. The requirements of service delivery by Kier are linked to the following policies and strategies of the council.
 - (a) [Highways Asset Management Policy and Strategy](#)
 - (b) [Network Management Plan](#)

7.4. Risk

- 7.4.1. There are no significant risks arising from this report.

7.5. Consultation

- 7.5.1. There are no requirements for consultation arising from this report.

7.6. Consideration by the Executive

- 7.6.1. There are no elements of the report requiring consideration of the Executive.

7.7. Equality Implications

- 7.7.1. The report does not propose any changes to service delivery and as such there are no equality implications arising from this report.

7.8. Climate Impact

7.8.1. As part of award of the contract Kier have provided a Climate Change and Environment Action Plan to support the Council in meeting its objectives in becoming carbon neutral by 2030.

7.9. **Community Impact**

7.9.1. There are no community impacts arising from this report.

7.10. **Crime and Disorder Impact**

7.10.1. There are no Crime and Disorder Impacts arising from this report.

8. Background Papers

None

Appendix A – Contract Governance Meetings

Strategic Board

The Strategic Board meets quarterly throughout the Service Period unless otherwise agreed. The Strategic Board formally comprises two people from the *Client* and two people from the *Contractor*. The *Service Manager*, *Contractor's* Contracts Manager and other attendees may be invited but will not be formally part of the Strategic Board per se. This wider officer attendance will provide continuity between the governance tiers. The Parties may agree to vary the number of people forming the Strategic Board. The Strategic Board will be chaired by the *Client*. The Board is advisory in nature, with decision-making resting with the *Client*.

Both parties ensure that the people they appoint are able to attend all meetings of the Strategic Board. Any replacement person is only accepted with the prior consent of all the other members of the Strategic Board (such consent not to be unreasonably withheld). The members of the Strategic Board act in a spirit of mutual trust and cooperation.

The Strategic Board is responsible for:

- Providing the contract with its strategic direction;
- Taking ownership of, and commitment to, the success of the contract;
- Monitoring the overall performance of the contract using the Strategic Maturity Matrix and Tactical KPIs
- Approving and monitoring the strategies, priorities and targets for the contract;
- Supporting the Operations Board in promoting a shared culture of mutual trust and cooperation; and
- Reporting to each party's senior management team on the progress and performance of the contract, identifying any lessons that can be learned or practices that can be improved upon and obtaining any approvals or consents required.

Operations Board

The Operations Board meets monthly throughout the Service Period unless otherwise agreed. The Operations Board comprises three people from the *Client* and three people from the *Contractor*. This will include the *Service Manager* and *Contractor's* Contracts Manager. Other attendees may be invited but will not be formally part of the Operations Board per se. The Parties may agree to vary the number of people attending the Operations Board. Both parties ensure that the people they appoint are able to attend all meetings of the Operations Board. Any replacement person is only accepted with the prior consent of all the other members of the Operations Board (such consent not to be unreasonably withheld). The members of the Operations Board all act in a spirit of mutual trust and cooperation.

The Operations Board is responsible for:

- Approving and monitoring the *Client's* Annual and Forward Plans and the *Contractor's* Plan if required, instructing the *Service Manager* to vary the Plans in the interests of ensuring best value for the *Client*;
- Supporting the Operations Board in ensuring progress and performance in accordance with the Performance Framework, Plans and Task Orders;
- Monitoring the progress and performance of the contract against the Performance Measures (Strategic, Tactical and Operational), Plans and Task Orders;
- Monitoring the effectiveness and implementation of a shared culture of mutual trust and cooperation, considering proposals for improvement, and making recommendations to the Strategic Board; and
- Reporting to the Strategic Board on the progress and performance of the contract, identifying any lessons that can be learned or practices that can be improved upon and obtaining any approvals or consents required.

Service Delivery Group

The Service Delivery Group meets every two weeks during the Service Period unless otherwise agreed by the Parties. The Parties will agree the number of attendees for the Programming Group as appropriate to the nature and extent of the *service* being undertaken. The attendees are expected to include persons having day-to-day responsibility for delivery of the *service*.

The Programming Group is responsible for:

- The day-to-day management of the contract;
- Preparing, or advising on strategies, priorities and targets for the contract;
- Preparing the *Client's* Annual and Forward Plans and the *Contractor's* Plan;
- Determining the operational information base for the contract/services and ensuring its alignment with the Tactical and Strategic performance measures
- Approving Task Orders prior to these being issued by the *Service Manager*
- Programming and co-ordination of the works
- Review of resource availability
- Review of progress against Task Order programmes.

2023-2024 Kier Highways Contract Performance Management Framework: North Northamptonshire Council

Category (KPI Group)	KPI Ref	Focus	Proposed Indicator	Ownership		Reporting Frequency	Priority Level	KPI Group Weighting	KPI Weighting	Measurement Calculation	Performance Targets				KPI Handbook Calculation	KPI Inputs - Sept 2023		KPI Inputs - Oct 2023		August 2023	September 2023	October 2023	KPI Owner's Comments	
				Lead(s)	Owner(s)						Very Poor	Under	Expected	Over		(A)	(B)	(A)	(B)					
Reactive Maintenance	5.1	Permanent repair of defects and faults	The percentage of total repairs to defects that are permanent or semi-permanent	Rob Carroll	-	Monthly	1	14%	2.33%	Percent (to 2 d.p.)	<90%	>=90% & <98%	>=98%	N/A	(B / A) x 100	1,218	1,218	1,595	1,595	100.00%	100.00%	100.00%	October: 1,595 defects due, with 1,595 permanent and 0 temporary.	
	5.2		The percentage of permanent repairs that require further work within 24 months	Rob Carroll	-	Monthly			2.33%	Percent (to 2 d.p.)	>10%	>5% & <=10%	<=5%	N/A	(B / A) x 100	13,687	42	15,250	42	0.31%	0.31%	0.28%	October: 15,250 defects completed between 12th September 2022 and 31st October 2023. 42 of which have been subject to re-visits. Cumulative Calculation: 42/15,250 x 100 = 0.28%	
	5.3		Time taken to make a temporary repair (or hazard removal) permanent	Rob Carroll	-	Monthly			2.33%	Number (of days)	>32	>28 & <=32	<=28	N/A	A	0	X	0	X	0	0	0	October: No temporary repairs due for completion in October.	
	5.4	Time to respond by defect category	Percentage of urgent traffic signal faults where fault action was taken within required timescales	Rob Carroll	-	Monthly			2.33%	Percent (to 2 d.p.)	<90%	>=90% & <95%	>=95%	N/A	(A / B) x 100	110	110	102	102	98.91%	100.00%	100.00%	October: 102 faults 102 within SLA and 0 outside.	
	5.5a		Percentage of priority 1 and 2 defects responded to within the timescales specified	Rob Carroll	-	Monthly			2.33%	Percent (to 2 d.p.)	<90%	>=90% & <97.5%	>=97.5%	N/A	(B / A) x 100	32	32	41	41	100.00%	100.00%	100.00%	October: P3 = 0 total, 0 within SLA= 100% P2 = 41 total, 41 within SLA= 100% P1 & P2 = 41 total, 41 within SLA= 100%	
	5.5b		Percentage of priority 3 and 4 defects responded to within the timescales specified	Rob Carroll	-	Monthly			2.33%	Percent (to 2 d.p.)	<80%	>=80% & <90%	>=90%	N/A	(B / A) x 100	872	836	1,056	1,012	96.43%	95.87%	95.83%	October: P3 = 389 total, 370 within SLA= 95.12% P4 = 667 total, 642 within SLA= 96.25% P3 & P4 = 1,056 total, 1,012 within SLA=95.83%	
Incident Response	6.1	Timeliness of response	Percentage of emergency responses to go-weather-related incidents on the network within agreed standard	Rob Carroll	-	Monthly	3	10%	3.33%	Percent (to 2 d.p.)	<90%	>=90% & <97%	>=97%	N/A	(A / B) x 100	110	112	118	122	100.00%	98.21%	96.72%	October: 122 emergency reports; 118 within SLA of which 2 were severe weather related; 4 outside SLA.	
	6.3	Effectiveness of response	Percentage of emergency response sites made safe before leaving site	Rob Carroll	-	Monthly			3.33%	Percent (to 2 d.p.)	<90%	>=90% & <100%	>=100%	N/A	(A / B) x 100	112	112	122	122	100.00%	100.00%	100.00%	October: 122 sites all made safe before leaving.	
Compliance, Safety and Value for Money	Severe Weather	7.1	Precautionary salting	Percentage of precautionary salting of routes (as identified in the NNC highways winter service plan) completed by the required time	Rob Carroll	-	Monthly	2	12%	6.00%	Percent (to 2 d.p.)	<90%	>=90% & <97%	>=97%	N/A	(A / B) x 100	0	0	0	0	100.00%	100.00%	100.00%	October: Winter service started on 14th October 2023 - no gritting action in period.
					Health and safety	8.6	Accident frequency rate (which includes the sub-contractor's workforce) over a rolling twelve months			Kris Saric	Paul Hornbrook	Monthly	0.91%	Number (to 2 d.p.)	>0.4	>0.1 & <=0.4	<=0.1	N/A	A	0	X	0	X	0.00
	Service strikes	8.7	Number of actions identified through accident/incident investigations remaining open and overdue against agreed timescales	Kris Saric		Paul Hornbrook	Monthly			0.91%	Number (integer)	>2	>1 or <=2	=0	N/A	A	0	X	0	X	0	0	0	October: North Northants Highways has not suffered any incidents or accidents during the month.
		8.8	Number of strikes on live services in the last month	Kris Saric	Paul Hornbrook	Monthly	0.91%			Number (integer)	>2	>1 or <=2	=0	N/A	A	0	X	0	X	1	0	0	October: North Northants Highways has not suffered any service strikes during the month.	
Customer Satisfaction	Customer and other stakeholder satisfaction	9.1	Percentage of (customer) requests for service acknowledged and inspected within agreed timescales	Jon Sutton	Andy Leighton	Monthly	3	10%	1.25%	Percent (to 2 d.p.)	<85%	>=85% & <95%	>=95%	N/A	(B / A) x 100	722	696	742	732	97.52%	96.40%	98.65%	October: 742 FMS enquiries, 10 failed.	
		9.2	Number of instances per month where the client or customers indicate that works have not been carried out as informed	Jon Sutton	Andy Leighton	Monthly			1.25%	Number (integer)	>3	>2 or <=3	<=1	N/A	A	0	X	0	X	0	0	0	October: 0 received from client or customers	
	Complaints	9.6	Number of justified complaints per month received from our customers	Jon Sutton	Andy Leighton	Monthly			1.25%	Number (integer)	>5	>2 & <=5	<=2	N/A	A - B	-	-	-	-	0	0	0	October: No complaints upheld.	
		9.7	Percentage of freedom of information requests successfully dealt with by the service provider	Jon Sutton	Andy Leighton	Monthly			1.25%	Percent (to 2 d.p.)	<50%	>=50% & <80%	>=80%	N/A	(B / A) x 100	4	4	3	3	100.00%	100.00%	100.00%	October: 3 received and answered within SLA.	
	Correspondence	9.8	Percentage of correspondence dealt with in-line with the set timescales in customer service standards (these timescales vary depending on the nature of the correspondence)	Jon Sutton	Andy Leighton	Monthly			1.25%	Percent (to 2 d.p.)	<90%	>=90% & <98%	>=98%	N/A	(B / A) x 100	59	59	41	41	100.00%	100.00%	100.00%	October: 41 received - all answered within SLA.	

100% 100%

This page is intentionally left blank

Strategic Performance Maturity Matrix

Maturity increases from left to right

Category	Focus	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5	Evidence base
1. Policy Impact	Customer service		A comprehensive Customer and Stakeholder Engagement Plan is in place and progress reflects key Plan milestones. Stakeholders are engaged regularly using a breadth of channels. Feedback about network performance and the Highways Service is predominantly positive but further tracking is needed to determine how this is sustained over time. The service is progressing with applications for Customer Service Excellence accreditation/recognition. There is evidence of approaches being tailored in response to customer feedback.	Level 1 completed Authority confidence in progress and momentum Customer understanding improving Clear on progress and steps still required to attain level 3 by March 2025	Customer and Stakeholder Engagement Plan progress reflects key Plan milestones and desired outcomes. The Plan is updated as the context evolves. Stakeholders are engaged regularly using a breadth of channels. Feedback about network performance and the Highways Service is positive and sustained from a breadth of key stakeholder groups. The service is being successful in applications for Customer Service Excellence accreditation/recognition. Feedback indicates that stakeholders feel engaged and that the Council listens to their issues and expectations of the Highways Service.		All customers and key stakeholders are satisfied with the the way the network is performing and the Highways services being provided. All Plans - policy and service - are updated as the context evolves to reflect changing needs and expectations. The service regularly receives recognition for Customer Service Excellence. Stakeholders are engaged regularly using a breadth of channels. Engagement arrangements are updated as customers' needs evolve. Levels of indicated satisfaction are sustainably high. Service delivery arrangements are tailored to reflect customer feedback. Customers feel included and the service they receive closely reflects their needs and priorities.	Client overview reports, customer satisfaction surveys, complaints monitoring reports, submitted accreditation/certification applications, member and other key stakeholder feedback
	Innovation, improvement and value for money		A comprehensive Innovation and Improvement Plan is in place and progress reflects key Plan milestones. Initial innovations are being deployed and delivering favourably. The business case approach has been applied. Further potential has been identified. The commercial arrangements for reinvesting savings in service improvement are in place. The service is progressing with applications for Innovation and Excellence accreditation/ recognition. Productivity and efficiency meet initial commitments.	Level 1 completed Authority confidence in progress and momentum Innovation and improvement emerging Clear on progress and steps still required to attain level 3 by March 2025	Innovation and Improvement Plan progress reflects key Plan milestones and desired outcomes. The Plan is updated as the context evolves. Initial innovations have been evaluated and rolled out where appropriate. Further potential has been identified and business cases prepared. The commercial arrangements for reinvesting savings in service improvement are working. The service is being successful in applications for Innovation and Excellence accreditation/recognition. Productivity and efficiency targets are being met.		The service is internally and externally regarded as being innovative and an exemplar of sector good practice. The service regularly receives recognition for innovation. Opportunities are systematically identified and deployed where they represent value for money. Productivity and efficiency are sustainably high with generated savings reinvested in service improvement. The commercial arrangements for reinvesting savings in service improvement are fit for purpose and regularly reviewed. Forward Improvement Plan targets are comprehensive and stretching.	Client overview reports, progress against the Innovation and Improvement Plan targets, innovation business cases, submitted accreditation/certification applications, innovation evaluation reports, Member and other key stakeholder feedback, KPI improvements
	Social Value		A comprehensive Social Value Plan is in place and progress reflects key Plan milestones. Initial commitments are being deployed and TOMS monitoring indicates positive progress. Further potential has been identified for additional Social Value that reflects a more in-depth understanding of Council policy objectives. The service is progressing with applications for Social Value accreditation/ recognition.	Level 1 completed Social Value becoming evident Authority confidence in progress and momentum Customer understanding improving Clear on progress and steps still required to attain level 3 by March 2025	Social Value Plan progress reflects key Plan milestones, TOMS targets and desired outcomes. The Plan is updated as the context evolves. Initial Social Value interventions have been evaluated and rolled out where appropriate. Further potential has been identified and business cases prepared. The approach makes a tangible contribution to wider Council economic, social and environmental objectives. The service is being successful in applications for Social Value accreditation/recognition.		The Social Value (social, economic and environmental) impact generated by the service delivers meaningful benefits to communities and individuals. The service regularly receives recognition for Social Value. Social Value outcome coverage is comprehensive and aligns with the Council's own priorities and commitments. Forward Social Value Plan targets are comprehensive and stretching. The Council sees the provider as a key partner in delivering its social, economic and environmental objectives.	Client overview reports, progress against the Social Value Plan targets, Social Value intervention business cases, submitted accreditation/certification applications, Social Value evaluation reports, Member and other key stakeholder feedback, TOMS improvements
	Climate change & the Environment (CC&E)		A comprehensive Climate Change & Environment (CC&E) Plan is in place and progress reflects key Plan milestones. Initial commitments are being deployed and TOMS monitoring indicates positive progress. Further potential has been identified for additional E&CC activity that reflects a more in-depth understanding of Council policy objectives. The local impact of climate change is better understood, and priorities for action have been identified. The service is progressing with applications for Environmental accreditation/ recognition.	Level 1 completed Authority confidence in progress and momentum Initial environmental benefits being realised Clear on progress and steps still required to attain level 3 by March 2025	CC&E Plan progress reflects key Plan milestones, TOMS targets and desired outcomes. Initial CC&E interventions have been evaluated and rolled out where appropriate. The Plan is updated as the context changes based on a sound understanding of the geography, CC&E baselines/positions, and the Council's evolving CC&E objectives. Further potential has been identified and business cases prepared. The approach makes a tangible contributions to wider Council environmental objectives. The service is being successful in applications for CC&E accreditation/recognition.		The positive Climate Change and wider environmental impact generated by the service delivers meaningful benefits to communities and individuals. The local impact of climate change is well understood, and responses to severe weather and wider climate change mitigation are working well. The service regularly receives recognition for its Environmental practices. Climate Change and wider environmental outcome coverage is comprehensive and aligns with the Council's own priorities and commitments. Forward CC&E Plan targets are comprehensive and stretching. The Council sees the provider as a key partner in delivering its CC&E objectives.	Client overview reports, progress against the CC&E Plan targets, CC&E intervention business cases, submitted accreditation/certification applications, CC&E evaluation reports, Member and other key stakeholder feedback, TOMS improvements
2. Service Excellence	Asset management		A comprehensive Asset Management Plan is in place and progress reflects key Plan milestones. The underlying asset baseline has been captured and all important asset considerations impacting on network performance have been identified. Initial investment has been secured and allocated. Plans, projects and work programmes reflect key priorities for maintenance and improvement. Customer information and perspectives are important in planning and review. Key information streams have been identified and are used in decision-making and programming. The asset information baseline is complete and up to date. Systematic data analysis is undertaken to assess and select asset interventions.	Level 1 completed Authority confidence in progress and momentum Asset understanding improving and initial benefits emerging Clear on progress and steps still required to attain level 3 by March 2025	Asset Management Plan delivery/progress reflects key Plan milestones and desired outcomes. Customer information and perspectives are embedded in the planning and review process. Plans, projects and work programmes are delivered on time and to budget. The asset information baseline is complete and up to date. Initial investment has been spent well and further investment is being explored. KPI standards and targets critical to the Asset Management Plan are being met. A data-driven and technology-supported decision-making process is in place. The asset condition is in line with expectations and investments.		The Asset is well managed. Its underlying condition is clearly understood and a comprehensive suite of systematic interventions is planned with asset improvement in mind. Customer information and perspectives are pivotal in the planning and review process. The asset information baseline is complete and up to date. Asset interventions are informed by a good understanding of network access and performance requirements, informed by a breadth of user data. This is balanced with engineering requirements in prioritising investment. Investment to date is delivering the anticipated benefits. The asset condition is in line with expectations and investments. The asset supports effective network performance.	Client overview reports, progress against the Asset Management Plan and associated programme targets, Asset Condition Survey updates, Asset Management intervention business cases, Asset Management programme/project evaluation reports, Member and other key stakeholder feedback
	Network management		Comprehensive arrangements are in place that align with the Authority's Network Management Plan (NMP) and progress reflects key Plan milestones. The baseline position around network access and performance (including safety) is understood, and key priorities for improved network performance have been identified. Initial investment has been secured and allocated. Plans and work programmes link to the Asset Management Plan and reflect key priorities for maintenance and improvement. Routine works, reactive works and emergency responses hit KPI targets and sustain network performance. Key information streams have been identified and are used in decision-making and programming. Network users' needs and priorities are being captured and used to inform decision-making. Routine works, reactive works and emergency responses hit targets and sustain network performance.	Level 1 completed Authority confidence in progress and momentum Initial network management benefits emerging Clear on progress and steps still required to attain level 3 by March 2025	Network management arrangements reflect key NMP milestones and desired outcomes. Plans and work programmes link to the Asset Management Plan and reflect key priorities for maintenance and improvement. Programmes are delivered on time and to budget. Customer and other stakeholder feedback is used to shape and schedule interventions; and network users' needs and priorities inform decision-making. Initial investment has been spent well and further investment is being explored. Routine works, reactive works and emergency responses hit targets and sustain network performance. KPI standards and targets related to routine works, reactive works and emergency responses are being met. Network access and performance are in line with expectations and investments.		The network is accessible and performing well over a sustained period in all KPI areas. Network performance drivers are clearly understood and a comprehensive suite of schemes and works is planned with continued levels of high performance in mind. These are informed by a sound understanding of network users' needs and priorities, supported by a breadth of user data. Routine works, reactive works and emergency responses hit targets and sustain network performance. This is balanced with engineering requirements in prioritising investment. Data about the network is held in an accessible format (for both service provider use and client-side scrutiny) and systematically analysed to ensure proposed works fit with the Council's aims and objectives. Network access and performance are in line with expectations and investments.	Client overview reports, progress against the Network Management Plan and associated programme targets, annual plan updates, customer satisfaction surveys, Member and other key stakeholder feedback, KPI update reports

	Day to day service delivery		Day to day service delivery hits all of the Council's identified standards and targets (see tactical KPI targets). Relevant and up-to-date performance information is shared with all key stakeholders through communications media and in a form that meets their expectations. Where underperformance does occur, improvements are identified early and corrective actions taken quickly. <i>NB this expectation endures at all levels of maturity</i>	Level 1 completed Authority confidence in progress and momentum KPI targets largely being met and emerging issues resolved Clear on progress and steps still required to attain level 3 by March 2025	Day to day service delivery hits all of the Council's identified standards and targets (see tactical KPI targets). Relevant and up-to-date performance information is shared with all key stakeholders through communications media and in a form that meets their expectations. Where underperformance does occur, improvements are identified early and corrective actions taken quickly. <i>NB this expectation endures at all levels of maturity</i>		Day to day service delivery hits all of the Council's identified standards and targets (see tactical KPI targets). Relevant and up-to-date performance information is shared with all key stakeholders through communications media and in a form that meets their expectations. Where underperformance does occur, improvements are identified early and corrective actions taken quickly. <i>NB this expectation endures at all levels of maturity</i>	Client overview reports, KPI update reports, Member and other key stakeholder feedback
3. Contract resilience	Contract financial resilience		The contract is performing sustainably from the perspectives of both the Council and the appointed service provider. Generated contract turnover is in line with Council's intended investment in the Highways Service. Service provider's margin is transparent and reflects that indicated in their pricing submission. Pain/gain arrangements are deployed to reflect the spirit and terms of the commercial agreement between the parties.	Level 1 completed Authority confidence in progress, resilience and financial sustainability Clear on progress and steps still required to attain level 3 by March 2025	The contract is performing sustainably from the perspectives of both the Council and the appointed service provider. Generated contract turnover is in line with Council's intended investment in the Highways Service. Service provider's margin is transparent and reflects that indicated in their pricing submission. Pain/gain arrangements are deployed to reflect the spirit and terms of the commercial agreement between the parties. Both the Council and the service provider think purposefully about how they might deliver additional benefit to key Council stakeholders in a manner that meets the financial and commercial needs of both parties. Initial related opportunities have been identified and are being deployed.		The contract is performing sustainably from the perspectives of both the Council and the appointed service provider. Generated contract turnover is in line with Council's intended investment in the Highways Service. Service provider's margin is transparent and reflects that indicated in their pricing submission. Pain/gain arrangements are deployed to reflect the spirit and terms of the commercial agreement between the parties. Both the Council and the service provider think purposefully about how they might deliver additional benefit to key Council stakeholders in a manner that meets the financial and commercial needs of both parties. There are a number of examples of related initiatives being successfully deployed in practice. Lessons have been learned and further opportunities planned with these in mind.	Client overview reports, budget monitoring reports (capital and revenue), contract performance reports
	Culture and collaborative benefit		Both the Council and the service provider are working closely together to identify and deliver the building blocks of a customer and citizen focused service. Employee, supplier and user safety is a further key consideration. Leadership is strong, and governance and management arrangements are in place and working well. Accountabilities are clear and respected. Opportunities for enhancing citizen/customer benefits have been identified. The service has started to compete for awards for Customer Service Excellence and organisational accreditations such as Investors in People. Appropriate industry accreditations are in place (and reviewed) with compliance closely monitored through the established governance and management regime. Customer and staff satisfaction levels are high. Equality, Diversity and Inclusion (EDI) commitments are being met. Staff retention and absence levels meet industry standards. Staff morale is high.	Level 1 completed Authority confidence in progress and momentum Tangible collaborative benefits emerging Clear on progress and steps still required to attain level 3 by March 2025	Both the Council and the service provider work collaboratively to identify and deliver a customer and citizen focused service. Employee, supplier and user safety is a further key consideration. Leadership is strong. Governance and management arrangements work well and are seen to add value to the service. Accountabilities are clear and respected. Opportunities for enhancing citizen/customer benefits are being progressed and benefits are being realised. The service has started to win awards for Customer Service Excellence. Appropriate industry accreditations are in place (and reviewed), with compliance closely monitored through the established governance and management regime. Customer and staff satisfaction levels are high. Equality, Diversity and Inclusion (EDI) commitments are being met. Staff retention and absence levels are above industry standards. Staff morale remains high.		Both the Council and the service provider think and behave in a manner that puts the citizen and customer at the forefront of their planning, management and delivery. Employee, supplier and user safety is a further key consideration. Governance and management arrangements work well and are widely recognised as adding value to service success. While accountabilities are clear and respected, opportunities for collaboration are explored and deployed wherever citizen/customer benefits can be maximised. The service regularly wins awards for Customer Service Excellence. Appropriate industry accreditations are in place (and reviewed), with compliance closely monitored through the established governance and management regime. Customer and staff satisfaction levels are high. Equality, Diversity and Inclusion (EDI) commitments are being met. Staff retention and absence levels are market leading. Staff morale remains high.	Client overview reports, customer satisfaction surveys, internal staff surveys, accreditation submissions/reviews, submitted award applications, EDI surveys, Member and other key stakeholder feedback

Notes

The maturity matrix detail will be refined at Mobilisation to reflect the commitments made by the successful bidder

Descriptions for levels 0, 2 and 4 will be added at that time

The Authorities assume that bidders will achieve level three maturity in each area by March 2025

The Authorities assume that - as clients - they will play a supportive and contributing role in the achievement of identified outcomes

Commitments will be embedded in the Annual Plan, feeding into the formal governance structures/arrangements for the contract

There should be no automatic assumption that the Authorities will require level 5 maturity to be achieved in every instance within the life of the contract. This will be the subject of discussion with Authorities (via the Strategic Board) as the policy and funding contexts evolve

The maturity definitions are descriptive but indicative of impact, progress, performance and value for money. Considerations of achievement (or otherwise) will be based on the evidence based indicated in column H, with longevity/sustainability of achievement (or otherwise) factored into this consideration.

Decisions regarding the applications of rewards and sanctions will be made by the Authorities applying the relevant clauses in the contract(s).

Contact decisions around willingness to accept extensions will reflect the relevant clauses in the contract.



PLACE AND ENVIRONMENT SCRUTINY COMMITTEE

19 December 2023

Report Title	Progress of Sustainable Urban Extensions Across North Northamptonshire
Report Author	Graeme Kane – Executive Director for Place & Economy (Interim) Graeme.kane@northnorthants.gov.uk

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. The purpose of this report is to provide an update on the progress of the planned Sustainable Urban extensions (SUEs) across North Northamptonshire arising from a concern that these are not moving forward quickly enough. If these fail to happen in a timely manner, more pressure will be placed on North Northamptonshire's 5-year housing land supply, which if not maintained, could lead to more speculative and unplanned development across the area.

2. Executive Summary

- 2.1. The Place & Environment Scrutiny Committee have identified a concern relating to the progress of development across the Sustainable Urban Extensions (SUE's) in North Northamptonshire and in particular, whether this may have a detrimental impact upon the area's 5-year housing land supply.

- 2.2. There are six SUE's and a Garden Village identified for development within North Northamptonshire's planning policy framework which are expected to deliver over 27,500 new homes by completion.
- 2.3. The SUE's are at varying stages of progress, some benefit from planning permissions that are enabling development and housebuilding to happen, whilst others are still working their way through the planning process in advance of any development on site.
- 2.4. There are varying obstacles that are affecting the progress of delivery on several of the sites, which are detailed in the main body of the report but there are also mitigation measures being worked upon by both officers and developers to overcome these.
- 2.5. The Council currently benefits from a healthy 5-year housing land supply figure of 7.46 years (to the end of March 2022). The 2022-23 figure is currently being finalised.
- 2.6. Although SUE's by their nature and scale are typically slow to progress to commencement, the rate of completions across a number of the sites has now accelerated and they delivered a total of 1,120 housing completions in 2022/23.
- 2.7. Allied to this is a pipeline of planning permissions that will enable build out rates to continue in the short to medium term. During this time, it is anticipated that some of the obstacles identified which are impacting upon progress will have been resolved to extend that pipeline into the longer-term, thus allowing North Northamptonshire to maintain a robust 5-year housing land supply into the future.

3. Recommendations

- 3.1. It is recommended that the Place and Environment Scrutiny Committee notes the content of this report and use the information provided to aid the process of scrutiny.
- 3.2. Reason for Recommendations – To allow members of the Place & Environment Scrutiny Committee to consider the progress of the planned Sustainable Urban extensions (SUEs) across North Northamptonshire
- 3.3. Alternative Options Considered – Not applicable to this report

4 Report Background

- 4.1 North Northamptonshire has a strong history of delivering growth, both in terms of housing and employment. It was previously identified in National and Regional policy as part of the Milton Keynes and South Midlands (MKSM)

Growth Area, one of four areas identified to help accommodate the economic success of London and the wider Southeast by delivering major growth.

- 4.2 Although government’s policy no longer identifies nationally important growth areas, the factors that previously marked North Northamptonshire out as part of a nationally important growth area are still relevant. There remains significant potential to deliver new homes and jobs, in particular through the Sustainable Urban Extensions at the main towns, provided it is supported by adequate investment in infrastructure.
- 4.3 Through the planning policy framework for North Northamptonshire, a significant number of SUEs are identified for delivery. At the time of adoption of the North Northamptonshire Joint Core Strategy, a number of SUE’s already had planning permission or were identified in adopted plans.
- 4.4 These SUEs became collectively known as North Northamptonshire Garden Communities and are detailed in the table below:

Garden Communities Developments	No. Dwellings
Glenvale Park, Wellingborough	3,265
Hanwood Park, Kettering	5,500
High Hayden, Rushden	2,700
North-East Corby (Priors Hall & Weldon Park)	6,325
Stanton Cross, Wellingborough	3,650
Tresham Garden Village	1,900
West Corby	4,500
Total	27,575

- 4.5 Large-scale developments such as SUE’s are notoriously slow to progress to the point of physical development and then to gather some momentum. There are often a large number of interested parties, such as landowners, site promoters and developers who sometimes have competing perspectives and commercial priorities, which can hamper the speed at which proposals come forward to the planning system.
- 4.6 Once within the planning system, such development proposals are often controversial and the Local Planning Authority has a role to navigate the considerations and technical requirements of many stakeholders, including statutory consultees and the communities that are likely to be impacted by the development.

4.7 SUE Progress Updates

<i>Glenvale Park, Wellingborough</i>	
<i>Current Position</i>	<p>Outline planning permission was granted via appeal in 2010, with planning permission granted in 2013 to extend the time limit for implementation of the outline consent. A variation to the 2013 outline planning permission was granted in 2018.</p> <p>The reserved matters applications in Phase 1 have largely been implemented in accordance with the 2018 permission. The ability to submit further reserved matters or submit new S73 applications to broaden the scope of the original outline planning permission expired on 14 January 2023 and condition 8 restricts the total number dwellings in Phase 1 to 1,500. Consequently, any applications for unimplemented parcels, such as the sub-Phase 2 of the Phase 1 country park, will need to be submitted as a full application.</p> <p>For any changes to unimplemented reserved matters consents on parcels for alternative uses, consideration will be required by the council to the 'Severability Approach' and whether or not any changes being sought would be non-material or material before inviting either a S96a or S73 to the outline planning permission and a full planning application. S106 agreements would need to be entered into between the developer and council to mitigate any de-efficiencies in infrastructure or community facilities as a result of any proposed change.</p> <p>A new outline planning permission is being worked up for Phase 2 and expected to be submitted to the council within the first quarter of 2024. This application will seek 1,000 dwellings as opposed to the currently permitted 700 dwellings for Phase 2. The scheme is also expected to deliver employment uses and reserve land for the IWIMP. A new S106 agreement would need to be entered into between the developer and the council. Legal advice is being sought in relation to 'Hillside' issues.</p> <p>The Phase 3 land is owned by NNC and up to 800 dwellings and a new primary school are expected to be delivered in this phase. A new outline planning permission would be required. There has been no indication to date as to whether NNC, in its landowner capacity, has intentions to bring forward a new outline planning permission.</p> <p>Glenvale Park LLP is the lead developer. Keepmoat, Barratt Homes Ltd, David Wilson Homes, Persimmon Homes, Stonewater and Taylor Wimpey are currently building</p>

	<p>homes within Phase 1. Lagan Homes and have completed their development of 40 dwellings and LNT Care Developments have completed their development for a 66-bedroom care home (C2 use). Ilke Homes were developing on parcel R10b but have gone into administration and an alternative developer is currently in discussion with council as how best to implement this consent.</p> <p>A total of 385 homes had been completed by March 2023, along with Phase 1 of the country park, further open space and SUDs, a local neighbourhood play area, a locally equipped play area, a 2-form primary school, a day nursery for under 5's, phase 1 of the community centre and a 66-bed care home. The primary school is expected to open in September 2024. The local centre which includes a food store, drive-thru café, 5 retail units, 5 residential apartments, a gym/office is under construction and due for completion in October 2024.</p>
<p><i>Obstacles to Progress</i></p>	<p>Condition 4 of the current outline permission restricts the future construction of Phases 2 and 3 in that no dwellings in these phases shall be occupied until the IWIMP road has been completed and brought into use, or any alternative improvements to the A509, as required and agreed by the Council, are implemented and brought into use instead. This condition therefore constrains the delivery of 1,500 dwellings in Phases 2 and 3 and although outline planning consent requires land to be safeguarded and provided for the IWIMP, there is no requirement on the developer to deliver or contribute to funding for the road. Furthermore, no evidence was produced at the time of the outline application that supported the figure of 1,500 occupations before delivery of the IWIMP was required, rather it was offered by the applicant.</p>
<p><i>Planned Mitigation</i></p>	<p>Homes England has provided funding to the Council to commission an IWIMP study to assess the need for and potential timing of the road. The study is anticipated to take approximately 3 months to complete and the Council is in discussions with framework providers WSP (highways modelling) and Kier (design work) to complete the work. This work is required as a matter of urgency.</p> <p>If the IWIMP study resolves that the road is necessary, then detailed design, costing and funding work will be required. Delivery of the road will fall on the Council. Highway mitigation schemes on the existing strategic and local highway networks have been identified as part of Phase 2 pre-application discussions. Awaiting formal</p>

	<p>submission of the Phase 2 outline planning application. Any findings from the IWIMP study will need to be considered as part of the Phase 2 planning application.</p>
Next Steps	<p>A Phase 2 outline planning application is expected to be submitted within the first quarter of 2024 for a residential-led mixed use development of up to 1,000 homes, employment uses of up to 26,118 square metres, sports pitches and pavilion, green infrastructure, retention of woodland and ridge and furrow and associated supporting infrastructure and works. All matters reserved except for formation of new access from the A509 Niort Way.</p> <p>NNC appointed solicitors are currently considering the implications of any new outline planning application on the previously permitted outline planning permission.</p>
Expected Trajectory of Future Delivery	<p>1,500 dwellings on Phase 1 have been granted through reserved matters consents by NNC and are currently being delivered on site and expected to be completed by 2026.</p> <p>A full planning application for 250 dwellings on the former Curtis Day Land is currently pending consideration. This site lies outside of the main Glenvale Park outline planning permission but forms part of the overall Glenvale Park SUE.</p> <p>The 1,500 dwelling outstanding balance for Phases 2 and 3 is not required to be delivered until the next plan period after 2031.</p>

Hanwood Park, Kettering

Current Position	<p>Previously approved outline permission to provide up to 5,500 dwellings (20% affordable), community infrastructure, employment, open spaces etc. The ability to submit further reserved matters or submit new S73 applications to broaden the scope of the original outline planning permission has now expired and a new outline application is currently being considered. It is anticipated this will be presented to Planning Committee in the first quarter of 2024. Once approved this will allow design coding work to proceed and further reserved matters to be submitted.</p>
-------------------------	--

The current pipeline of sites with reserved matters approval are maintaining a supply of delivery on site. Housing completions to date Under Reserved Matters Phase 1 are as follows:

Hanwood Park Completions by Parcel by Year (Phase 1)								
Parcel	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Total
R7,R9, and R10	29	124	132	59	0	0	0	344
R23 and R26	0	0	0	120	51	74	92	337
R19	0	0	0	0	36	69	45	150
R8 and R11	0	0	0	0	12	26	61	99
R12, R13 and R14	0	0	0	0	0	31	81	112
R20	0	0	0	0	4	24	92	120
R25	0	0	0	0	0	4	78	82
R24	0	0	0	0	0	2	44	46
R22	0	0	0	0	0	0	28	28
Total	29	124	132	179	103	230	521	1318

A total of 1,318 residential units have now been provided on site, with 20% affordable housing, and approximately 1,126 of these are occupied.

Phase 2 – an outline planning application with all matters reserved has been submitted and is under consideration for the erection of up to 3,383 dwelling units, including a mixed pupil secondary school with sixth form, up to three separate primary/junior schools, with on site day nursery and Special Educational Needs/Disabilities provision, district commercial, a variety of employment, commercial and leisure uses and associated infrastructure.

An amended submission of the outline application is currently out to formal consultation and key negotiations taking place on site promotor’s proposed Transport Monitor and Manage approach, Viability, Planning Conditions and Heads of Terms for S106.

It is anticipated that the outline application will be considered by Planning Committee date in the first quarter of 2024.

Obstacles to Progress

- Transportation matters – a Monitor and Manage approach, including measures to incentivise active travel and deliver significant modal shift is currently being considered by the Local Highway Authority along with the role of the Weekley Warkton Avenue (WeWaA).
- National Highways are currently assessing the business case for A14 J10A and A6 link road. It is anticipated this will be included within the government’s

	<p>RIS3 funding programme; This will require a future planning application for J10A.</p> <ul style="list-style-type: none"> • Viability, phasing and s106 priorities are currently being considered by the council's viability consultants to be able to make recommendations to committee.
<i>Planned Mitigation</i>	<p>Close working relationship between the Planning and Highways Teams – sharing of information and issues and ongoing collaboration with the developer to work through issues and find solutions.</p> <p>Continued partnership working between the developer, NNC Highways, NNC Planners and National Highways. Ongoing updates on the progress of the projects and work on next steps. Agree a PPA with the developer regarding J10A which covers Planning and Highways inputs.</p> <p>The Council have viability consultants engaged on the project who are assessing information from the developer and who will be advising the Council. Continued discussions with the agent/developer to matters arising to reach an acceptable position to the LPA.</p>
<i>Next Steps</i>	<p>The Local Planning Authority are continuing to work with the developer and their agent to progress the outstanding matters with the outline planning application to enable officers to take a report to Planning Committee at the earliest opportunity.</p> <p>Continued work and discussions on Viability/S106 and transport matters.</p> <p>Review of consultee and third-party response to the re-consultation on the revised application package of details. Committee – Report for current outline application being drafted for earliest possible committee date in 2024.</p>
<i>Expected Trajectory of Future Delivery</i>	<p>An up-to-date housing trajectory is awaited from the site promotor, however the Phase 1 completions to date table above provides a good indication of the strong delivery rates currently being achieved on site.</p> <p>There is a pipeline for future development and should the current outline application be approved by Planning Committee early in 2024, this will unlock the opportunity to develop Phase 2 of the SUE, including up to 3,383 further dwelling units.</p>

High Hayden, Rushden	
Current Position	<p>Two planning applications are being progressed, the main outline planning application, which includes 2,200 of the proposed dwellings, employment space, C2 use, 2 primary schools and provision for a secondary school as well as open space, and other ancillary works/infrastructure.</p> <p>The other application, based at Knights Farm, includes the remaining 500 dwellings as well as further employment development of around 5,700m², public open space and associated infrastructure.</p> <p>Both applications remain under consideration and officers are still working on planning/technical issues including but not limited to highways, ecology drainage etc.</p>
Obstacles to Progress	<ul style="list-style-type: none"> • Given the scale of the applications, the information is significant both for the applicants to submit and for NNC's specialist officers and external consultees to consider. There have been delays in written comments from some consultees. • It is clear the developers for each application are not working together. This creates a challenge for the LPA to ensure that whilst both planning applications are assessed on their own merits, the overall proposals connect cohesively into one SUE and connectivity is possible across both sites. Accessibility across the A6 to Rushden Town is also a key issue. • No financial viability assessments have been submitted to date by either applicant. Once submitted, the LPA will ensure they are rigorously assessed in order that the schemes provide the maximum possible benefits.
Planned Mitigation	<p>Additional resources have been provided in recent months for specialist consultees such as Ecology and the Lead Local Flood Authority which will help to speed up the engagement with key statutory consultees.</p> <p>Planning Performance Agreements have been agreed with both applicants to streamline timelines and ensure officers have sufficient resources to progress the applications in a timely manner and allow regular officer communication with the applicants. Timelines will be reviewed where necessary to take account of any future issues that may arise.</p>

	<p>From a Highways perspective, regular meetings have been ongoing with the applicants and their agents, and several mitigation schemes have been identified. The occupation triggers are being currently being considered and draft conditions are to be proposed by the applicant for the Council's consideration.</p>
Next Steps	<p>Planning officers are aiming to get technical material considerations finalised on the main application by February 2024, with the Knights Farm application likely to follow in Spring 2024.</p> <p>Officers are also starting to consider draft S106 Heads of Terms for future legal agreements; however this is not a straightforward process as there are currently several issues to resolve, including the applicant's final viability position and certain technical issues, such as the highway/transport impacts.</p> <p>Prior to any Planning Committee in 2024, it is the officer's intention to carry out a joint member briefing with the applicants for each application, to allow the opportunity for questions to be asked and any comments from members to be considered. A date has yet to be set for these briefings, but the first quarter of 2024 is being targeted.</p>
Expected Trajectory of Future Delivery	<p>Both applications are expected to be presented to Planning Committees within the first half of 2024. Exact timeframes for committees will be dependent upon making good progress on the remaining issues outlined dependent. In the event outline planning permission is granted, detailed design Reserved Matters applications will follow.</p> <p>The East Northamptonshire Local Plan Part 2 states the Sustainable Urban Extension is anticipated to be delivered over the duration of the next 20 years. Of this, 1,050 (out of up to 2,700 dwellings) are currently anticipated to come forward by 2031.</p>

North-East Corby (Priors Hall & Weldon Park)

Current Position	<p>Priors Hall - (comprising Zones 1, 2 and 3) has outline consent for 5,837 residential units and related social, green and transport infrastructure.</p> <p>Weldon Park – Outline planning consent granted in 2014 for a mixed-use urban extension for up to 1,000 dwellings and related infrastructure. Regarding the employment</p>
-------------------------	---

	<p>element, reserved matters applications have been submitted for the local centre.</p> <p>Priors Hall – Urban and Civic is the lead promoter. Approximately 1,850 units have been completed to date, with 1,500 of these occupied. Alongside this several educational, green and social infrastructure elements have been completed, supporting sustainable neighbourhoods.</p> <p>Weldon Park (Persimmon) – Phase 1 is complete with 487 houses completed (2022), whilst Phases 2 and 3 have reserved matters approval. The access junction with the A43 is complete to serve Phase 1 but is yet to be adopted by the Council. The Phase 1 spine road is also complete and open.</p> <p>Key phase definition and framework documents including design codes and regulatory plans have been approved for zones 2 and 3. Most residential reserved matters application parcels have been approved but in zone 2, parcel 6 remains.</p>
<p><i>Obstacles to Progress</i></p>	<ul style="list-style-type: none"> • The key issue in general is the speed of responses from some statutory consultees, which lead to delays in the speed of progress through the planning system. • Priors Hall – No significant barriers to progress delivery with zones 1, 2 and 3 have been identified. Viability was reviewed as per the mid-term review mechanism set out within the s106. It found that the increased infrastructure costs have reduced the developer’s internal rate of return, however, a healthy profit is still being made. • Weldon Park – No significant barriers have been identified that will impact on delivery.
<p><i>Planned Mitigation</i></p>	<p>Additional resources have been made available to some consultees, notably the Lead Local Flood Authority, which will assist in speeding up responses to consultations.</p> <p>Priors Hall – As per the terms of the section 106 agreement a mid-term review of viability has been carried out to ascertain whether there is scope for affordable housing excess above the 5% agreed at outline stage.</p> <p>Aside from increased infrastructure expenditure there are no majors concern as the exercise concluded that whilst rising costs have impacted returns, the financial margins are still returning the developer significant profit. This will</p>

	continue to be monitored to ensure any further costs increases will not adversely impact development.
Next Steps	It is anticipated that Primary Road applications and S106 obligations relating to affordable housing schemes and green infrastructure management schemes will be determined before by February 2024, after which it is anticipated that reserved matters applications for further green, grey and blue infrastructure and residential parcels will come forward over the course of 2024.
Expected Trajectory of Future Delivery	<p>Ground engineering works have been carried out for zones 2 and 3. In terms of the sequence of the delivery of dwellings, both zones 2 and 3 have already commenced.</p> <p>2022 -23 - Key phase 4 works commenced (all residential reserved matters approved)</p> <p>2023 - Key phase 1 with the sale of the first dwelling confirmed in September (most residential reserved matters approved).</p> <p>2024 - Key phase 3 commenced (primary road infrastructure currently under consideration)</p> <p>2024-5 – key phase 4 commenced (primary road infrastructure currently under consideration)</p> <p>There is a clear pipeline of work that will enable the current good build-out rates to continue in the future.</p>

Stanton Cross, Wellingborough	
Current Position	<p>The outline planning permission for this SUE was time limited and has now expired. This has necessitated the lead promoter to ensure that all remaining reserved matters applications were submitted by 6 February 2023, before expiry of the outline permission.</p> <p>25 Reserved Matters applications are currently under consideration by the Planning Service, including all remaining residential parcels, as well as a new train station and neighbourhood centre.</p> <p>At the end of October 2023 there were 643 residential occupations across the SUE.</p>

	There are currently 10 Reserved Matters applications approved for residential development across Stanton Cross, totalling 1,683 dwellings. This provides a pipeline for continued residential development for more than the next 5 years at the projected trajectory of future delivery as set out below.
Obstacles to Progress	Key barriers to progress are currently: <ul style="list-style-type: none"> • London Road / Wellingborough Walks Trees Judicial Review proceedings. Anticipated to be heard by the court in the first quarter of 2024. • Delays with statutory consultee responses on reserved matters applications.
Planned Mitigation	The Council will represent itself at the forthcoming Judicial Review hearing. New arrangements have now been put in place to increase the level of resource within the Lead Local Flood Authority, who are clearing the current backlog of consultee responses.
Next Steps	The Planning Service will continue to work through the consideration and determination of the reserved matters applications which will extend the pipeline of consented residential parcels. The Council will represent itself at the forthcoming Judicial Review. In the meantime, it has also committed to consider any alternative proposals submitted by the lead promotor that may reduce the number of trees to be felled in relation to the implementation of Route 2.
Expected Trajectory of Future Delivery	It is expected that by the end of 2023, 710 housing units will have been completed. Despite the issues outlined above, construction continues across the wider site, and it is anticipated that approximately 300 housing units will be completed in each of the forthcoming years up to 2032, with approximately 250 units being completed in the projected final year of development, which is 2033.

Tresham Garden Village

Current Position	Tresham Garden Village is identified in policy in the North Northamptonshire Joint Core Strategy as an opportunity site. Little progress has been made with this scheme for several years. Progress relies upon the promoters and
-------------------------	---

	<p>landowners signing a Promotion Agreement setting out their commitment and responsibilities for bringing the proposal forward.</p> <p>Once signed, the promoters have indicated they wish to submit an outline planning application within 6 months. Housing numbers agreed for the scheme currently stands at 1,500 dwellings, although development viability has indicated an unfavourable return, recommending the scheme would return to a viable position if the village were increased to 1,900 dwellings. This has not been considered by the Council.</p> <p>Homes England have contributed capacity and capital fund contributions to the scheme, some of which has been invested in a consultant report to identify a way forward for all parties to work collaboratively in working towards a high-quality application for consideration, and scheme delivery.</p> <p>Homes England is concerned at the lack of progress now being made and is considering withdrawing its support for the scheme on the Garden Communities Programme. This has been communicated to the landowner and site promoters.</p>
Obstacles to Progress	The signing of a Promotion Agreement between the landowners and site promoters is necessary in order to allow a planning application to come forward.
Planned Mitigation	Officers have sought to work with the parties to develop an acceptable set of proposals that delivers the aspired quality of development whilst ensuring financial viability. There is little further mitigation that can be applied by the council without further engagement from the interested parties which is being encouraged by officers.
Next Steps	Awaiting receipt of a planning application from the site promoters.
Expected Trajectory of Future Delivery	To be confirmed upon receipt of a planning application

West Corby	
Current Position	Outline application approved in December 2019 for up to 4,500 dwellings, associated infrastructure including new

	<p>primary and secondary schools, open and green space and employment spaces.</p> <p>Condition 1 requires all reserved matters for the first phase to be submitted to Council within 5 years from the date of the decision being granted. Currently the focus amongst officers and the site promotor's project team is implementation of the first phase before the end of 2024.</p> <p>The council have discharged the site-wide foul water strategy and the scheme of archaeological resource management. Details submitted pursuant to the discharge of a phasing implementation plan and site-wide design code are currently under consideration.</p> <p>The developers of the site are Taylor Wimpey and Barratts, with the landowners being Rockingham Estate and Great Oakley Estate. Together they form the West Corby Consortium.</p>
<p>Obstacles to Progress</p>	<p>Anglian Water foul water drainage infrastructure located in the southeastern section of the masterplan has caused the developers to reconsider the indicative approach to the sequencing of the phasing. The submitted phasing implementation plan shows a reduction in the number units proposed to be delivered in the first phase from 1000 to 349 and the omission of a primary school within the first phase.</p> <p>Officers are satisfied that there is scope within the S106 for alterations to the sequencing and configuration of the indicative phasing plan. A deed of variation will however be required due to the omission of a school in the first phase. There are also conditions associated with the original consent that will need to be varied by way of a section 73 application, as a consequence of the altered phasing strategy.</p> <p>Officers expect the deed of variation and section 73 to be submitted by the second quarter of 2024. Officers are mindful of an informative on the decision notice advising that applications for section 73 and deed of variations will need to be determined by Planning Committee.</p> <p>A Phase 1 affordable housing scheme will also need to be submitted and agreed before the submission of residential reserved matters at this site.</p>

	<p>Due to concerns over the low number of affordable units being provided in Phase 1 coupled with the reduced number of units provided in that phase, Housing officers have expressed concerns over the deliverability of social housing in Phase 1. Notwithstanding this, officers acknowledge parameters of the consent in terms of the percentage of affordable units within Phase 1. The benefit of the reduced quantum of dwellings being delivered in Phase 1 is that the viability review mechanism is brought forward for Phase 2.</p>
<p><i>Planned Mitigation</i></p>	<p>The affordable housing viability position will be revisited prior to the implementation of Phase 2 in accordance with the periodic viability review mechanism set out in the S106.</p> <p>The developer has indicated that a S106 deed of variation is required specifically in relation to the trigger points for the provision of schools. As the original intention was for this SUE to be self-sufficient in terms of educational infrastructure, a capacity study is being carried out by Education Services, which will be able to determine whether there exists capacity for additional student flows from the reduced Phase 1 in Corby.</p> <p>A meeting is being set up between Education Services and the Developer Contributions Team to discuss the required amendments prior to submission deed of variation.</p> <p>Potential support towards viability/cash flow modelling and analysis to understand and explore solutions to viability issues is being sourced from Homes England.</p>

<p>Next Steps</p>	<p>As per the planning performance agreement officers are regularly meeting with the consortium to work through the constraints and ensure a dialogue is maintained. A member briefing was held on 2 December 2023 to provide councillors and update on the progress, constraints and implementation limitations in terms of timeline. It was suggested that potentially a quarterly meeting with councillors is set up to keep them updated. By proactively updating councillors, this may reduce the likelihood of objections that may undermine the delivery of Phase 1.</p> <p>Officers also understand that an independent developer led public engagement exercise will be carried out in the form of.</p> <ol style="list-style-type: none"> 1. Two public engagement events for members of the general public 2. Leaflets 3. Website <p>Officers expect the submission of the s73 and deed of variation application to be submitted for consideration within the first quarter of 2024, with a view for it to be determined in the summer.</p> <p>Also over the summer, officers expect all prior to submission of reserved matters conditions to be discharged. The consortium has indicated that they intend to submit all reserved matters applications by the start of the third quarter of 2023.</p>
<p>Expected Trajectory of Future Delivery</p>	<p>2023 – submission of phasing strategy and site wide design code, foul water drainage strategy and affordable housing scheme.</p> <p>2024 – consultation of details submitted pursuant to prior to reserved matters conditions and determination. Submission of all Phase 1 reserved matters. Detailed design work for northern access & highway mitigation measures.</p> <p>2025 – Reserved matters planning approval Phase 1 further archaeological works undertaken, S278 and highway mitigation works begin infrastructure works commence.</p> <p>2026 – Construction of the first homes begins, strategic landscaping and play areas are set out. Work begins on the eastern access.</p>

	<p>2027 – first homes are occupied and eastern access completed.</p> <p>2028 – Detailed design work is prepared for the southern access.</p>
--	--

Five Year Housing Land Supply

- 4.8 Inevitably, as the SUE's detailed above deliver a significant proportion of North Northamptonshire's housing need over the period of the Joint Core Strategy (Local Plan), their progress is intrinsically linked with the 5-year housing supply for the area. At the current time North Northamptonshire benefits from a supply of 7.46 years, a small increase from the previous monitoring year. These figures are for the 2021/22 period, with a date of the end of March 2022. Details for the 2022/23 data are in the final stages of collection and calculation, it is expected that these will be available to be published on the Council's website early in the new year. Further detail on housing monitoring is available for review by using the following link [Assessment of housing land supply | North Northamptonshire Council \(northnorthants.gov.uk\)](http://northnorthants.gov.uk)
- 4.9 Concern has previously been expressed at the build out rates for the SUEs, particularly in the early days in their evolution. This contributed towards the submission of speculative applications for residential development on the back of challenges to the Council's Five-Year Housing Land Supply at Local Plan Examination and Planning Appeals on housing proposals. It is evident that the larger developments rely upon a more complex range of commencement issues to resolve compared to small or medium developments, leading to longer run-in periods and slower build out rates in the early period. In addition, investment in major pieces of infrastructure can bring about delays. However, it is also important to recognise that SUEs have a greater potential for delivering high levels of development, and with five SUEs currently active across North Northamptonshire, this can provide resilience in terms of housing delivery.
- 4.10 Latest indicators are that the pace of housing delivery at the SUEs has increased over the last few years. The spatial distribution of development has started to swing, in that the level of growth at the Growth Towns is catching up with that of the Market Towns, these having been more active in terms of housing delivery in the early period of the Joint Core Strategy.
- 4.11 The table below provides housing completion levels for each of North Northamptonshire's SUEs for the last full year (2022/23), plus the total for each development.

Site	Completions 2022/23	Completions as of 31st March 2023
Glenvale Park, Wellingborough	272	385
Hanwood Park, Kettering	521	1,318
High Hayden, Rushden (East)	0	0
Prior's Hall, Corby	114	1,679
Weldon Park, Corby	108	595
Stanton Cross, Wellingborough	105	563
Tresham Garden Village	0	0
West Corby	0	0
Total	1,120	4,540

4.12 The indications are that North Northamptonshire Council has a healthy supply of land for development, including a number of active SUEs with many years of delivery still to be made. The significance of the SUEs is recognised and the Council continues to work closely with Homes England and the site promoters to ensure the flow of new homes is not stemmed. If there seems to be the potential of constraints to delivery, the Council is working to understand more about what these are and identify how it can support reducing the risks of delay. The Council is also working with landowners/ promoters and housebuilders to continue to bring forward applications for consideration, and work with statutory bodies and Homes England to continue to contribute towards the numbers of active SUEs building homes in North Northamptonshire.

4.13 The Council has also commenced a review of the Joint Core Strategy, in the form of the North Northamptonshire Local Plan, in which it proposes to provide allocations to meet housing need to the extended period of 2041, adding to the stock of new sites coming forward.

4.14 Development monitoring is undertaken annually, the latest detail is likely to be available early in 2024. The findings of the housing monitoring will help continue to guide how the Council should respond, in an effort to ensure it continues to maintain a healthy five-year housing land supply.

5 Issues and Choices

5.1 The issues outlined in this report relate to ongoing obstacles affecting the delivery of SUE's. On development proposals of this scale, such obstacles are commonplace and require collaborative working between site promoters, the Council and numerous other stakeholders to find acceptable solutions.

- 5.2 The report not only identifies the issues delaying progress of some of the SUE's, but also details the mitigation measures being explored to ensure that these issues can be satisfactorily resolved.

6 Next Steps

- 6.1 That members note the content of the report.
- 6.2 Officers will continue to work with the variety of landowners, site promoters, developers and other agencies to resolve the obstacles to progress of the SUE's where they exist and ensure there is a steady pipeline of land ready for development to maintain North Northamptonshire's 5-year housing land supply.

7 Implications (including financial implications)

7.1 Resources and Financial

- 7.1.1 There are no financial implications arising directly from this report.

7.2 Legal and Governance

- 7.2.1 There are no legal implications arising directly from this report.

7.3 Relevant Policies and Plans

- 7.3.1 Not directly applicable to this report.

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 Not applicable to this report.

7.6 Consideration by the Executive

- 7.6.1 No prior consideration or decisions have been made by the Executive in respect of the report and its recommendations.

7.7 Equality Implications

- 7.7.1 None impacting on the nine protected characteristics defined in the Equality Act 2010.

7.8 Climate Impact

7.8.1 Not directly applicable to this report.

7.9 Community Impact

7.9.1 Not directly applicable to this report.

7.10 Crime and Disorder Impact

7.10.1 Not directly applicable to this report.

8 Background Papers

8.1 None

This page is intentionally left blank