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Meeting: EAP Service Delivery, Performance and Customers
Date: Monday 6th December, 2021
Time: 9.30 am
Venue: Lahnstein Room, Kettering Municipal Offices, Bowling Green Road, Kettering, NN15 7QX

To members of the EAP Service Delivery, Performance and Customers

Councillors Councillor Lloyd Bunday (Chair), Councillor Jean Addison, Councillor Annabel de Capell Brooke, Councillor Kirk Harrison, Councillor Bert Jackson, Councillor Ian Jelley and Councillor Richard Levell

Members of the Panel are invited to attend the above meeting to consider the items of business listed on the agenda.

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This agenda has been published by Democratic Services.

Committee Administrator: David Pope

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Members' Declarations of Interest

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

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

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

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

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

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Minutes of a meeting of the EAP Service Delivery, Performance and Customers

At 9.30 am on Monday 1st November, 2021 in the Committee Room, Municipal Offices, Bowling Green Road, Kettering, NN15 7QX

Present:-

Members

Councillor Lloyd Bunday (Chair)
Councillor Bert Jackson

Councillor Richard Levell

Officers

Lisa Hyde – Director of Transformation
Geoff Kent – Assistant Director Customer Services
Graeme Kane – Assistant Director Highways and Waste
Kerry Purnell - Assistant Director Housing and Communities
Beth Gordon – Service Development Manager
Samantha Edmunds – Health Protection Manager
Samantha Diamond – Acting Trading Standards Manager
David Pope – Senior Committee Administrator

34 Apologies for absence

Apologies for absence were received from Councillors Jean Addison, Kirk Harrison and Ian Jelley.

35 Members' Declarations of Interest

No declarations were received.

36 Minutes of the Meeting Held on 27th September 2021

RESOLVED that: The Service Delivery, Performance and Customers Executive Advisory Panel agreed the minutes of the meeting held on 27th September 2021 a true and accurate record of the meeting.

37 Notification of requests to address the meeting

None.

38 Food Safety Service Plan 2021-23

Members of the panel received a report that sought feedback on the Food Safety and Food and Feed Standards Service Plans for 2021-23 to inform Executive decision making at its meeting of 18th November 2021.

It was noted that local authorities were required under legislation to publish Food and Feed Service Plans, with powers relating to the Food Safety Act being an Executive function. The plans before members detailed how the service intended to deliver, monitor and improve food and feed services.

The meeting heard that there was currently a backlog of food premises inspections as a result of the Covid-19 Pandemic, which had had a significant adverse impact on the Council's ability to carry out the food safety service throughout 2020-2021. The Food Standards Agency had acknowledged this and had recently agreed a Local Authority Recovery Roadmap which provided a framework on re-starting the regulatory delivery system.

The panel noted that it was recommended that authority be delegated to the Executive Member for Growth and Regeneration, Cllr David Brackenbury in consultation with the Director of Place and Economy to approve future changes to the plans. The panel considered this recommendation to be a prudent one.

Members of the panel asked questions in relation to resourcing of the department given the backlog of work it faced and noted that there were currently two vacancies within the team, including one full-time Environmental Health Officer.

Following discussion, the Panel recommended that the Food Safety and Food and Feed Standards Service Plans 2021-23 be adopted by the Executive and approved of the recommendation that any future changes to the plans be approved by the Executive Member for Growth and Regeneration in consultation with the Director of Place and Economy.

39 Dry Waste Recycling Contract

The panel received a report, the purpose of which was to seek comments from members to assist in informing the decision of Executive in regard to the commencement of a procurement project for a contract for the haulage and treatment of dry recycling material (DRM) collected as part of the Council's kerbside waste collection.

The meeting heard that the Council currently had a variety of contractual arrangements in place for the processing of DRM, all of which were due to terminate by early 2022. It was therefore proposed to adopt an arrangement to cover all the waste operational areas, and which met with the Council's requirements for the ethical treatment and disposal of materials. It was proposed that the new contract would cover a three-year period with the option to extend for a maximum of two 12-month periods.

The panel heard that there was an expectation that the bids submitted by interested parties would not show a great deal of variance in prices offered, although this would provide the Council with opportunity to clearly specify its expectations regarding the

quality of recyclates collected to allow for pricing to be weighted more heavily in considering bids.

The panel were supportive of the recommendation to procure a new contract for dry recycling material and asked questions in relation to the value, quality and type of recyclates collected, including their end destination once they had passed through the collection system. Questions were also asked regarding communication with residents to ensure that the correct recyclates were placed in the relevant bins. It was heard that the Council needed to ensure it was clear to residents what was expected from them, while noting that residents themselves had a part to play in the recycling process.

40 Waste, Recycling and Street Cleansing Policies

Members received a report which sought comments from the Panel to inform the Executive decision in relation to the approval of the North Northamptonshire Waste and Recycling Policy and the North Northamptonshire Street Cleansing Policy.

It was noted that the policies agreed by the Shadow Executive in February 2021 had been developed to create a set of harmonised standards for waste, recycling and street cleansing, however, following implementation, the policies had been reviewed and a number of minor amendments required Executive approval.

Service areas contained within the policy documents included:

- Residual waste collection
- Recycling
- Food waste
- Garden waste
- WEEE (waste electrical and electronic equipment) collections
- Bulky waste collections
- Commercial / trade waste
- Clinical waste
- Household Waste Recycling Centres
- Street Cleansing

The panel were broadly supportive of the proposals before them and recommended to Executive that waste electrical and electronic equipment (WEEE) and food waste collections should be implemented across the rest of North Northamptonshire.

Members also asked a number of questions in relation to:

- Food waste
- Compostable bags
- Dog waste disposal
- Leaf clearance
- Battery disposal

Following debate, the panel requested that additional communications be undertaken with the public specifically in relation to residents being able to dispose of dog waste in litter bins, and how to deal with hazardous waste such as batteries.

41 Procurement of Catering Services at Corby East Midlands International Pool

The Panel received a report that sought comment in relation to the proposed procurement of the catering services at Corby East Midlands International Pool in order to inform the Executive decision at its 18th November meeting.

Members heard that the current catering provision at Corby East Midlands International Pool was managed in-house by the pool management team having previously had two failed concessionaires, with a further unsuccessful procurement process undertaken in 2018.

Due to the Covid-19 pandemic, the service had been closed during 2020 and had re-opened in May 2021 offering a reduced service and was currently operating at a financial loss while detracting from existing staff roles at the pool.

It was heard that the new contract for catering arrangements would be a concession contract, with the aspiration that the service could be offered by a third-party while being cost-neutral to the Council. Any income realised as a result of the contract would be considered a bonus.

The meeting noted that any proposal for procurement had to be submitted to the Purchasing Gateway Group (PGG), with a copy of the report presented to the group circulated to members. The PGG had recommended approval of the procurement of the catering services with the contract to start as soon as possible.

Following debate it was recommended that proposed process for the Catering Contract at Corby East Midlands International Pool be commended to Executive for approval.

42 Local Government and Social Care Ombudsman Annual Report 2020-21

The panel received a report that provided the Local Government and Social Care Ombudsman's (LGSCO) findings in respect complaints made against the sovereign authorities of Corby Borough Council, East Northamptonshire District Council, Kettering Borough Council, Northamptonshire County Council and the Borough Council of Wellingborough between 1st April 2020 and 31st March 2021.

It was noted that the Ombudsman provided the final stage for complaints about councils and social care after the council's own complaints procedure had been exhausted. Each year councils received from the LGSCO a summary of complaints received against them and the outcome of these complaints.

The meeting received details of the complaints made against the former sovereign authorities and noted that complaints made against the former county council were not divided between North and West. It was heard that the LGSCO report for 2021/22 would cover the North Northamptonshire area as a whole.

Members heard that only a very small proportion of complaints reached the LGSCO as the vast majority of issues had been resolved by the individual councils prior to escalation. The outcome of complaints handled and upheld by the Ombudsman were provided, with members noting the level of financial recompense awarded in certain cases based on the LGSCO scale of inconvenience. It was noted that the priority was

for councils to learn from mistakes made and to instigate process changes and additional staff training where necessary.

The panel noted the findings of the LGSCO report.

43 Extension to Wood Waste Contract

The panel considered a report, the purpose of which was to seek comments from members to inform the Executive decision in relation to extending the current contract for the processing and treatment of wood waste arising from the Household Waste Recycling Centres beyond March 2022.

It was noted that the contract had been awarded in 2009 by the former county council for an initial 10-year period. A two-year extension had been agreed in 2019, with a further one-year extension to 31st March 2022 agreed. The contract could be extended by a further two years to 2024 at which point a new tendering process would need to be undertaken.

Members noted that it was beneficial both financially and environmentally to remove as much wood from general waste as possible and that as the current contract had no minimum tonnage provision, there was no obligation to use the contract if better or alternative arrangements became available.

Following discussion, the panel were supportive of the proposal to extend the current arrangements for a further two years to 2024 and recommended this to the Executive.

44 Executive Forward Plan and Panel Work Programme

Members received the Executive Forward Plan and the work programme for the panel and noted upcoming items for both.

Items added to the EAP work programme were:

- Residual Waste contract extension
- Transformation Plan
- Procurement of Catering – Gallery, Library and Museum
- Budget 2022/23

Chair

Date

The meeting closed at 11.15 am

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Executive Advisory Panel Service Delivery, Performance and Customers

6th December 2021

Report Title	Extension of current contract for the Treatment and Disposal of Residual Waste
Report Author	Graeme Kane, Assistant Director Highways and Waste graeme.kane@northnorthants.gov.uk
Executive Member	Councillor Graham Lawman, Executive Member for Highways, Travel & Assets

List of Appendices

None

1. Purpose of Report

- 1.1 The purpose of the report is to request that the Service Delivery, Performance and Customers Executive Advisory Panel consider the proposed extension of the current contract for the Treatment and Disposal of Residual Waste beyond March 2023 with a view to informing the decision of Executive at its meeting on 16th December 2021.

2. Executive Summary

- 2.1 Approval is sought to extend the contract for the Treatment and Disposal of Residual Waste (Lot 3) (the “Lot 3 contract”). The Lot 3 contract is currently due to expire on 31st March 2023. Within the terms and conditions of the Lot 3 contract, the Council has the sole discretion to extend the contract up to 31st March 2025.
- 2.2 The Lot 3 contract covers the geographical area of North Northamptonshire Council (NNC) and the residual waste arisings from all nine Household Waste Recycling Centres (HWRCs) across both NNC and West Northamptonshire Council (WNC). Residual waste is the term used to describe the waste that is not possible to send for composting or recycling and is sent to a treatment facility such as an energy recovery facility. A small proportion of residual waste is sent to landfill where there are not any technically or economically viable alternatives.

In 2020/21, the proportion of household waste sent to landfill across the former Northamptonshire County Council was 7.86%, or 27,914.06 tonnes.

- 2.3 The current Lot 3 contract is between the Council and AmeyCespa.
- 2.4 The costs of the Lot 3 contract are based on the number of tonnes treated under this contract. The financial expenditure is outlined in section 6 of this report.

3. Recommendations

- 3.1 It is recommended that the Service Delivery, Performance and Customers Executive Advisory Panel:
- a. Notes the requirement to make arrangements for the treatment and disposal of residual waste in North Northamptonshire Council; and
 - b. Considers the proposal to delegate authority to the Executive Member for Highways, Travel & Assets in consultation with the Executive Director for Place & Economy (Deputy Chief Executive) and the Executive Member for Finance and the Executive Director for Finance, to take decisions necessary and consequently enter into the legal agreements related to the extension in order to ensure continued service provision; and
 - c. Provides feedback to the Executive to inform their decision making at its meeting on 16th December 2021
- 3.2 Reason for Recommendations:
- The option proposed aligns most closely with local government reform and transformation outcomes noting that residual waste requiring treatment and disposal is a statutory function. The Lot 3 residual waste contract accepts waste from all North Northamptonshire Council waste collection areas (Kettering/Corby, East Northamptonshire and Wellingborough) along with the residual waste generated from all nine HWRCs; and
 - The recommended course of action is considered to be the most cost-effective; and
 - Extension of the residual waste contract allows for the accord with current legislation and allows the Council to evaluate and agree its future waste strategy and infrastructure requirements prior to the procurement of new residual waste contracts; and
 - Consistency with previous contractual extension decisions.

4. Report Background

Service Need & Overview

- 4.1 The Council, as a unitary authority, has responsibilities as a Waste Disposal Authority and has a statutory duty to make arrangements for the treatment and disposal of residual municipal waste. The primary service area function is the treatment and disposal of residual municipal waste that originates from North Northamptonshire's residents which is collected by the North geographical hubs. Other statutory duties include the provision of HWRCs.
- 4.2 The former Northamptonshire County Council (NCC) procured three contracts for the treatment and disposal of residual municipal waste. These three contracts provide local delivery points for the waste collection hubs to deposit residual waste and the onward haulage and treatment of that residual waste. The contracts use available capacity in existing waste treatment facilities run by a variety of waste management organisations.
- 4.3 Residual waste is the term used to describe the waste that is not possible to send for composting or recycling and is sent to a treatment facility such as an energy recovery facility. A small proportion of residual waste is sent to landfill where there are not any technically or economically viable alternatives. In 2020/21, the proportion of household waste sent to landfill across the former Northamptonshire County Council was 7.86%, or 27,914.06 tonnes.
- 4.4 The three waste contracts procured by NCC manage residual waste primarily within geographical areas and geographical lots:
- Lot 1 is with AmeyCespa, primarily for waste arising in South Northamptonshire;
 - Lot 2 is with Suez, primarily for waste arising in Northampton and Daventry District;
 - Lot 3 is with AmeyCespa, primarily for waste arising in the North and East of the County (i.e. the Boroughs of Corby, Kettering and Wellingborough and the district of East Northamptonshire).
- 4.5 The Lot 3 contract is also used to treat and arrange disposal of residual waste that arises from the nine HWRCs across NNC and WNC.
- 4.6 In line with the 'Future Northants' blueprint, the Council is hosting the waste management team and providing this function for both the Council and WNC. This arrangement is due to continue, at most, until 1st April 2022. The three contracts for the treatment and disposal of residual municipal waste were transferred from NCC to the Council as part of the creation of the two unitaries.
- 4.7 As this team plans to disaggregate by at least 1st April 2022, it is expected that WNC will become lead commissioner of the Lot 1 and Lot 2 residual waste contracts and, as such, WNC will make their own decisions about the future of these contracts.

- 4.8 The Lot 3 contract commenced in 2013, following procurement via the restricted procedure. The procurement was complaint with the Official Journal of the European Union (OJEU). The contract has an initial contract term of 7 years, in order to provide the Council with flexibility to take advantage of changes in waste market conditions and legislation. This contract duration has also enabled any capital investment made by the waste management industry to be written off, which means the Council did not pay inflated costs for a shorter contract duration.
- 4.9 The initial term of the contracts for the treatment and disposal of residual waste expired on 31st March 2020. All contracts are extendable within the original terms of the contract, in increments, by up to an additional five years, unto 31st March 2025. All three contracts were extended by three years to 31st March 2023 via a former NCC Cabinet decision made in February 2019.
- 4.10 This Executive paper recommends the use of the full potential extension period for a further two years covering the period of 1st April 2023 to 31st March 2025.
- 4.11 The Council spends, within its allocated revenue budget, approximately £9.1m on the treatment and disposal of approximately 78,300 tonnes of residual waste per annum. This is predominantly residual waste generated from the kerbside collection service and the HWRC sites. For a breakdown of these tonnages, see section 6.1.
- 4.6 The recommendation to extend the Lot 3 contract has been considered in light of any potential changes in legislation, market forces and with regard to preparing a longer-term strategy for treatment and disposal of residual waste.

5. Issues and Choices

- 5.1 The Lot 3 contractor acknowledges that extension of the contracts is at the Authority’s sole discretion.
 - 5.1.1 The Lot 3 contractor has noted the financial position of the Council and the difficult waste market conditions. They have concluded that they cannot improve on the current contractual terms.
 - 5.1.2 The Lot 3 contractor has indicated they will continue to provide the same delivery points for the collection hubs of Kettering and Corby, Wellingborough and East Northants.
 - 5.1.3 The Lot 3 contractor can accommodate an extension of a further 2 years from 31st March 2023.

5.2 Different extension periods have been considered:

Option 1	Extend for 2 years with current contract terms
Benefits	<ul style="list-style-type: none"> • Provides stability for the Waste Management Service (seamless continuation of contract, including delivery

	<p>points for collection hubs of Kettering Corby, Wellingborough, East Northants and HWRCs).</p> <ul style="list-style-type: none"> • Secures waste treatment capacity. Previous work has indicated that there is likely to be a significant shortfall in the availability of spare capacity in existing waste facilities (estimated at 15mt per annum) with Brexit being a contributory factor (due to less waste being exported for treatment within European Facilities). As a result, there are significant risks that treatment capacity may not be available in the short term and, if it can be secured, the cost of treating waste using existing facilities is very likely to increase. • This extension timeline allows for the expiry of the HWRC contract, which is currently a contract held by the Council, which provides these services to WNC. • This option gives time for the Council to consider their preferred long term waste strategy and time to procure new contracts. • The HWRC contract runs until March 2025.
Disbenefits	<ul style="list-style-type: none"> • No opportunity to explore the market.
Option 2	Do nothing - allow current contract to expire in 2023 - reprocure
Benefits	<ul style="list-style-type: none"> • This would enable the council to fully test the market through a procurement exercise and determine the option that presents the highest value for money.
Disbenefits	<ul style="list-style-type: none"> • Based on analysis of the waste market, as explained above, it is expected that the costs of a new contract will be greater than the current contract prices. • The timescales would not allow the development and agreement of a long-term waste disposal strategy for the Council before commencing procurement. This may result in the Council carrying out a procurement exercise which does not reflect its long-term ambitions. • A short-term arrangement for disposal from the HWRCs would have to be put in place to support the HWRC contract which runs until March 2025.
Option 3	Extend in 1 year increments up to 2 years.
Benefits	<ul style="list-style-type: none"> • Gives the Council flexibility to consider a one-year extension in a year from now.
Disbenefits	<ul style="list-style-type: none"> • The contractors have limited certainty regarding the continuation of the contract which may cause issues

	related to securing treatment capacity and extending sub-contract arrangements.
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5.3 It has been concluded that an extension of two years is the preferred option because it:

- 5.3.1 Provides stability and continuity for the HWRCs and the waste collection hubs which rely on the residual waste disposal contract;
- 5.3.2 Secures treatment waste capacity within existing contract terms to allow for accurate future budgeting;
- 5.3.3 Allows time for a full NNC waste strategy to be developed and agreed giving sufficient time to further procure new arrangements.

Conclusion

5.4 It is proposed that the Lot 3 contract is extended for 2 years from 31st March 2023. This ensures waste disposal arrangements are in place for the waste collection hubs and the HWRC contract until its expiry in 2025. The further extension of the residual waste contract for two years (to 31st March 2025) gives surety of service provision, along with the additional benefits of:

- the same delivery points to remain in place ensuing minimal impact on the collection hubs and the HWRC service;
- value for money – since the residual waste contract was procured via competitive tendering and given the conditions within the current waste disposal market, it will be unlikely to be at a lower cost if a similar contract was procured.

6. Implications (including financial implications)

6.1 Resources and Financial

6.1.1 Except for any contractual inflation, the contractual costs of the Lot 3 contract will remain the same. These costs and the mechanisms within the contract are familiar and understood by the Waste Management Team and can be calculated against waste model tonnage, to ensure both the accuracy and timely inputting of finance data, as required for budget monitoring and the annual budget setting process, for the Council.

6.1.2 Contract monitoring and all resources required can continue to be managed within the Waste Disposal and HWRC team and, even when this team further disaggregates, the risk is low and no additional costs to either NNC or WNC are foreseen, beyond contracted inflationary rises and increases in overall tonnage,

6.1.3 Existing budgets are based on the current costs of the Lot 3 contract and therefore there are no budgetary implications as a result of this decision. Future

cost increases as a result of inflationary increases and the growth of residual waste tonnages are factored into the Council's Medium Term Financial Strategy. The table below provides a summary of the financial transactions relating to the Lot 3 contract:

Lot 3 Residual Waste Payments to Amey Cespa

	Current year		Forecast					
	2021/22		2022/23		2023/24		2024/25	
	Tonnage	Cost	Tonnage	Cost	Tonnage	Cost	Tonnage	Cost
Kerbside NNC	70,506.00	£8,205,689.43	71,402.00	£8,715,667.09	72,282.00	£9,254,057.83	73,141.00	£9,821,662.04
HWRC NNC	7,790.00	£931,364.42	7,893.00	£980,349.28	7,992.00	£1,031,294.38	8,089.00	£1,084,528.30
HWRC WNC	9,491.00	£1,134,762.71	9,554.00	£1,186,653.98	9,634.00	£1,243,179.54	9,711.00	£1,301,997.17
Payable to Amey Cespa	87,787.00	£10,271,816.56	88,849.00	£10,882,670.35	89,908.00	£11,528,531.75	90,941.00	£12,208,187.51
<i>Recovered from WNC</i>	<i>-9,491.00</i>	<i>-£1,134,762.71</i>	<i>-9,554.00</i>	<i>-£1,186,653.98</i>	<i>-9,634.00</i>	<i>-£1,243,179.54</i>	<i>-9,711.00</i>	<i>-£1,301,997.17</i>
Total Cost to NNC	78,296.00	£9,137,053.85	79,295.00	£9,696,016.37	80,274.00	£10,285,352.21	81,230.00	£10,906,190.34
Funding by	Existing Waste Management budget(s).							

6.2 Legal

6.2.1 As with the previous contract extension, the extension is within the original provision of services. Clause 3.3 of the Lot 3 contract states, *‘the Authority, shall, at its sole discretion, have the option to give written notice to the Contractor of its desire to extend the Expiry Date by a period or any number of periods up to five (5) years (the ‘Extension of Contract Period’) and on the Authority giving such written notice this Contract shall remain in full force and effect upon the same terms and conditions....*

6.2.2 Legal support will be required to draft the extension notification.

6.3 Risk

6.3.1 Key Risks associated with the proposal

Risk	Mitigation	Residual Risk
Risk of challenge from other potential contractors related to the extension of the residual waste contract.	The contract will be extended on similar terms to the current contractual arrangements and in accordance with the extension provision within the contract. Any variation will be documented. Note, the risk of challenge is different from the risk of successful challenge. No challenge to the previous extension has been received.	Amber
The residual waste market gate fees might become cheaper than the current contracted treatment gate fee.	Industry knowledge is that this is not expected due to pressures on capacity to treat waste expected in the short/medium term	Amber

6.3.2 Risks associated with not undertaking the proposal

Risk	Risk Rating
The Council will not have arrangements in place for the treatment and disposal of residual waste past 31 st March 2023.	Red

6.4 Consultation

6.4.1 Senior officers representing finance, legal and the waste management service have considered the option to extend this contract. Procurement have confirmed they do not need to be involved unless a new procurement is

required. The Executive Member for Highways, Travel & Assets has been consulted whilst the options have been developed concluding with the recommendation to extend the contracts. The Service Delivery, Performance and Customers Executive Advisory Panel (EAP) were **[EAP's position to be confirmed following their meeting]** of the approach to extend the residual waste contract at the meeting on 6th December 2021.

6.5 Consideration by Scrutiny

6.5.1 These options have not previously been considered through the scrutiny process.

6.6 Climate Impact

6.6.1 The Council follows the principles and practice of the waste hierarchy which promotes the reduction of waste generation and recycling as much waste as possible before using waste treatment and disposal options for the residual waste. The continued provision of the Lot 3 contract enables the authority to ensure residual waste is managed effectively in-line with contractual performance standards and in line with the waste hierarchy.

6.7 Community Impact

6.7.1 The continued provision of the Lot 3 contract ensures the authority can continue to provide a cost-effective option for the treatment and disposal of residual waste. This waste is predominately from the collection hubs within NNC (kerbside collected waste) and continue to offer this value service to its residents.

7. Background Papers

7.1 NCC – Future Arrangements for the Treatment and Disposal of Residual Waste - 12th February 2019



Transformation

Quarterly Update

Transformation News

Welcome to our first Quarterly Transformation Update. The purpose of this newsletter is to keep you informed and up to date on the transformational activity across North Northamptonshire Council and is an opportunity to celebrate the success and achievements as we deliver transformation. I hope you find this newsletter beneficial, any feedback please let the team know PMOtransformation@northnorthants.gov.uk

For those that were able to join the Members Transformation Briefing in September 2021, which was very well attended, we introduced you to the three programme areas; Critical Business, Service Improvement Structures and Disaggregation, which remain our focus for 2021/22. It was fantastic to have great engagement, challenge and discussion, and we look forward to planning another session with you in the new year.

Message from the Executive Member

“Transformation of our services is not just about doing things differently; it’s about doing different things. As a Council we are committed to shaping and delivering accessible services which are valued by our businesses and residents. Throughout 2021/22 the priority is to ensure residents are able to continue to access the services and support they need as we stabilise operations and bring together multiple teams, services and operations from legacy councils, as well as progress the disaggregation of previous county council services. It is fantastic to witness and be involved within the reimagining of local government services, and recognise that we are working together to build a robust foundation for future transformational improvement for North Northamptonshire”

-Cllr Lloyd Bunday

What's next

December will mark the 7th Member Transformation Board, and it is encouraging to report the progress and volume of work being delivered across service areas, some of the completed projects include; elections one system, staff alert register, trading standards physical disaggregation, and the exciting transformation projects we are proposing within the Transformation Plan. There is a lot of work being undertaken to complete disaggregation of services, which is the first stage of seeking ways to transform disaggregated services in future.

- Transformation Plan (draft) to the Executive Committee on 23rd December alongside the budget draft report.
- Review and refine Transformation Plan to present back to Executive on 17th March 2022
- Review and confirm the new programme with the team and communicate this with Members
- Review the governance arrangements to streamline where possible

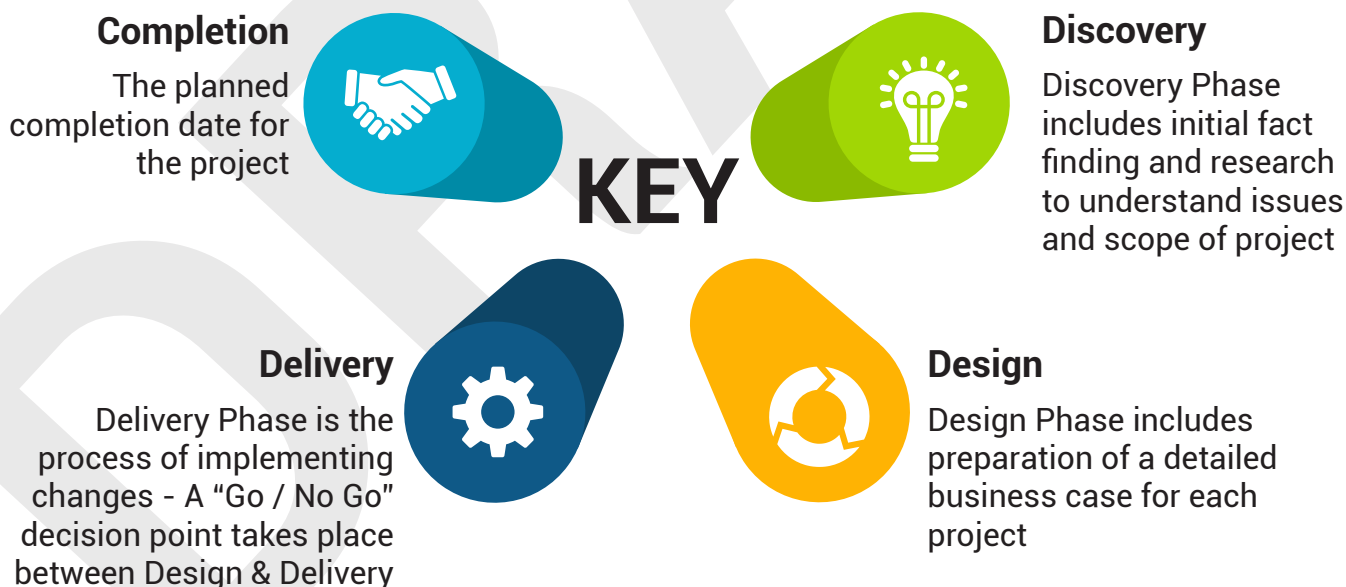
Changes and communication

A draft Transformation communications plan has been developed to identify our key stakeholders and how we inform, consult, and engage with them. We will be looking to engage Members and the public in the design of services through the transformation activity to cocreate services.

Key dates

- Executive – Transformation Plan - **23rd December 2021 and 17th March 2022**
- Members face to face session - **January/ February- date to be confirmed**






















Programme Overview



DISAGGREGATION

This programme has really developed over the past 8 months, key highlights include: 9 services planned to disaggregate this year (Waste Disposal, Children's Education Safeguarding, Children's Sensory Impairment, Personal Budget Support Service, Learning, Independence, Volunteering and Employment (LIVE), Deprivation of Liberty Safeguards (DoLS), Emergency Planning, Schools Traded HR Advisory service, Country Parks (to be confirmed). 9 services have started the Discovery and Design to be delivered 2022/2023

	Project Name	November 2021	December 2021	January 2022	February 2022	March 2022	April 2022
Place	Waste Disposal						
Place	Country Parks						
Place	Emergency Planning Service						
Childrens	Childrens Education Safeguarding						
Childrens	School Admissions						
Childrens	Childrens Education Sensory Impairment						
Adults	School Swim Service						
Adults	Adults Personal Budget Service (PBSS)						
Adults	Adults Learning, Independence, Volunteering and employment (LIVE)						
Adults	Deprivation of Liberty Safeguards (DOLS)						

	Project Name	November 2021	December 2021	January 2022	February 2022	March 2022	April 2022
Place - Highways & Transport	Highways Services Contract Management						
Place - Highways & Transport	Children's & Adults Transport Services						
Place - Highways & Transport	Highways Projects						
Place - Highways & Transport	Network Management						
Place - Highways & Transport	Transport Planning, Travel Choices and Public Transport						
Place - Highways & Transport	Development Management-adoptions team highways						
Place - Highways & Transport	Parking & Bus Lane enforcement						
HR, Legal and Democratic Services	HR Traded Advisory Service						
HR, Legal and Democratic Services	Learning and Development						



Discovery



Design



Delivery



Completion

CRITICAL BUSINESS

We are working on 8 critical business projects. 6 projects are currently in discovery at various stages (Customer Case Management System, Revenues and Benefits Single System, Housing Options Service Review, Waste and Grounds Review, Liberty Protection Service, Information Governance Single System) 1 project in design (Elections Printing) and 1 project in implementation (Income Management). This programme will be reviewed in the new year as we stabilise, and projects are planned through the Transformation Plan to deliver service improvements in a prioritised order.

	Project Name	November 2021	December 2021	January 2022	February 2022	March 2022	April 2022	
Finance	Income Management System							
Finance	Revenues and Benefits Single System							
HR, Legal and Democratic Services	Information Governance Case Management System Review							
HR, Legal and Democratic Services	Review Elections printing contract							
Transformation	Customer Case Management System							
Adults, Communities & Wellbeing	Housing Options Service Review							
Adults, Communities & Wellbeing	Liberty Protection Safeguards (Adults)							
Place	Waste and Grounds Review and Service Improvement							



Discovery



Design



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Completion

SERVICE IMPROVEMENT STRUCTURE

15 projects inflight to be delivered this year. Children's Education, Parks and Open Spaces Management, Fleet, Property and Accommodation, Democratic Services, Electoral Services, Legal, Regulatory Services, Growth and Regeneration (Planning Services), Ways of Working – One Angel Square staff relocation, Information Governance, GLaM (Kettering Gallery, Library & Museum) Business Plan, Performance (Corporate Support & other teams reporting to CEx), Print Room (Reprographics), NNC Future Ways of Working – Proposal.

	Project Name	November 2021	December 2021	January 2022	February 2022	March 2022	April 2022
HR, Legal and Democratic Services	Democratic Services						
HR, Legal and Democratic Services	Electoral Services						
HR, Legal and Democratic Services	Legal						
HR, Legal and Democratic Services	Print room services harmonisation						
Adults, Communities & Wellbeing	Business Plan Kettering Gallery, Library and Museum						
Adults, Communities & Wellbeing	Corporate Support Services						
Place	Parks and open spaces management procedures						
Place	Fleet location						
Place	Property and Accommodation						
Place	Regulatory Services						
Place	Growth and Regeneration (Planning Services)						
Place	Way we work relocation to NNC area from One Angel Square						
Corporate	Implementation of how we work strategy						

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Executive Advisory Panel Service Delivery, Performance and Customers

6th December 2021

Report Title	Corby Town Fund – Multi-Use Building Update
Report Author	Valerie Finke, Economic Development Officer
Executive Member	Cllr David Brackenbury, Executive Member for Growth and Regeneration

List of Appendices

Appendix A – Corby Town Investment Plan – Programme of Projects – Executive Report – 18th November 2021

Appendix B – Capital Approval Process - Business Case Template

1. Background

- 1.1. To provide the Service Delivery, Performance and Customers Executive Advisory Panel with an update in relation to the Corby Town Fund and Multi-Use Project.

2. Background

2.1 In September 2019, the Department of Levelling Up, Housing and Communities (DLUHC, formally Ministry of Housing, Communities and Local Government) announced 101 towns who were eligible to bid for up to £25m through the Towns Fund. The objective of the Towns Funds is to drive the sustainable economic regeneration of our towns for long-term economic and productivity growth. This two-stage process was approved by Corby Borough Council's (CBC) One Corby Policy Committee in December 2019 (stage 1) and in January 2021 (stage 2) to:

1. Establish a Town Investment Plan for Corby - by the formation of the Town Deal Board and to produce a Town Investment Plan (TIP).
2. Use the TIP to bid for Town Deal funding – bid for £25m for the four projects selected by the Town Deal Board.

- 2.2 This was delivered by working in partnership with key stakeholders in Corby, including the community and local businesses, through the Corby Town Deal Board. All the projects within the TIP were identified through wide-ranging consultation and engagement, and through collaboration with key partners who can help deliver change. Corby's TIP was submitted to DLUHC within the deadline set by government at the end of January 2021.

3. Award and Project Summary

- 3.1 In June 2021 it was announced, North Northamptonshire Council (NNC) was successfully awarded £19.9m for four projects detailed within Corby's Town Investment Plan in connection to the Town Fund. These projects are summarised below: -

- Sixth Form College at Chisholm House - Chisholm House, will be re-purposed and renovated to be a carbon neutral building using the latest innovative technologies to bring this ground-breaking and modern building to the heart of the town centre. It will attract 16- to 18-year-old, young adults from the surrounding Northamptonshire area.
- Multi-use Building – the site currently being proposed is located immediately adjacent to Chisholm House, the project is for a multi-purpose facility to provide permanent new accommodation for a modern Arts and Community Centre, as well as meet the identified demand for creative, media and the third sector uses. The site is an important gateway to the east of the town centre and will balance the significant investment to the west (including Corby Cube).
- Corby Station Links – will look to improve the public realm and provide an attractive and safe pedestrian/cycle connections between the town centre, Tresham College, and the train station along the southern route of Oakley Road. It will connect the station directly with the Chisholm House and the Multi-use Building projects and make a significant contribution to the active travel agenda and help to reduce congestion and emissions across Corby.
- Smart and Connected Corby – This project seeks to establish Corby as a smart and green town centre through harnessing connected and clean technologies. Using the latest connected and smart technology will enable us to monitoring flows of pedestrians, cyclists, motorists, shoppers, and visitors to understand the present and predict the future.

4. Multi-Use Building – Next Steps



- 4.1 Due to the reduction from the original bid amount of £25m to the awarded amount of £19.9m, it was agreed by the Town Deal Board to reduce the allocation for this project. £1.5m has therefore been allotted to this project, which is a reduction from the original ask of £3.34m. This reduction in allocation has made it necessary to consider a new site in the same area as the original (please see above photo, blue arrow original site. This was a new build with further private development above this site. The new proposed site is indicated with the black arrow. This is existing retail units, unused for some time.). The new site currently comprises of empty, unused retail units which will be re-purposed and renovated. This project along with the sixth form college, will give a much-needed rejuvenation to the area. The diversification of town centre uses will make a significant contribution to the town's diversity and future viability - through increases in footfall, spend, etc. This will build greater resilience into the daytime and evening economy.
- 4.2 Presently we are working closely with the owner's representative Sovereign Centros on the terms and conditions for this site. The next step would be to commission a robust study on the potential uses and requirements of this building.
- 4.3 This study will address the economic, business, and commercial requirements for the successful and viable operation of the uses identified via the feasibility study carried out early in the formation of this project and informed by key stakeholders.
- 4.4 The critical drivers behind the creation of such spaces will be considered as part of this study and include physical space, design, the mix of uses and associated synergies. The study will also look at what makes them successful, what uses are best co-located and the likely level of demand for the identified uses in Corby giving a strong indication on the best long-term use of this building. This study is anticipated to commence in the new year and take 4/6 weeks to complete.

- 4.5 Following on from this will be the design works, both the study and design are instrumental to any project of this type and will directly feed into the Business case which needs to be submitted to DLUHC by June 2022. The successful completion of the business case will unlock these funds and move the project into the implementation stage which is anticipated to commence in 2022/23.

5. Recommendations

- 5.1 The Service Delivery, Performance and Customers Executive Advisory Panel is asked to note the update as set out above



Capital Approval Process - Business Case Template

Programme manager / Project officer: tick once the business case is final	<input checked="" type="checkbox"/>
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Governance	
Project Title	Corby Town Investment Plan – Programme of Projects
Pipeline confirmation	<p>This programme of projects has not been added to the pipeline. North Northamptonshire Council (NNC) was successfully awarded £19.9m in June 2021 for four projects detailed within Corby’s Town Investment Plan in connection to the Town Fund. Following Executive’s decision in June to agree Heads of Terms with the Department for Levelling Up, Housing and Communities (DLUHC), government will release 5% (£995,000 approx.) of the funding shortly (the current estimate is October 2021) to allow NNC to develop the business cases for these projects. This 5% needs added to the capital programme, these funds will be utilised for further work and to secure consultancy support to develop the Business Cases which will include detailed financial costings.</p>
Project Location (including UPRN or post code where available)	Corby town centre.
Directorate	Place & Economy
Is this request for feasibility or pre-development works? Please specify	Pre-development works
Checkpoint Submission <i>mark as appropriate</i>	CP1 <input type="checkbox"/>

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Appendix

Governance	
	CP2 <input type="checkbox"/>
CLT Member	George Candler – Executive Director Place & Economy
Portfolio Board (Decision Making Board)	Place & Economy Capital Board
Project/Management Board (if applicable)	Corby Town Deal Board
Senior Responsible Officer	Rob Harbour, Assistant Director Growth & Regeneration
Programme Manager	Brian Degruchy, Programme Manager
Project Officer	Val Finke, Economic Development Officer.
Cost Manager	Victoria Phillipson – Principal Project Manager with support from the Corby Town Deal Working Group (Finance rep Dean Mitchell)

Approvals		
Contact	Officer Name	Date Approved
Revenue Finance Contact	Dean Mitchell, Group Accountant	
Capital Finance Contact	Dean Mitchell, Group Accountant.	
Portfolio/Management Board	Corby Town Deal Board	
Portfolio Holder (Executive Member)	Councillor Brackenbury (previously Councillor North)	Date Consulted with: 3 August 2021 (Cllr North)
Ward Members consulted (if applicable)	N/A	Date Consulted with:
Date of Strategic Capital Board for submission	4 th October 2021	
Executive Director of Finance CP4 Approval	<i>For use at CP4 only</i>	
Portfolio Holder (Executive Member) for Finance CP4 Consultation	<i>For use at CP4 only</i>	

Key Decision Requirement

Will this project require a Key Decision? Yes No If yes, please complete the information below to support the inclusion on the register.

(Key Decision Criteria: Expenditure greater than £500k, or affects two or more wards)

Directorate – Place & Economy

Decision title	What is the decision?	Decision Maker?	Planned date of decision	Documents that will be considered	Contact officer details
Business Case development funds, (5% of total Corby Towns Fund award)	Add the 5% to the Capital Programme for DLUHC Business Cases writing etc.	Strategic	October 2021	Corby Town Deal Business Case document.	Name: Val Finke Position: Economic Development Officer Tel no: 07966 304 461 Email address: Valerie.finke@northnorthants.gov.uk

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For Democratic Services to complete:

Request prepared by:

Allocated Reference:

Added to the published register on:

Executive Summary

Summary of Proposal (500 words maximum)

Corby is entering its next and most critical phase of regeneration as it seeks to realise the ambition to almost double its population to 100,000 by 2031. This growth brings new opportunities and new challenges.

It is against this background that the Corby Town Deal Board has prepared the Town Investment Plan (TIP) for Corby, working in close partnership with Corby Borough Council and with Corby's diverse community, businesses, and other public-private sectors stakeholders who all have a vested interest in the future of the town.

The extent of the Town Fund Boundary Area covers all of Corby's urban area, including the town centre, existing and planned residential areas, logistic and business estates and Corby's beautiful parks and woodlands. Shaped by wide-ranging research and stakeholder engagement our TIP sets our shared vision for Corby.

This vision is underpinned by seven strategic objectives which respond to, and address the needs identified by the stakeholder engagement and contextual analysis. These inter-related objectives capitalise on long-term opportunities to maximise the economic, social, environmental benefits for Corby, its community, businesses, and all other stakeholders.

Our ambition for Corby is to build on the many successes that have been achieved to date, and develop a more diverse, dynamic, connected and 'smart' town centre economy. This is needed today more than ever, as the COVID-19 pandemic is having wide-ranging impacts on the way we live, work, study, shop, and play. This, in turn, is impacting on the vitality and viability of many key businesses and uses in our town centre. Now is the time to look beyond retail uses that have traditionally underpinned our town centre economy, and create a more resilient and attractive town that everyone can be proud of, and wants to invest in.

The four key projects are:

Project 1 – Sixth Form College at Chisholm House

Project 2 – Multi-use Building

Project 3 - Train Station to Town Centre - Link Road (via Oakley Road)

Project 4 – Smart and Connected Corby

Why do we need the project?

Project 1 – Sixth Form College at Chisholm House

A specialist 6th Form Centre located within a building (Chisholm House) in the heart of the town centre, the majority of which has been vacant for more than 8 years. To be managed and run by an experienced project team from The Bedford College Group it will accommodate 399 students by 2025/26, increasing up to 600 p.a. over the longer term, in a modern carbon-negative building. These students will make a significant contribution to the local economy over their working life and will add to the diversity and future viability of the town centre.

Project 2 – Multi-use Building

The multi-use Building is located immediately adjacent to the east of Market Walk and Chisholm House, the project is for a multi-purpose facility to provide permanent new accommodation for a modern Arts and Community Centre, as well as meet the identified demand for creative, media and the third sector uses. The wider Market Walk East development site will possibly include new residential uses. The site is an important gateway to the east of the town centre and will balance the significant investment to the west (including Corby Cube). It will help to increase trips, pedestrian flows and spend across the town, and will improve the town's overall permeability, linking to the proposals for the Town-Station Link.

Project 3 - Train Station to Town Centre - Link Road (via Oakley Road)

The Train Station to Town Centre - Link Road (via Oakley Road) will provide an attractive and safe pedestrian/cycle connections between the town centre and the railway station along the southern route of Oakley Road. It will connect the station directly with the Chisholm House and Market Walk East projects and make a significant contribution to the active healthy travel agenda and help to reduce congestion and emissions across Corby. This critical connection has been an ambition for more than 15 years since it was first forwarded in the 2003 Corby Development Framework.

Project 4 – Smart and Connected Corby

This project will deploy an integrated sensor network to establish Corby as a 'smart-and-green' town centre. By harnessing connected technologies, it will enable us to monitor and manage the flows of pedestrians, cyclists, motorists to understand the present, assess the impact of interventions and predict the future, especially as the town's population increases over the next decade.

Executive Summary

What alternative options have you considered?

The Corby Town Deal Board considered the options to regenerate Corby Town Centre and prepared the Town Investment Plan (TIP) for Corby, working in close partnership with Corby Borough Council and with Corby's diverse community, businesses, and other public-private sectors stakeholders who all have a vested interest in the future of the town.

North Northamptonshire Council (NNC) was successfully awarded £19.9m for four projects detailed within Corby's Town Investment Plan in connection to the Town Fund. The original bid was for £25m which leaves a funding gap of £5.1m. When this funding was confirmed, an options appraisal was written on the possibilities to bridge this gap or downsize any or all of the projects.

The options appraisal recommended that the Corby Town Fund Board agree to progress with a hybrid of the options identified below which is as follows:

- Relocate and reduce the scale of the Arts & Community Centre and consider if future phases are possible.
- Phase the Corby Station Link and Smart and Connected Corby projects to deliver the initial phases of the project.
- Seek further funding to deliver the later phase of the Corby Station Link and Smart and Connected Corby projects.

What are the objectives of the project?

Project 1 – Sixth Form College at Chisholm House

- Increase in capacity and accessibility to new and improved skills facilities
- Increase in the breadth of the local skills offer that responds to local skills needs
- Increased and closer collaboration with employers
- Remediation and/or development of abandoned or dilapidated sites
- Public Realm improvements surrounding the Sixth Form College

Project 2 – Multi-use Building

- Repurpose unused retail site
- New arts and culture venue
- Community use in central area
- Public realm improvements surrounding the Multi-use Building

Executive Summary


	<p><u>Project 3 - Train Station to Town Centre - Link Road (via Oakley Road)</u></p> <ul style="list-style-type: none">• Enhanced Public Areas• New cycle ways and footpaths• New Lighting• New Plants / Trees• New Road Signage / Wayfinding <p><u>Project 4 – Smart and Connected Corby</u></p> <ul style="list-style-type: none">• Integrated sensor network• Publicly online accessible and ‘hosted’ map and dashboard
<p>What are the high level benefits? <i>(further detail required in the benefits section)</i></p>	<p><u>Project 1 – Sixth Form College at Chisholm House</u></p> <ul style="list-style-type: none">• Number of new learners assisted (cumulative students over the first 4-year period)• Increase town centre footfall (accounts for college staff, students, and visitors) p.a.• Perceptions of the place by residents/visitors <p><u>Project 2 – Multi-use Building</u></p> <ul style="list-style-type: none">• Increase in number of visitors to arts, cultural and heritage events, and venues• Increase in Footfall & Economic Spend in the town centre• Provision of Gallery plus complimentary uses <p><u>Project 3 - Train Station to Town Centre - Link Road (via Oakley Road)</u></p> <ul style="list-style-type: none">• Vehicle flow• Perceptions of the place by residents/businesses/visitors• Footfall Increase from Train Station into town <p><u>Project 4 – Smart and Connected Corby</u></p> <ul style="list-style-type: none">• Intelligence on the town centre and areas covered by sensors 24/7 to improve monitoring and evaluation leading to informed choices in various fields• increased public visibility on how the town centre functions, strengthened support and awareness of local initiatives and their impact, raised external profile for Corby• Information proactively shared with local schools, colleges, and higher education bodies to encourage learning.

Executive Summary	
<p>What high level social value are you going to deliver? <i>(further detail required in the benefits section)</i></p>	<p><u>Project 1 – Sixth Form College at Chisholm House</u> Education provisions for 16–18-year-olds for up to 600 student’s pa (long term estimated numbers 5-10 years) from the North Northamptonshire area.</p> <p><u>Project 2 – Multi-use Building</u></p> <ul style="list-style-type: none"> • Support community groups and community events. • Supporting local charities and businesses. • <p><u>Project 3 - Train Station to Town Centre - Link Road (via Oakley Road)</u></p> <ul style="list-style-type: none"> • Provide a safe pedestrian and cyclist path from the train station to the town centre via Tresham college for all users – promoting Active Travel. • By encouraging Active Travel, a reduction in pollution in the area will be seen over time <p><u>Project 4 – Smart and Connected Corby</u></p> <ul style="list-style-type: none"> • Provide data from the dashboard to schools and universities for educational purposes. • Better sense of community. • Increased understanding of future plans of the Local authority.
<p>How will the project contribute to the Council’s objective to reduce carbon?</p>	<p>This programme of projects will have a positive impact on the climate and environment by reducing carbon emissions.</p> <p><u>Project 1 – Sixth Form College at Chisholm House</u> The sixth form college will strive to positively change the carbon footprint of this building from a typical unused older building to a carbon neutral/negative run property.</p> <p><u>Project 2 – Multi-use Building</u> The Multi-use building is in the early stages of design but will strive to make positive improvements in the building’s energy use.</p> <p><u>Project 3 - Train Station to Town Centre - Link Road (via Oakley Road)</u> Oakley Road to the town centre project will change this road from a car orientated road to an area which is pedestrian and cyclist friendly. A reduction in pollution in the area will be seen over time.</p>

Executive Summary	
	<p><u>Project 4 – Smart and Connected Corby</u></p> <p>Connected Corby will give invaluable data on traffic, cyclist use and pedestrian use. This information will help to inform future decisions on our road infrastructure to encourage greener more sustainable forms of travel.</p>
<p>Who will deliver the project?</p>	<p>A core team of officers within the Growth and Regeneration service group will deliver this programme of projects.</p> <p>In addition, officers within the wider Working Group will help inform and give expert guidance throughout the project's delivery covering various key departments such as Legal, Procurement, Communications, Highways, Planning, and Finance. Also helping to deliver these projects are the Town Deal Board which is composed of various stakeholders from businesses and community groups in and around Corby, NNC executive members, Corby's MP, a representative from Corby's Town Council and other arm's length government bodies.</p>
<p>What is the value of the project? How much are you asking for?)</p>	<p>NNC was awarded £19.9m overall for these four projects, we are now in the Business Cases development phase. Following on from the signing of the Heads of Terms, which was approved through Executive in June 2021 and the phase 2 confirmation of project allocation of funds to each project, the government will in the near future automatically send us 5% of the award for Business Case development etc. This 5% amount is not subject to clawback.</p>
<p>Details of any existing approvals <i>this includes approval from the Executive and previous Checkpoint approval received for this project including the date of approval, value and what has been achieved</i></p>	<p>The Town Deal Board approved the Corby Town Investment Plan (TIP) for submission at the Board Meeting 15th January 2021. It was then approved by One Corby Policy Committee on the 26th of January 2021 for submission.</p> <p>The TIP was further approved by Rob Bridge in January 2021 and added his signature to the document as named Chief Executive of North Northamptonshire Council.</p> <p>Executive on 22nd June agreed to delegate authority to the Leader and Portfolio holder for Growth and Regeneration in consultation with the Chief Executive and Executive Director of Place and Economy to</p>

Executive Summary

	<p>approve and sign Heads of Terms in connection with Corby's Town Fund from MHCLG. Following this, the Heads of Term were agreed by the Towns Fund Board and the Leader and Portfolio holder and signed by the Towns Fund Chair and NNC's Section 151 Officer.</p> <p>An Options Appraisal paper was taken to the Town Deal Board 6th August 2021 to approve the relocation and downsizing of the projects to bridge the gap between the bid amount of £25m and the awarded fund amount of £19.9m.</p> <p>Following the submission of the signed Heads of Terms, DLUHC confirmed that they will be releasing a payment of 5% of the approved funding to allow us to develop the business cases for these projects and progress these projects.</p> <p>.</p>
<p>Are there any dependencies or links between other projects? If so, please specify and provide detail of these</p>	<p>The four projects within the Corby Town Investment Plan (TIP) programme are linked, as they must be funded from the £19.9M funding allocation.</p>
<p>When will the project be delivered? <i>This must include an anticipated completion date</i></p>	<p>DLUHC stipulates that all project Business cases are due by June 2022. All projects will commence once approved and drawdown from DLUHC. Early indications for delivery of the programme of projects will be 2024/25</p>
<p>What support will be required for this project, and when during the project is it likely to be needed?</p>	<p>A working group has been set up to support the Board with representatives from:</p> <ul style="list-style-type: none"> • Legal • Finance • Procurement • Highways • Communications • Planning

Executive Summary	
	This working group will help to develop the Business Cases which will include a detailed Project Plan identifying for each of the four projects.
<p>The following key documents must be submitted in support of your business case. Please complete the checklist to show they are included (<i>your business case cannot progress without this. Please refer to the business case guidance for further information</i>)</p> <p><i>Mark as appropriate</i></p>	<p>High level project plan – This is detailed in the Town Investment Plan</p> <p>High level risk register – Detailed in this document, this will be progressed through the Business Case development required by the government.</p> <p>High level cost plan – This will also be produced through the development of the Business Case.</p>
<p>Please name any additional documents you are attaching in support of this funding application</p>	<p>Attached additional papers</p> <ul style="list-style-type: none"> • Award letter <div style="text-align: right;">  <p>Heads of Terms Corby.pdf</p> </div>

Benefits

Provide detail on the strategic fit including how the project supports the Council's Visions and other Council strategies:

Benefit Area	Benefit	Metric / Measurement	Current baseline this will be measured against	Owner	Deliver By (date)	Monitored Using
Outcome (Primary Benefit of this project)	<u>Project 1 – Sixth Form College at Chisholm House</u> <ul style="list-style-type: none"> Number of new learners assisted (cumulative students over the first 4-year period) Increase town centre footfall (accounts for college staff, students, and visitors) p.a. 	Number of students attending sixth form college. Footfall count in town centre.	Number per year attending on a year-by-year basis. Footfall counters measured on a year-by-year basis.	Val Finke Val Finke	From 2023 to 2027. From 2023 to 2027.	Bedford College Group data on students attending sixth form college. Town centre management footfall counters.
	<u>Project 2 – Multi-use Building</u> <ul style="list-style-type: none"> Increase in the number of visitors to arts, cultural and events and venues Provision of Gallery plus complimentary uses 	Number of visitors to the venue.	Baseline will start first year open and counted on a year-by-year basis.	Val Finke	From 2023/24 ongoing	Venues stats on visits.
	<u>Project 3 - Train Station to Town Centre - Link Road (via Oakley Road)</u> <ul style="list-style-type: none"> Vehicle flow Footfall Increase from Train Station into town 	The project Smart and Connected Corby will give sensors which can count a	The counters will ideally be in place before these works commence. This will give the baseline.	Val Finke	From 2023 ongoing	Sensors from Smart and Connected Corby project.

Benefits

Provide detail on the strategic fit including how the project supports the Council's Visions and other Council strategies:

Benefit Area	Benefit	Metric / Measurement	Current baseline this will be measured against	Owner	Deliver By (date)	Monitored Using
Page 44	<p><u>Project 4 – Smart and Connected Corby</u></p> <ul style="list-style-type: none"> Intelligence on the town centre and areas covered by sensors 24/7 to improve monitoring and evaluation leading to informed choices in various fields increased public visibility on how the town centre functions, strengthened support and awareness of local initiatives and their impact, raised external profile for Corby 	<p>variety of things from vehicles to pedestrians.</p> <p>Using the data created by the sensors which will be collated on the dashboard.</p> <p>Numbers of visits to the dashboard website.</p>	<p>Year one statistics measured on a year-by-year basis.</p>	<p>Val Finke</p> <p>Val Finke</p>	<p>From 2022/23 on going.</p>	<p>Data from the dashboard.</p>
	<p>Carbon reduction during construction / creation stage</p>	<p><u>Project 1 – Sixth Form College at Chisholm House</u></p> <ul style="list-style-type: none"> Passive Low Carbon Technologies 	<p>Passive low carbon technologies including: Façade & Roof Engineering Insulation Landscaping – SUDS, Green roof areas</p>	<p>Baseline for building - 2000m2 site. Based on other college buildings this size & allowing an all-electric grid system - estimate AQ is 200,000 - 230,000kWh/yr.</p>	<p>Val Finke</p>	<p>2023</p>

Benefits

Provide detail on the strategic fit including how the project supports the Council's Visions and other Council strategies:

Benefit Area	Benefit	Metric / Measurement	Current baseline this will be measured against	Owner	Deliver By (date)	Monitored Using
Page 45	<ul style="list-style-type: none"> PV Panels 	<p>1500m2 of 2000m2 roof area set aside for PV panels. This area of modern spec panels will allow an output of approximately 150kWp. With realistic generating capacity of 125,000kWh/yr elec.</p> <p>125,000 x Carb Factor 0.23314 = 29,143kg CO2 = 29.14 tonnes</p>	<p>230,000 at carb factor 0.23314kgCO2/kWh = 53.62 tonnes Subject to detailed engineering designs.</p>			
	<ul style="list-style-type: none"> Mechanical and Engineering Technologies 	<p>Energy efficient mechanical and electrical technologies including: Air Source Heat Pump</p>				

Benefits

Provide detail on the strategic fit including how the project supports the Council's Visions and other Council strategies:

Benefit Area	Benefit	Metric / Measurement	Current baseline this will be measured against	Owner	Deliver By (date)	Monitored Using
Page 46		Mechanical ventilation and heat recovery Smart controls, absence detection and metering Point of use water heating. without = 22.73 tonnes. Saving = 13.68 tonnes				
	<u>Project 2 – Multi-use Building</u> TBC – will be investigated in the design works further into the project. We strive to create as carbon neutral as possible within the allocated funds.	TBC	TBC	TBC	TBC	TBC
	<u>Project 3 - Train Station to Town Centre - Link Road (via Oakley Road)</u> The link road is in the early stages of design but will also strive to deliver this project in a carbon neutral way as possible while staying within the budget set.	TBC	TBC	TBC	TBC	TBC

Benefits

Provide detail on the strategic fit including how the project supports the Council's Visions and other Council strategies:

Benefit Area	Benefit	Metric / Measurement	Current baseline this will be measured against	Owner	Deliver By (date)	Monitored Using
	<p><u>Project 4 – Smart and Connected Corby</u> TBC – We strive to deliver this project in a carbon neutral way in any way possible within the allocated funds.</p>	TBC	TBC	TBC	TBC	TBC
Carbon reduction during operational phase	<p><u>Project 1 – Sixth Form College at Chisholm House</u></p> <ul style="list-style-type: none"> • Zero car parking facilities 	College surveys on the % use of various transport modes, allow the estimation of savings by removing parking for cars, forcing less carbon intensive options such as EVs / bus / rail / cycling / walking. (Taxis and motorised 2-wheel transport will still be	As per measurements	N/A	N/A	N/A

Benefits

Provide detail on the strategic fit including how the project supports the Council's Visions and other Council strategies:

Benefit Area	Benefit	Metric / Measurement	Current baseline this will be measured against	Owner	Deliver By (date)	Monitored Using
	<ul style="list-style-type: none"> 500 Tree planting program 	accommodated) . Using std kgCO2 https://www.ecomatcher.com/how-to-calculate-co2-sequestration Trees sequester and hold carbon as they grow. Absorption differs with species / climate / soil types, but calculations estimate a typical case: 1x 10yr old tree / 3m tall / 200mm trunk diameter sequesters 178kg in 10 years. X 500	As per measurements	N/A	N/A	N/A

Benefits

Provide detail on the strategic fit including how the project supports the Council's Visions and other Council strategies:

Benefit Area	Benefit	Metric / Measurement	Current baseline this will be measured against	Owner	Deliver By (date)	Monitored Using
		<p>trees = 89,000kg = 89 tonnes.</p> <p>https://treesforlife.org.uk/ Trees for Life calculate that 4 to 6 birch/ash type trees offset 1 tonne of CO2. Assuming 6 for our calculations: 1 Tree = 0.16 tonnes CO2. 500 trees = 80 tonnes</p> <p>://urbanforestrynetwork.org/benefits/air%20quality.htm</p> <p>The US urban forestry network estimates that 100 trees would lock up 18 tons (16.3 metric tonnes). 500</p>				

Benefits

Provide detail on the strategic fit including how the project supports the Council's Visions and other Council strategies:

Benefit Area	Benefit	Metric / Measurement	Current baseline this will be measured against	Owner	Deliver By (date)	Monitored Using
	<ul style="list-style-type: none"> Additional Carbon Reductions will be sought through - Wind farm electricity 	<p>trees = 81.5 tonnes</p> <p>The College will be supplied with 100% renewable power via suppliers such as Orsted or Ecotricity, at small cost premium.</p> <p>The reducing electric grid emission factors already take increasing wind power into account BUT Ecotricity will state the confirmation that their customers are "supplied by 100% renewable</p>	<p>As per measurements</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>

Benefits

Provide detail on the strategic fit including how the project supports the Council's Visions and other Council strategies:

Benefit Area	Benefit	Metric / Measurement	Current baseline this will be measured against	Owner	Deliver By (date)	Monitored Using
Page 51	<p><u>Project 2 – Multi-use Building</u> The project is in the early stages of design, but we will strive to make positive improvements in the building's energy use in a similar way to the college project.</p>	carbon neutral energy”	As per measurement column	Val Finke	2023/24	Recognised calculation similar to the sixth form.
	<p><u>Project 3 - Train Station to Town Centre - Link Road (via Oakley Road)</u> The Oakley Road to the town centre project will change this road from a car orientated road to an area which is pedestrian and cyclist friendly. This will potentially reduce carbon emissions.</p>	Will use similar calculations as on the sixth form project once feasibility study complete	The counters will ideally be in place before these works commence. This will give the baseline.	Val Finke	From 2023 ongoing	Sensors from Smart and Connected Corby project.
	<p><u>Project 4 – Smart and Connected Corby</u> Connected Corby will give invaluable data on traffic, cyclist use and pedestrian use. This information will help to inform future decisions on our road infrastructure to encourage greener more sustainable forms of travel.</p>	The project Smart and Connected Corby will give sensors which can count a variety of things from vehicles to pedestrians.	Year one statistics measured on a year-by-year basis.	Val Finke	From 2022/23	Data from the dashboard
		Using the data created by the sensors which will be collated on the dashboard.				

Benefits

Provide detail on the strategic fit including how the project supports the Council's Visions and other Council strategies:

Benefit Area	Benefit	Metric / Measurement	Current baseline this will be measured against	Owner	Deliver By (date)	Monitored Using
Social value	<p><u>Project 1 – Sixth Form College at Chisholm House</u> Education provisions for 16–18-year-olds for up to 600 student's pa (long term estimated numbers 5-10 years) from the North Northamptonshire area.</p>	Number of attending students and exam results	TBC	Val Finke	2023 to 2028	Data supplied from the Bedford college Group
	<p><u>Project 2 – Multi-use Building</u> Support charities, community groups and community events.</p>	Data collected from the multi-use building on visitors	TBC	Val Finke	2023/24 onwards	Data supplied from the Multi-use Building occupiers
	<p><u>Project 3 - Train Station to Town Centre - Link Road (via Oakley Road)</u></p> <ul style="list-style-type: none"> • Provide a safe pedestrian and cyclist path from the train station to the town centre via Tresham college for all users – promoting Active Travel. • By encouraging Active Travel, a reduction in pollution in the area will be seen over time. 	The project Smart and Connected Corby will give sensors which can count a variety of things from vehicles to pedestrians.	Sensors will be in place before this project is complete so year one data will provide baseline data	Val Finke	2023	Data from sensors

Benefits

Provide detail on the strategic fit including how the project supports the Council's Visions and other Council strategies:

Benefit Area	Benefit	Metric / Measurement	Current baseline this will be measured against	Owner	Deliver By (date)	Monitored Using
	<p><u>Project 4 – Smart and Connected Corby</u> Provide data from the dashboard to schools and universities for educational purposes.</p>	Using the data from the sensors which will be collated on the dashboard.	Year one statistics measured on a year-by-year basis	Val Finke	2023 onwards	Data from dashboard
Economic Value	<p><u>Project 1 – Sixth Form College at Chisholm House</u> New jobs created in the sixth form college.</p> <p><u>Project 2 – Multi-use Building</u> Increased visitors to the multi-use building to access art and/or community events.</p> <p><u>Project 3 - Train Station to Town Centre - Link Road (via Oakley Road)</u> Road improvement may cause businesses to change their location and investment choices, and this in turn affects employment opportunities. The improved road could make an area more attractive to business investment.</p>	<p>Employment statistics from the college.</p> <p>Data supplied by the occupiers</p> <p>TBC</p>	<p>TBC</p> <p>TBC</p> <p>TBC</p>	<p>Val Finke</p> <p>Val Finke</p> <p>TBC</p>	<p>2023 over a 4-year period</p> <p>2023/24 onwards</p> <p>TBC</p>	<p>Bedford Groups employment numbers</p> <p>Data from occupiers</p> <p>TBC</p>

Benefits

Provide detail on the strategic fit including how the project supports the Council's Visions and other Council strategies:

Benefit Area	Benefit	Metric / Measurement	Current baseline this will be measured against	Owner	Deliver By (date)	Monitored Using
	<u>Project 4 – Smart and Connected Corby</u> Support and inform visitors, businesses, and potential inward investment by providing analysis as to where, by what mode of transport and when the town is visited.	Using the data created by the sensors which will be collated on the dashboard.	Year one statistics measured on a year-by-year basis	Val Finke	2023 onwards	Data from the dashboard

Finance Information – funding, revenue consequences, VAT, Sustainability

Capital Expenditure						
Please provide a detailed evidenced cash flow showing the forecast spend for each development stage across financial years. This should match the capital expenditure table.						
Please complete the table below with the detailed capital expenditure required:						
	Previous CP2 Approvals	Approval sought with this CP business case				Total
		Current FY	Yr 2	Yr 3	Future Yrs	
£'000						
Acquisitions						
Works			£7,550,125	£9,939,375	£1,415,500	£18,905,000
Furniture						
Vehicles/Plant						
ICT						
Legal Fees						
Other Fees		£995,000				£995,000 (Business case development, the 5% advance from government)
Loans to 3rd parties						
Grants to 3rd parties						
REFCUS						

Capital Expenditure						
Please provide a detailed evidenced cash flow showing the forecast spend for each development stage across financial years. This should match the capital expenditure table.						
Please complete the table below with the detailed capital expenditure required:						
	Previous CP2 Approvals	Approval sought with this CP business case				Total
		Current FY	Yr 2	Yr 3	Future Yrs	
£'000						
Contingency						
Total		£995,000	£7,550,125	£9,939,375	£1,415,500	£19,900,000

Capital Funding								
Please complete the table below with the detailed capital funding for the proposal. Please note if any of the proposed resources are dependent on meeting specific terms or conditions:								
		Previous CP2 Approvals	Approval sought with this CP				Total	Notes
			Current FY	Yr 2	Yr 3	Future Yrs		
£'000								
External Resources (please provide evidence funding is due to Council)	Government Grant		£995,000	£7,550,125	£9,939,375	£1,415,500	£19,900,000	
	European Grant							
	External Contributions					£10,110,000	£10,110,000	The estimated costs running costs for the college over the first 5 years.

Capital Funding

Please complete the table below with the detailed capital funding for the proposal. Please note if any of the proposed resources are dependent on meeting specific terms or conditions:

		Previous CP2 Approvals	Approval sought with this CP				Total	Notes
			Current FY	Yr 2	Yr 3	Future Yrs		
		£'000						
Council Resources	Capital Receipts							
	Revenue Funding							
	Reserves		£800,000				£0.8m	S106 monies
	Borrowing							
	Borrowing on an invest to save basis							
	Total		£1,795,000	£7,550,125	£9,939,375	£11,600,000	£30.810,000	

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Revenue Consequences

		Current FY	Yr 2	Yr 3	Full Year Effect	Notes
		£'000				
Expenditure	Employees and running costs					
	Development fund					
	Borrowing costs (for invest to save schemes)					

Revenue Consequences						
		Current FY	Yr 2	Yr 3	Full Year Effect	Notes
		£'000				
	Lifecycle costs					
Total Gross Expenditure						
Gross Income						
Net Expenditure						
Existing Revenue Provision						
Net Revenue Budget Increase (+)/Decrease (-)						
<p>Are the financial benefits associated with the project sustainable, and what evidence is there to support this?:</p> <p>This will be developed through the Business Case.</p>						
<p>If no revenue consequences add brief explanation as to why:</p>						

Key Risks – most significant project risks				
This should include (but is not limited to) – deliverability risks, funding risks, return on investment risks, legislative risks, procurement risks, resourcing risks, programme risk, dependency risks, locality risks etc)				
Description	Impact	Mitigation	Reputational / Financial / both	RAG Rating

				<i>(likelihood X Impact score from project risk register)</i>
Business Case not completed sufficiently by June 2022 or being rejected by MHCLG	This may delay the drawdown of funds and delay the commencement of works	Project Business Case for the sixth form college will be completed by Bedford College Group who is experienced in delivering this type of project. Multi-use building project is not time dependant. Extra time has been built into the timeline.	Both Both	Amber Green
Works being delayed by Covid future restrictions	Delay in the works being carried out within the projected timeframe	All precautions will be taken to mitigate this risk, additional time added to the timeframe	Reputation	Amber
Materials for works being more costly when purchasing	This will increase costs	Contingency has been built into the costs	Financial	Amber
Sixth form college project will be managed by the Bedford College Group and will be dependent on them to deliver this project successfully and on time.	This could delay the project and effect the success of this project.	This group has successfully delivered this type of project recently in Wellingborough. Contract will be put in place to mitigate these types of issues and will be checked by NNC at key stages.	Reputation	Green
Multi-use building's feasibility study may show the best mix of uses will not follow the wants of the stakeholders wishes shown through engagement.	This may impact stakeholders buy-in to this project.	A basic feasibility study was carried out by Corby Borough Council early in the process. This showed the wants of the stakeholders mirrored the needs of the area.	Reputation	Amber
Further funding not available to complete the final phases needed to complete the ink	Project will not be completed as per the	This project is part of the Active Travel agenda and reducing car travel which is	Both	Amber

road project due to the gap in funding.	ambition of the Corby Town Investment Plan.	high on the government's plans. Future grants maybe available to submit a bid.		
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Delivery and Procurement	
Are there sufficient in-house resources to deliver this project (mark as appropriate)	No - to develop the Business Cases to the appropriate level, consultants will possibly be needed to produce the specialist areas of the Business Case e.g., the economic business case section.
If no, please confirm how you intend to source necessary resources	Corby Borough Council was awarded Capacity Funding for the development of the TIP and the Business Cases. These funds (remaining amount approx. £110k) will be used to fund any additional staff or consultants' fees when required. Quotes need to be sought for additional work required.
Have you considered procurement options as part of your procurement strategy? (mark as appropriate)	Yes - the council's procurement rules will be followed under the guidance and support of the Procurement team at NNC via the Working Group.
Which framework, if any, will be used to deliver the works, assets, goods or consultancy services?	Frameworks are being investigated at present with the assistance of the Procurement Team for the Feasibility study (for the Multi-use Building) and the Design work (for the link road). This is needed to develop the Business Cases for these projects following DLUHC's next stage process.

For Finance use only:	
Project WBS:	
CP1 approval date	
CP2 approval date	
CP3 clearance (inc. budget increase)	
KD call-in deadline (if required)	
CP4 approval date	

For Finance use only:			
VAT incurred?			
If yes, how much?			
Does it relate to:	Non-business		
	Business:	Standard	
		Zero Rated	
		Lower Rated	
		Exempt	
<p>If exempt, how much of VAT above relates to exempt activity (<i>based on agreed reasonable method if not directly attributable</i>):</p> <p>Does the project impact on the partial VAT exemption. If so how?</p>			
Details:			
Approved by VAT Team:			

EXECUTIVE 18th November 2021

Report Title	Corby Town Investment Plan – Programme of Projects
Report Author	George Candler, Executive Director for Place and Economy
Executive Member	Cllr David Brackenbury, Executive Member for Growth and Regeneration

Key Decision	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number for exemption from publication under Schedule 12A Local Government Act 1974	

List of Appendices

Appendix A - Business Case – Programme of Projects

1. Purpose of Report

- 1.1 To consider and approve the advance of 5% (£995,000 approx.) of the Corby Town Deal award of £19.9m to the Capital Programme which will shortly be released to all towns within the Town Fund. These funds being made available by the Department of Levelling Up, Communities and Housing (DLUHC, formally known as Ministry of Housing, Communities and Local Government [MHCLG]) to all towns within the Town Fund.

2. Executive Summary

- 2.1 North Northamptonshire Council was awarded £19.9m for four projects detailed within Corby's Town Investment Plan (TIP) from the Town Fund.
- 2.2 On 22nd June 2021, Executive considered the Heads of Terms relating to the Town Fund and agreed *'That authority be delegated to the Leader and Portfolio holder for Growth and Regeneration in consultation with the Chief Executive and*

*Executive Director of Place and Economy to approve and sign Heads of Terms in connection with Corby's Town Fund from MHCLG*¹. These were subsequently agreed and submitted to MHCLG in June 2021.

- 2.3 Following the submission of the signed Heads of Terms, DLUHC confirmed that they will be automatically releasing a payment of 5% of the approved funding. This is to enable development of the business cases for the four projects and to fund the initial stages of their progress.
- 2.4 Each of the business cases must follow the guidelines set by government through "The Green Book 2020"¹. The deadline for all business cases and a summary document to be submitted to DLUHC is June 2022.
- 2.5 Further design work and feasibility studies are required to progress these projects and to inform the business cases. Should any of these projects prove to be unviable through the business case development, this 5% is not subject to clawback.

3. Recommendations

- 3.1 It is recommended that the Executive:
 - a) Approve the early release of 5% (£995,000 approx.) of the Town Fund award to the Capital Programme in order to fund the design work, feasibility studies and business case development (including accurate financial projections for each project, mainly the Link Road and the Multi-use Building)
- 3.2 Reason for Recommendations:-
 - This funding will support and inform the development of business cases to the standard set by government in order to allow progression to the next stage of the process.
 - Should any of these projects prove to be unviable through the business case development, this 5% is not subject to clawback.

4. Report Background

- 4.1 In September 2019, the DULHC (formally MHCLG) announced 101 towns who were eligible to bid for up to £25m through the Towns Fund. The objective of the Towns Fund is to drive the economic regeneration of towns for long-term economic and productivity growth. This two-stage process was approved by Corby Borough Council's (CBC) One Corby Policy Committee in December 2019 (stage 1) and January 2021 (stage 2) to:

¹ The Green Book: appraisal and evaluation in central government - HM Treasury guidance on how to appraise and evaluate policies, projects, and programmes - https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/938046/The_Green_Book_2020.pdf

- 1) Establish a Town Investment Plan for Corby - by the formation of the Town Deal Board and to produce a Town Investment Plan (TIP).
 - 2) Use the TIP to bid for Town Deal funding – bid for £25m for the four projects selected by the Town Deal Board.
- 4.2 On 8th June 2021, government confirmed that the Corby Town Deal had been successful in securing £19.9m.
- 4.3 Executive, on 22nd June 2021, agreed to delegate authority to the Leader and Portfolio holder for Growth and Regeneration, in consultation with the Chief Executive and Executive Director of Place and Economy, to approve and sign Heads of Terms in connection with Corby’s Town Fund from DLUHC. Following this, the Heads of Term were reviewed and signed by the Leader and Portfolio holder for Growth and Regeneration, the Chair of the Town Deal Board and North Northamptonshire Council’s (NNC’s) Section 151 Officer.
- 4.4 Following the submission of the signed Heads of Terms on 29th June 2021, DLUHC confirmed that they will automatically release a payment of 5% of the approved £19.9m funding, which is approximately £995,000, to allow the development of the business cases and the initial progression of these projects.
- 4.5 An Options Appraisal paper was taken to the Town Deal Board on 6th August 2021 to approve the relocation, phasing and scaling back of the projects to bridge the £5.1m funding gap between the bid amount of £25m and the awarded fund amount of £19.9m.

5. Issues and Choices

- 5.1 The project priority within the financial envelope of £19.9m was considered by and agreed with the Town Deal Board and submitted to DLUHC for approval in August 2021, which was required as part of the conditions of the grant. The Council is currently waiting for any feedback.
- 5.2 Each of the projects now needs to be progressed through the development of a full business case. This entails full business case analysis based on the Green Book appraisal method set by government. The sixth form college project has been appointed a priority by the Board and will be progressed through the Bedford College Group. The Smart and Connected Corby due to the projects size and cost of the project, it is expected to progress at a faster rate than the remaining two projects.
- 5.3 The Green Book is guidance issued by HM Treasury on how to appraise policies, programmes, and projects. It confirms that compliant business cases require clear and robust evidence of how each proposed investment has been fully option assessed and will deliver quantifiable and measurable economic, social, and environmental benefits. Such as feasibility studies and design works which are needed to progress and complete the Business case to the correct standard needed. The Green Book identifies “cases” that any business case must address satisfactorily:
- strategic;
 - economic;

- financial;
- commercial;
- management justification for public investment.

5.4 It is anticipated that development of business cases which are sufficiently robust to satisfy the requirements of DLUHC could take up to the deadline to be completed – that is June 2022. However, shovel-ready projects can be expedited, such as the Sixth Form Centre (many of the figures have been projected and finalised due to The Bedford College Group having previous experience in delivering this type of project elsewhere) and Connected Corby (this is the smallest project in this programme of projects). They are expected to have their Business Cases complete before this final deadline. Please see **Appendix A - Business Case – Programme of Projects**.

6. Implications (including financial implications)

6.1 Resources and Financial

6.1.1 On 8th June 2021, government confirmed that the Corby Town Deal had been successful in securing £19.9m. Corby TIP proposed a range of projects as part of its submission to government. These included:

- Developing the Sixth Form Centre at Chisholm House - £9.5m
- Delivering Market Walk East - £1.5m
- Implementing the Corby Town Centre to Station Link (via Oakley Road) - £8.59m (plus not included in this total £0.8m S106)
- Delivering a Smart and Connected Corby - £0.31m

6.1.2 On 22nd June 2021, Executive considered the Heads of Terms relating to the Town Fund and agreed *'That authority be delegated to the Leader and Portfolio holder for Growth and Regeneration in consultation with the Chief Executive and Executive Director of Place and Economy to approve and sign Heads of Terms in connection with Corby's Town Fund from MHCLG'*. These were subsequently agreed and submitted to MHCLG in June 2021. As a result of this, government will automatically allocate the initial 5% of the £19.9m funding allocation to the Council, which is expected to be received shortly.

6.1.3 The Town Deal Board prioritised the four projects within the funding £19.9m envelope and presented this to DLUHC for approval. Feedback on the proposal is awaited from DLUHC.

6.1.4 Further reports will be brought back to the Executive as this process is progressed and the business cases for each of the projects are developed.

6.2 Legal

6.2.1 The subsequent Heads of Terms will, through grant agreement, contractually oblige the Council and partners to deliver projects in Corby. Legal advice will be sought on the content.

6.3 Procurement

6.3.1 The council's procurement rules will be followed under the guidance and support of the Procurement Team at NNC via the Working Group.

6.4 Risk

6.4.1 Failure to meet project deadlines, missing out on other potential funding opportunities that could enable the scaling-up of some projects, in particular supporting Corby's growth ambitions. This will be mitigated via external project support.

6.4.2 Overspend on projects, mitigated via contingency amounts built into the Towns Fund costings and programme delivery structure as detailed in the TIP.

6.4.3 Full business case analysis may prove projects are not financially viable. This has been mitigated by carrying out initial feasibility studies on the projects and working with partners on delivery options.

6.4.4 Should any of these projects prove to be unviable through the Business Case development, this 5% due to be released is not subject to clawback.

6.4.5 This proportion of the fund will come out of the total award of £19.9m therefore the more of the 5% that is used to fund business cases, the smaller the remaining fund to deliver the projects. This is being mitigated by fully utilising remaining capacity fund (this was awarded to Corby Borough Council for the development of the Town Fund Investment Plan and for Business case development) of approx. £110,000 for works to fund such as feasibility, design, or consultants where possible.

6.5 Consultation

6.5.1 The Town Fund involved a range of engagement with Corby residents through various platforms from the dedicated website to telephone market research. Engagement was ongoing with various stakeholders in the form of the Town Deal Board Members, Business and Community Groups. All of which were gathered solely for the Town Fund and to align with the engagement required by DLUHC's guidance. Consultation was also sought with DLUHC including the Town Fund Delivery partners (consultants set by central government to advise) at key stages.

6.5.2 A working group has been set up to support the Town Deal Board with representatives from:

- Legal
- Finance
- Procurement
- Highways
- Communications
- Planning
- Community

6.6 Consideration by Scrutiny

6.6.1 As the project and work progresses there will be opportunities for scrutiny to look at and scrutinise this important regeneration project for Corby.

6.7 Climate Impact

6.7.1 All projects will seek to minimise climate/environmental impact.

- The sixth form college will strive to change the carbon footprint of this building from a typical unused older building to a carbon neutral/negative run property.
- Oakley Road to the town centre project will change this road from a car orientated road to an area which is pedestrian and cyclist friendly and therefore promotes sustainable forms of transport and active travel.
- Multi-use building is in the early stages but will also strive to achieve as high a standard of energy efficiency / low carbon footprint as possible similar to the college project.
- Connected Corby will give invaluable data on traffic, cyclist use and pedestrian use. This information will help to inform future decisions on our road infrastructure to encourage sustainable travel.

6.8 Community Impact

6.8.1 In the projects selected for the TIP, the Council has prioritised the interventions which will potentially drive the sustainable economic regeneration of the area for long-term economic and productivity growth which meets local need, have local support, and aligns with the criteria set out in the Town Fund guidance.

6.9 Equalities Impact

6.9.1 Equality Impact Assessments will be undertaken as part of the community engagement element of the projects.

7 Background Papers

7.1 Towns Fund Prospectus

<https://www.gov.uk/government/publications/townsfund-prospectus>

7.2 Towns Fund Further Guidance

<https://www.gov.uk/government/publications/towns-fund-further-guidance>

Executive Advisory Panel Service Delivery, Performance and Customers

6th December 2021

Report Title	Procurement of Catering Services at Kettering Library and Alfred East Gallery (GLaM project)
Report Author	Anna Collins – client-side Project Manager Kerry Purnell, Assistant Director Housing and Communities annacollinsprojects@outlook.com
Executive Member	Councillor Helen Howell, Executive Member for Sport, Leisure, Culture and Tourism

List of Appendices

Appendix A – Purchasing Gateway Report

1. Purpose of Report

- 1.1. This report requests the Service Delivery, Performance and Customers Executive Advisory Panel consider the procurement of the Catering services at Kettering Library and Alfred East Gallery as part of the ‘GLaM’ development (hereafter referred to as “GLaM” as a project title. The future brand for the site is yet to be determined) with a view to informing the decision of Executive at its meeting on 16th December 2021.
- 1.2. The report also asks the panel to consider the delegation of authority from the Executive to the Executive Member for Sport, Leisure, Culture and Tourism in consultation with the Executive Director for Adults, Communities and Wellbeing, to take any further decisions and/or actions required to conclude this procurement.

2. Executive Summary

- 2.1 The ‘GLaM’ project aims to revitalise and extend the Alfred East Art Gallery and Library to become a cultural anchor which provides a blend of cultural amenity, space and teaching facilities.
- 2.2 The construction includes a two-storey extension to the rear and between the library and Alfred East Gallery which are adjacent to better the Museum to unify

the facilities. The project will create a flexible events space to increase cultural/visitor activity and develop a programme of events to strengthen community links. The building will include a new atrium space, two new events spaces, enhanced access and the public gardens at the rear, a new BIP centre and a new café with external terrace.

- 2.3 In September 2021, as part of the business plan development, NNC commissioned an options appraisal via Turpin Smale, an external catering consultant with a specialism in operations and procurement of operators for cultural/heritage visitor destinations. Turpin Smale assessed the site alongside local/national market conditions and evaluated whether an inhouse/lease or concession model would be the best option for the council. His report recommends a concession model operated by a local supplier.
- 2.4 The café needs to be managed by a dedicated catering manager/business, to enable it to develop, deliver the services required in the facility, and to ensure it is profitable. Therefore, the team propose to run a compliant procurement exercise, to identify a suitable concession supplier to manage the catering provision within the facility and seek approval of this from the Executive.

3. Recommendations

- 3.1 It is recommended that the Service Delivery, Performance and Customers Executive Advisory Panel:
- a) Considers the procurement process for the Concession Catering Contract at 'GLaM' a request for quotation overseen and supported by the Procurement team is proposed; and
 - b) Considers the proposal to delegate authority to the Executive Member for Sport, Leisure, Culture and Tourism in consultation with the Executive Director for Adults, Communities and Wellbeing to take any further decisions and/or actions required to conclude this procurement and deliver this service; and
 - c) Provides feedback to the Executive to inform their decision making at its meeting on 16th December 2021
- 3.2 Reason for Recommendations:
- The recommended course of action will be the most cost-effective way of providing a café within 'GLaM' as set out in the Turpin Smale report.
 - Customers within the facility will receive a catering service that meets their needs.
 - Option to provide event catering to complement the new commercial spaces within the buildings and create a 'destination venue' would be fulfilled.
 - Maintaining a café and catering service in this facility adds to the offer available for the community and supports events including those run by the

Library, Gallery and Museum as well as new income derived from commercial hires.

- A Local operator with passion and drive for the site and the local community achieves the original aspirations for the project.
- According to Turpin Smale, most visitor attraction cafes are now let out on a concession basis which allows the venue to have a reasonable level of control over issues such as opening times, selling prices, management appointment, name and publicity and other operational items. This works well where the café is an integral part of the venue with many shared services such as utilities, toilets and the like.

4. Report Background

- 4.1 There has never been a catering provision within the existing buildings.
- 4.2 The total capital project cost for the GLaM project is £4,060,100, with SEMLEP providing £3m and the rest being match funded by the Council. GLaM represents an exciting project for the local community and is a fundamental element of the Town Centre Delivery Strategic plan and wider cultural-led regeneration plans for Kettering.
- 4.3 As part of the original funding bid to SEMLEP, inclusion of a new café facility played a key role in securing funding, and SEMLEP outputs include delivery of an additional 120sqm in commercial space.
- 4.4 The project is moving at pace; the Government have set ambitious timescales for delivery with a key funding requirement for completion of construction work by Spring 2022. The re-opening programme is currently in development with plans to open summer 2022 with a main launch event in September 2022.
- 4.5 In September 2021, as part of the business plan development, NNC commissioned an options appraisal via Turpin Smale, an external catering consultant with a specialism in operations, development and setting up of new sites, and procurement of operators for cultural/heritage visitor destinations. Turpin Smale assessed the site alongside local/national market conditions and evaluated whether an inhouse/lease or concession model would be the best option for the council. Their report recommends a concession model operated by a local supplier.
- 4.6 The concession is usually a percentage of sales with minimums and a stepped increase of percentages linked to sales. A sales-based concession contract links and rewards the success of the venture to both venue and caterer.
- 4.7 The kitchen infrastructure is being provided as part of the capital programme, so in line with a concession model, no significant investment is required for the operator. A catering consultant was used to review specifications and layouts during the design stages to mitigate any issues once a supplier is secured.

5. Issues and Choices

- 5.1 The kitchen capacity is limited due to the buildings listed status and the inability to secure significant extract under planning. It will operate as a 'reheat' kitchen only, offering salads, sandwiches, paninis, tea, coffee and cake. This limitation restricts the type of operators that might be interested in the unit.
- 5.2 Turpin Smale evaluated an in-house model, but due to the lack of available specialist resource internally, and council 'on costs' in particular labour costs associated with pensions and wage commitments which exceed a standard café operator, it was deemed that service delivery would not be sustainable.
- 5.3 Turpin Smale also evaluated a leased model but due to the café being so connected to the rest of the site and services, with shared facilities/ access it was deemed that this would not be suitable.
- 5.4 The 'GLaM' management team need to be able to focus on the delivery of services for the hundreds of thousands of visitors to the site each year for the Library, Gallery, BIPC and Museum to ensure that all our customers' needs are met.
- 5.5 An experienced catering provider would be able to give the support to the cafe in 'GLaM' and have the level of expertise needed to manage the service.
- 5.6 The procurement will follow a compliant procurement process, run in line with the requirements of the Public Contracts Regulations 2015, the Concession Contracts Regulations 2016 and the Councils internal rule, processes and procedures.
- 5.7 This will be a Concession Contract. The Council will entrust the provision and management of the catering service to a concessionaire who can exploit the services they provide on behalf of the Council to achieve an income. Where this is the case, the Council will require the concessionaire to provide the service that the customers within the facility require and may provide an income to the facility and Council.
- 5.8 As businesses continue to recover from the impact on Covid it is anticipated that there will be some interest now in this procurement process and as such the process should be started as soon as possible. It is anticipated the process could take up to nine months. Operators will be keen to open over the more lucrative summer months and take best advantage of the external terrace.
- 5.9 The advice from Turpin Smale is to seek to secure a local operator who is passionate about serving the local community. Passion, in terms of standards of service and food quality, is what good catering is about and cafes respond well to personality, humour and quirkiness with key words being informal, relaxed, inexpensive and good quality.
- 5.10 A report has been presented to the Purchasing Gateway Group which is attached as **Appendix A** to this report.

6. Implications (including financial implications)

6.1 Resources and Financial

6.1.1 The Catering arrangement will be a Concession contract, so its value is determined by the value of the service to the Concessionaire (i.e., what the contract is worth), rather than how much the Council will pay for the service.

6.1.2 The anticipated contract turnover for the term of this contract (three years with the option to extend for a further 2 years) has been calculated as £690,000 based on the modelling provided by Turpin Smale using previous and projected footfall to the site. Pre-covid footfall was confirmed as 207,000 visitors per year. The figures from Turpin Smale included in this report noting the addition of new café, two new event spaces, a brand new BIP Centre and adult learning facilities projects 275,000 visitors per year once opened. This will be the concession turnover and not what the Council should expect to receive as income from the supplier.

6.1.3 The Council will retain ownership of equipment and furniture within the café and kitchen, but the concessionaire will invest in any new equipment required to deliver the service, a full inventory of Council assets will be taken before any contract is awarded. Any portable equipment which breaks during the term will be repaired or replaced by the concessionaire in agreement with Facility management.

6.2 Legal

6.2.1 The Legal team have been engaged through PGG to ensure a full and an appropriate contract is prepared for any successful concessionaire.

6.3 Risk

6.3.1 There is a risk of delay of the conclusion of the procurement if any further decisions need to be referred to the executive committee and not delegated as proposed due to the lead in times for securing an operator in advance of the building re-opening in Summer 2022.

6.3.2 If a decision is made not to procure the service, then this will impact SEMLEP outputs as well as having a financial impact on the Council due to not operating the service to its full potential and not providing the level of services that customers will expect upon re-opening.

6.3.3 The council have an existing tenant operating from the Blitz Tea room within the wider site. They have a lease agreement for the building directly in front of the Museum entrance managed under Property Services. The procurement process can be open to the Blitz Tea room (subject to procurement and legal requirements) but if they tender and are unsuccessful, or indeed if they do not seek to tender, then they are likely to raise concern regarding having a competitor located so close to their premises. They have throughout the project raised their concerns about the 'GLaM' development on various social media platforms.

6.4 Consultation

- 6.4.1 Consultation has taken place with Turpin Smale as set out in this report.
- 6.4.2 Key stakeholders such as the Friends of the Gallery and Museum and of the Library as well as the Cultural Consortium, the Town Council and local commercial businesses have received tours of the site and information on the proposed future use of the site.

6.5 Consideration by Scrutiny

- 6.5.1 The procurement process may be selected by Scrutiny for consideration.

6.6 Climate Impact

- 6.6.1 The specification asks that the concessionaire sources local and sustainable food sources and undertakes appropriate recycling opportunities.
- 6.6.2 The Concessionaire will work with facility management to ensure that energy efficiency is a priority and that working practices are managed to ensure that this is achieved.
- 6.6.3 The provider will work with facility management to consider future energy efficiency opportunities and look to develop and implement where possible.

6.7 Community Impact

- 6.7.1 An Equality Screening Assessment has been undertaken and included as part of the report and presentation to PGG.
- 6.7.2 There are opportunities of positive impacts on the local community from this procurement including the local economy through employment and supply chains and social and environmental through encouraging more visitors to the GLaM facility.
- 6.7.3 In addition to the SEMLEP commercial space output noted, new jobs creation is also a key output. Eight new jobs are required to be created by March 2024 of which 2.5 roles have currently been secured.
- 6.7.4 A café concession would create opportunities for employment of local people and will contribute to the SEMLEP objectives.
- 6.7.5 The cafe offers a town centre, accessible meeting space for the community which includes enhanced access and certified changing place.
- 6.7.6 Local business can benefit from providing services to the café
- 6.7.7 Hundreds of thousands of visitors and service users, and all members of the public have somewhere to meet within the facility and can be catered for.

7. Background Papers

7.1 Turpin Smale Report

7.2 PGG Report

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North Northamptonshire Council

PURCHASING GATEWAY GROUP

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Catering Service at Corby East Midlands International Pool

REQUESTOR GUIDANCE NOTES

- The PGG form is to filled in and submitted if you wish for a procurement exercise to be ran from £100k.
- You **must** engage someone from the procurement team before filling in and submitting your PGG.
- All fields are mandatory. Incomplete forms will be returned to you.
- The Procurement team will not publish the procurement exercise until the PGG is approved.
- You are not required to complete a PGG if you're obtaining a waiver. To submit a waiver, please visit the [Waivers and Emergency Procurements intranet page](#).

BRIEF DESCRIPTION OF THE REQUIREMENT

Procurement of a catering contract for the café at Kettering Library and Alfred East Gallery (project title ' GLaM')

1. Introduction, Background and Current Activity

- 1.1. The GLaM project aims to revitalise and extend the Alfred East Art Gallery and Library to become a cultural anchor which provides a blend of cultural amenity, space and teaching facilities.
The construction includes a two-storey extension to the rear and between the library and Alfred East Gallery which are adjacent to better the Museum to unify the facilities. The project will create a flexible events space to increase cultural/visitor activity and develop a programme of events to strengthen community links. The building will include a new atrium space, café and enhance the public gardens at the rear.
- 1.2. The total capital project cost is £4,060,100, with SEMLEP providing £3m and the rest being match funded by the Council. GLaM represents an exciting project for the local community and is a fundamental element of the Town Centre Delivery Strategic plan and wider cultural-led regeneration plans for Kettering.
- 1.3. The project is moving at pace; the Government have set ambitious timescales for delivery with a key funding requirement for completion of construction work by Spring 2022.
- 1.4. The café forms part of the new extension and includes 35 covers internally, and an additional 45 covers on the external terrace.

PURCHASING GATEWAY GROUP

1.5. The café needs to be managed by a dedicated catering manager/business, to enable it to develop, deliver the services required in the facility, and to ensure it is profitable. Therefore the team propose to run a compliant procurement exercise, to identify a suitable concession supplier to manage the catering provision within the facility.

2. Pre-Procurement Checklist

2.1. Is there a current contract in place?	No	
2.1.1. If so, what is the expiry date of the current contract (dd/mm/yy)?	Not applicable	
2.1.2. If the current contract has any extension periods which can be invoked, what are they?	Not applicable	
2.2. What is the proposed start date for the new contract (dd/mm/yy)?	01/06/2022	
2.3. What is the proposed length of the new contract, inclusive of any extension periods?	5	Years
2.4. Is your requirement one-off (e.g. a project of fixed duration) or ongoing (e.g. a service which will need to be renewed after this contract ends)?	Ongoing	
2.5. Has a Risk Register been produced for this procurement?	No	
2.6. Has the spend for this procurement been approved?	No	
2.6.1. Who has approved this spend (Name of Board or Budget Holder or Finance Officer)?		

As this is a concession contract, there is not a budget spend, rather the service will provide an income to the Council.

2.7. Has Head of Service approval been agreed for this procurement and your Recommendation, below?	Yes	
2.8. What is the expected lifetime contract cost of the goods, service, supply or work?	£	£690,000
2.9. How has the expected lifetime contract cost been determined?		

This has been estimated by Turpin Smale an external catering consultant with a specialism in catering operations and developing/setting up and procurement of operators for cultural/heritage visitor destinations. Chris Brown the Director based this 'realistic' estimate on existing footfall (pre-covid) and average SPH/transaction costs.

It should be noted that this value is the estimated turnover of the contract (which is the prescribed method for determining contract value, as set out at Regulation 8. (3) of the Concession Contracts Regulations 2016 (hereafter referred to as "CCR2016")) and not what the Council should expect to receive as income from the supplier.

2.10. What do you want to procure and achieve?
Identify a suitable supplier to manage the catering service within the café within the facility, providing a good quality service to customers and staff.

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2.11. Could in-house resources be used to meet your requirement?	No
2.12. Have appropriate Framework Agreements been considered?	No
2.13. Has any market engagement or cost analysis taken place?	Yes
2.14. Do collaboration opportunities exist with other depts. or Councils?	No
2.15. Do training opportunities exist to up-skill in-house staff?	N/A
2.16. Are there any implications and/or considerations under Section 151 of the Commonhold and Leasehold Reform Act 2002 (previously Section 20 of the Landlord and Tenant Act 1985)? This is relevant to projects which affect leaseholder properties (residential or commercial).	No

2.17. Please provide any other relevant information for 2.11-16:

The construction project is due for completion by March/April 2022 and concession operators will be best placed to open alongside the rest of the buildings (and to take advantage of the external terrace) in Summer 2022. We estimate it will take 6-9 months to bring them onboard. If this timeline is not achieved, then the buildings will re-open to the public without a café operator.

The capital budget includes the fit out of the kitchen space. No significant capital investment is required from an operator.

3. Route to Market

3.1. What approach and route to market has been considered for this procurement, how will the submissions be evaluated (price/quality)?

This service needs to be formally procured and will be evaluated through the Quality Questions (60% weighting) and Pricing details (40% weighting) returned for evaluation. The Quality element currently focusses on value for money, service provision (including policies and procedures), menu (including healthy options), continuous improvement and Sustainability.

It is proposed that the contract is set-up to run for three (3) years plus two (2) with an opportunity to extend at the end of three years to a total of five (5) years.

3.2. Please confirm which procurement team member you have engaged with.

You are required to discuss your requirement with a member of the procurement team prior to submitting this form.

Chris Everett (Performance and Procurement Manager)

4. Options to be Considered

Please speak with a member of the procurement team if you require assistance completing this section. Otherwise, in the text box below, please choose which route you would like to undertake.

- 4.1. Do nothing.
- 4.2. Undertake a full **Regulated procurement** process to an open market.
- 4.3. Use a compliant **Framework Agreement** or **Dynamic Purchasing System (DPS)**.
- 4.4. Other (please explain below).

This is a concession style contract and as such, it is subject to the requirements of the CCR2016.

Based on the turnover modelling produced by Turpin and Smale, the value has been identified as £690,000. As such, a Request for Quotation, overseen and supported by the Procurement Team is proposed.

PURCHASING GATEWAY GROUP

5. Legal Considerations

Please speak with the Council's [Legal Services team](#) if you require assistance completing this section.

5.1. A contract will need to be put in place for any successful supplier

6. Finance Considerations

Please speak with the Council's Financial Services team if you require assistance completing this section.

6.1. There are no further finance considerations beyond the details included below.

6.2. Type of spend (Revenue or Capital)	Revenue
6.3. Is funding included within the existing budgets? <i>If "Yes", please complete 6.3.1. If "No", please complete 6.3.2.</i>	No
6.3.1. If "Yes", please provide the following:	
a. Budget Code	Click to enter text.
b. Budget Provision	Moderate Income expected
c. Budget Holder	Kerry Purnell
d. Date agreed by Budget Holder	08/11/2021
6.3.2. If 'No', please provide details of how the costs are to be funded:	
The contract will be at nil cost to the Council	
6.4. Date Agreed with Finance	Click to enter date.
Name of Finance Officer	Pearl Nathaniel (BP) and Niall Blowfield (capital programme)
6.5. Medium Term Financial Implications <i>If "Yes", please complete 6.6.1 – 6.6.5. If "No", please complete 6.7.</i>	No
6.5.1. Year 1 (2022/23)	£ Not applicable
6.5.2. Year 2 (2023/24)	£ Not applicable
6.5.3. Year 3 (2024/25)	£ Not applicable
6.5.4. Year 4 (2025/26)	£ Not applicable
6.5.5. MTFP Implications agreed by <i>Enter name of Finance Officer</i>	Not applicable
6.6. Explanation of Medium-Term Financial Implications	
By procuring the requirement, it is expected that the service will be provided at nil cost to the Council and could generate a small income to the facility.	
6.7. If this contract is expected to be £500,000 or more, please confirm if you require the	N/A – see explanation below

PURCHASING GATEWAY GROUP

Successful Provider to provide a Parent Company Guarantee, Performance Bond or any other sureties?

If “any other sureties” or “N/A – see explanation below”, please complete 6.8.1.

6.7.1. Please detail the other sureties you require as a part of this contract, or provide an explanation, if you have chosen “N/A – see explanation below”.

We do not feel they need for a supplier to provide a Bond, as this is a concession contract, for which the Council isn't placed in any financial risk.

7. Ethical and Equality Considerations

Please speak with the Council's [Policy Officer \(Equality and Diversity\)](#) if you require assistance with this section.

7.1. An Equality Screening Assessment has been drafted ahead of this Report being presented to the Purchasing Gateway Group and is attached as an annex.

8. Data Protection Considerations

Please complete the Data Protection Impact Assessment (DPIA) screening questions, available online at <https://nnugov.sharepoint.com/sites/NNC-InfoGov/SitePages/Collecting-information.aspx> and speak with the Council's [Data Protection Officer](#) if you require assistance with this section.

8.1. The Data Protection Impact Assessment (DPIA) screening questions have been completed ahead of this Report being presented to the Purchasing Gateway Group, to determine whether a DPIA is required and are attached as an annex.

8.1.1. I HAVE answered "yes" to MORE THAN ONE of the Screening Questions.

9. Social Considerations (Public Services (Social Value) Act 2012)

9.1. What outcomes have you considered from the procurement to improve the economic, social and environmental well-being of Northamptonshire?

9.1.1. The café provides a community meeting point for customers to the facility, but also from members of the public. It is a large, bright social place that is a good place to meet.

9.1.2. The café provides work for local people and there are further opportunities to increase the offer and to provide volunteering, training and work experience being explored as a part of this contract.

9.1.3. The café can also support local food supplier businesses

9.1.4. The café can champion recycling and the use of sustainable materials. This has been included in the specification, and will be adopted as a part of any resultant contract.

9.2. How will you ensure the improvement(s) identified above, are achieved?

9.2.1. These are included in the specification for the procurement process and will be monitored through scheduled Contract Management Meetings with the successful supplier.

9.3. Are you undertaking any community consultation as a part of the Social considerations of this procurement?

9.3.1. No

10. Environmental Considerations

Please speak with the Council's Sustainability Officer if you require assistance completing this section.

10.1. The Specification for this requirement requires the successful supplier to recycle materials and source sustainable products and food for its business operations.

11. Conclusion and Recommendation

11.1. The procurement of the catering service needs to go out to market, to ensure that the café is operated effectively and efficiently, to provide services for members of the community who use the facility and to provide catering services for events and galas that take place.

11.2. It is recommended that PGG approves the procurement of the catering services at Corby East Midlands International Pool through using the Request for Quotation process, and for the contract to start as soon as possible.

11.3. Due to the contract value being above the Council's established Key Decision Threshold (£500,000), a report will be presented to the Executive Committee, ahead of any procurement taking place.

12. External Consultants

If you intend to utilise any consultants, please list names and their organisations and their role in this procurement.

12.1. Turpin and Smale- Catering consultants (ad hoc support)

12.2. Anna Collins Projects LLP – GLaM client side Project Manager (link to GLaM construction project)

13. List of Annexes and Appendices

13.1. Equality Screening Assessment

13.2. Data Protection Impact screening questions

14. Officer to Contact

Please confirm details for the officer to contact if there are any queries.

- 14.1. Kerry Purnell (Assistant Director of Housing and Communities)
- 14.2. 07787 266210
- 14.3. kerry.purnell@northnorthants.gov.uk
- 14.4. 17/09/2021

15. Assistant Director Approval

Please confirm details for the Assistant Director who has approved this requirement.

- 15.1. Kerry Purnell (Assistant Director of Housing and Communities)
- 15.2. 07787 266210
- 15.3. kerry.purnell@northnorthants.gov.uk
- 15.4. 17/09/2021



North
Northamptonshire
Council

North Northamptonshire Council

1 NOVEMBER 2021 TO 28 FEBRUARY 2022

Published by: Democratic Services

Leader of North Northamptonshire Council: Councillor Jason Smithers

INTRODUCTION

This is the North Northamptonshire Council's Forward Plan. It is published pursuant to The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. Its purpose is to provide the required 28 days notice of the Council's intention to take 'key decisions' and to hold meetings or parts of meetings in private. It gives advance notice of all the "key decisions" and "exempt decisions" which the Executive or another body or officer so authorised are likely to take over a four month period. The Plan is updated on a rolling monthly basis.

The Members of the Executive are:	
Councillor Jason Smithers	Leader of North Northamptonshire Council
Councillor Helen Howell	Deputy Leader of North Northamptonshire Council Sport, Leisure, Culture and Tourism
Councillor Helen Harrison	Adults, Health and Wellbeing
Councillor Scott Edwards	Children, Families, Education and Skills
Councillor Harriet Pentland	Climate and Green Environment
Councillor Lloyd Bunday	Finance and Transformation
Councillor David Brackenbury	Growth and Regeneration
Councillor Graham Lawman	Highways, Travel and Assets
Councillor Andy Mercer	Housing and Community
Councillor David Howes	Rural Communities and Localism

The concept of a "key decision" is intended to capture the most important or significant decisions. "Key decisions" will normally be made at meetings open to the press and public. The press and public will only be excluded from such meetings as and when the Council's Monitoring Officer considers that this is necessary in order to avoid the public disclosure of confidential or exempt information.

The authority has decided that a Key Decision is one which is likely:-

- (a) to result in the authority incurring expenditure of which is, or the making of savings which are, significant; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more electoral wards in the area of the authority."

The Council has decided that significant expenditure or savings are those amounting to above £500,000.

In determining the meaning of "*significant*" for these purposes North Northamptonshire Council will also have regard to any guidance for the time being issued by the Secretary of State in accordance with section 9Q of the Local Government Act 2000.

At times it may be necessary for the North Northamptonshire Council to give consideration to items where the public may be excluded from the meeting. Members of the public are excluded from meetings whenever it is likely that, in the view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed. This includes exclusion from access to any pertinent documents. Details of the exemption categories can be found in the 'Access to Information Procedure Rules' section in the Council's [Constitution](#). This plan provides advance notice of any items which may be held in private.

Paragraph 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 provides for members of the public to make representations to the Council on why an exempt item should be considered in public, rather than in private. Persons wishing to make such representations and/or obtain further details in respect of any issues referred to in the Plan should contact the undermentioned officer.

The Monitoring Officer may also include in the Forward Plan references to such other decisions, which are to be taken by the Council or any of its Committees or Sub-Committee or officers as they consider appropriate. These will be those decisions that are considered to be significant or sufficiently important and/or sensitive so that it is reasonable for a member of the public to expect it to be recorded and published.

All general questions or queries about the contents of this Forward Plan or about the arrangements for taking key decisions should be raised with Ben Smith, Democratic Services.

Please email: democraticservices@northnorthants.gov.uk

November 2021

Subject of the Decision:	Decision Maker	Is it a key decision?	Will it contain exempt information? /Reasons for exemption, if any	Consultation undertaken	Anticipated Date of Decision:	Report Author	Support documents (if any)
Capital Programme Update 2021/22	Executive	Yes	No		18 Nov 2021	Executive Director - Finance	
Budget Forecast 2021/22 as at Period 6	Executive	Yes	No		18 Nov 2021	Executive Director - Finance	
Capital Monitoring 2021/22 - Period 6	Executive	Yes	No		18 Nov 2021	Executive Director - Finance	
Review of Dry Waste Recycling Contract	Executive	Yes	No		18 Nov 2021	Executive Director - Place and Economy	
Local Council Tax Support Scheme 2022/23	Executive	Yes	No		18 Nov 2021	Executive Director - Finance	
Household Support Fund: Proposed Distribution of Funds 2021/22	Executive	Yes	No		18 Nov 2021	Executive Director - Place and Economy	
Major Road Network - Grant for Development Costs 2021/22 - A509 Isham Bypass	Executive	Yes	No		18 Nov 2021	Executive Director - Place and Economy	

Procurement of Contract for the Haulage and Treatment of Kerbside Collected Dry Recycling Material	Executive	Yes	No		18 Nov 2021	Executive Director - Place and Economy	
Food Safety and Food and Feed Standards Service Plan 2021-2023	Executive	Yes	No		18 Nov 2021	Executive Director - Place and Economy	
Bus Service Improvement Plan	Executive	Yes	No		18 Nov 2021	Executive Director - Place and Economy	
Rough Sleeping Accommodation Programme	Executive	Yes	No		18 Nov 2021	Executive Director - Adults, Communities and Wellbeing	
North Northamptonshire Waste & Recycling Policy & Street Cleansing Policies	Executive	Yes	No		18 Nov 2021	Executive Director - Place and Economy	
Modern Slavery Statement 2021-22	Executive	Yes	No		18 Nov 2021	Executive Director - Adults, Communities and Wellbeing	
Council Housing Policy Update	Executive	Yes	No		18 Nov 2021	Executive Director - Adults, Communities and Wellbeing	
Treescape Funding	Executive	Yes	No		18 Nov 2021	Executive Director - Place and Economy	
Corby Town Investment Plan - Programme of Projects	Executive	Yes	No		18 Nov 2021	Executive Director - Place and Economy	
Procurement of a Single Revenue and Benefits ICT System for North Northamptonshire	Executive	Yes	No		18 Nov 2021	Executive Director - Finance	

Approval to Purchase Six Properties for Temporary Accommodation in Kettering	Executive	Yes	No Fully exempt		18 Nov 2021	Executive Director - Adults, Communities and Wellbeing	
Extension of Current Contract for the Processing and Treatment of Waste Wood	Executive	Yes	No Fully exempt		18 Nov 2021	Executive Director - Place and Economy	
Future Provision of Services Provided by Wellingborough Norse	Executive	Yes	No Fully exempt		18 Nov 2021	Executive Director - Place and Economy	

December 2021

Subject of the Decision:	Decision Maker	Is it a key decision?	Will it contain exempt information? /Reasons for exemption, if any	Consultation undertaken	Anticipated Date of Decision:	Report Author	Support documents (if any)
Budget 2022/23 & Medium-Term Financial Plan	Executive	Yes	No		16 Dec 2021	Executive Director - Finance	
Local Economic Recovery and Growth	Executive	Yes	No		16 Dec 2021	Executive Director - Place and Economy	
Procurement of Shared Parts and Materials Suppliers - Housing Property Services	Executive	Yes	No		16 Dec 2021	Executive Director - Adults, Communities and Wellbeing	
Gallery, Library and Museum Cafe Concession Contract	Executive	Yes	No		16 Dec 2021	Executive Director - Adults, Communities and Wellbeing	
Afghan Refugee Resettlement	Executive	Yes	No		16 Dec 2021	Executive Director - Adults, Communities and Wellbeing	
Extension of Current Contract for the Treatment and Disposal of Residual Waste	Executive	Yes	No		16 Dec 2021	Executive Director - Place and Economy	
Proposed amalgamation of Tennyson Road Infant and Alfred Street Junior Schools	Executive	Yes	No		16 Dec 2021	Executive Director – Children’s’ Services	

Extension of Current Contract for the Dry Recycling Disposal Services Contract (Wellingborough)	Executive	Yes	No		16 Dec 2021	Executive Director - Place and Economy	
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January 2022

Subject of the Decision:	Decision Maker	Is it a key decision?	Will it contain exempt information? /Reasons for exemption, if any	Consultation undertaken	Anticipated Date of Decision:	Report Author	Support documents (if any)
Budget Forecast Update 2021/22	Executive	Yes	No		13 Jan 2022	Executive Director - Finance	
Capital Programme Update 2021/22	Executive	Yes	No		13 Jan 2022	Executive Director - Finance	
Housing Development - Former Grange Methodist Church Site, Kettering	Executive	Yes	No Part exempt		13 Jan 2022	Executive Director - Adults, Communities and Wellbeing	
Community Asset Transfer Policy	Executive	Yes	No		13 Jan 2022	Executive Director - Place and Economy	
Asset of Community Value Policy	Executive	Yes	No		13 Jan 2022	Executive Director - Place and Economy	
Community Programme to Support Growing, Cooking and Eating of Healthy Foods	Executive	Yes	No		13 Jan 2022	Executive Director – Public Health	

February 2022

Subject of the Decision:	Decision Maker	Is it a key decision?	Will it contain exempt information? /Reasons for exemption, if any	Consultation undertaken	Anticipated Date of Decision:	Report Author	Support documents (if any)
Budget Forecast Update 2021/22	Executive	Yes	No		10 Feb 2022	Executive Director - Finance	
Capital Programme Update 2021/22	Executive	Yes	No		10 Feb 2022	Executive Director - Finance	

March 2022

Subject of the Decision:	Decision Maker	Is it a key decision?	Will it contain exempt information? /Reasons for exemption, if any	Consultation undertaken	Anticipated Date of Decision:	Report Author	Support documents (if any)
Tree Strategy and Policy	Executive	Yes	No		17 Mar 2022	Executive Director - Place and Economy	
Pollinator Strategy	Executive	Yes	No		17 Mar 2022	Executive Director - Place and Economy	

EAP Service Delivery, Performance and Customers

Chair: Councillor Lloyd Bunday

Committee Officer: David Pope

Decision/Item	Summary of Item	Report Author	Exempt Item	6 Dec 2021	17 Jan 2022	28 Feb 2022	21 Mar 2022	12 May 2022
Extension of current contract for the Treatment and Disposal of Residual Waste	To approve the Extension of current contract for the Treatment and Disposal of Residual Waste	Graeme Kane	N					
Transformation Communication Update	To provide details of the proposed transformational activity, opportunities and benefits	Lisa Hyde	N					
Corby Town Fund - Multi-Use Building Update	To provide the Service Delivery, Performance and Customers Executive Advisory Panel with an update in relation to the Corby Town Fund and Multi-Use Project	Valerie Finke	N					
Procurement of Catering Services at Kettering Library and Alfred East Gallery (GLaM project)	Approval to procure a concessionary contract for the new café within the GLaM site.	Kerry Purnell	N					

Decision/Item	Summary of Item	Report Author	Exempt Item	6 Dec 2021	17 Jan 2022	28 Feb 2022	21 Mar 2022	12 May 2022
Forward Plan for Executive	To receive the Forward Plan for Executive	Lisa Hyde	N					
Levelling-up of Garden Waste Collections	To consider and make recommendations to the Executive in respect of garden waste collections	George Candler	N					
Parking Enforcement/Strategy	To receive information on the current situation regarding parking enforcement and future parking strategy in North Northamptonshire	George Candler	N					
Dumped Vehicle Strategy	To receive an update on the current strategy for the removal of dumped vehicles	George Candler	N					