

Public Document Pack



Meeting: EAP Service Delivery, Performance and Customers
Date: Monday 21st March, 2022
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 Lloyd Bunday (Chair), Jean Addison, Kirk Harrison, Bert Jackson, Ian Jelley, King Lawal and Richard Levell

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

Agenda			
Item	Subject	Presenting Officer	Page no.
01	Apologies for Absence		
02	Members' Declarations of Interest		
03	Minutes of the Meeting Held on 6th December 2021		3 - 8
Items for Discussion			
04	Transfer of Raunds Library to Become Fully Community Managed	Kerry Purnell	9 - 58
05	Chester House Estate - Revised Business Plan	Kerry Purnell	Presentation
06	Draft Transformation Prioritised Plan 2022-25 - Inspiring Improvement	Katie Jones/ Rochelle Mathieson	59 - 62
07	Executive Forward Plan and Panel Work Programme	Lisa Hyde	63 - 72

This agenda has been published by Democratic Services.

Committee Administrator: David Pope

☎01536 535661

✉david.pope@northnorthants.gov.uk

Public Participation

Executive Advisory Panels are not subject to the full Local Government Act 1972 (as amended). Public meeting requirements do not apply for these meetings. If you wish to attend the meeting, please contact the named Democratic Services Officer or email democraticservices@northnorthants.gov.uk

Members' Declarations of Interest

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

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

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

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

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

Press & Media Enquiries

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

Public Enquiries

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

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

At 9.30 am on Monday 6th December, 2021 in the Lahnstein Room, Kettering Municipal Offices, Bowling Green Road, Kettering, NN15 7QX

Present:-

Members

Councillor Lloyd Bunday (Chair)
Councillor Jean Addison

Councillor Bert Jackson

Officers

Lisa Hyde – Director of Transformation
Graeme Kane – Assistant Director Highways and Waste
Kerry Purnell - Assistant Director Housing and Communities
Rochelle Mathieson – Head of Transformation – Partnerships & Design
Katie Jones - Head of Transformation – Delivery
Val Finke – Economic Development Officer
Stephen Phillips – Waste Contracts and Environment Manager
Victoria Phillipson – Principal Property & Projects Manager
David Pope – Senior Committee Administrator

45 Apologies for Absence

Apologies for absence were received from Cllrs Richard Levell and Ian Jelley.

46 Members' Declarations of Interest

No declarations were received.

47 Minutes of the Meeting Held on 1st November 2021

RESOLVED that: The Service Delivery, Performance and Customers Executive Advisory Panel agreed the minutes of the meeting held on 1st November 2021 as a true and accurate record of the meeting.

48 Notification of requests to address the meeting

None.

49 **Extension of current contract for the Treatment and Disposal of Residual Waste**

Members of the panel received a report that sought consideration of the disposal of residual waste in North Northamptonshire beyond March 2023 with a view to informing the decision of Executive at its meeting on 16th December 2021.

The meeting noted the background to the existing contract for the treatment and disposal of residual waste signed in 2013 that had an initial term of seven years and was therefore originally due to have expired on 31st March 2020. However, as the contract was extendable in increments for up to a further five-year period within the original terms, a decision was made to extend the contract to 31st March 2023 by the former County Council in February 2019.

The meeting heard that a decision to extend the current contract by a further two-years to 2025 would allow additional time for the formulation of a full Waste Strategy and would add to the harmonisation programme as well as securing treatment facility capacity while continuing with existing terms and conditions.

Members asked questions in relation to:

- The number of operators offering the disposal of residual waste service
- How contractors accommodated additional waste generated as a result of the increase in new-build properties
- The scope of work involved in the Council creating its own Waste Strategy
- How the Council ensured that service provision adhered to the performance management framework

It was **RESOLVED** that the Executive Advisory Panel:

- i) Noted the requirement to make arrangements for the treatment and disposal of residual waste in North Northamptonshire Council; and
- ii) 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
- iii) Recommended to the Executive that the current contract for the disposal of residual waste in North Northamptonshire be extended to 31st March 2025

50 **Draft Transformation Update for Review and Comment**

The panel was asked to consider and provide comments on the draft quarterly Transformation Update that sought to provide details on the transformational activity across North Northamptonshire Council and offered an opportunity to celebrate the success and achievements as transformation was delivered.

It was noted that the Transformation Team was in the process of developing a coherent communication plan for members, with the draft update before the panel

being once facet of this plan. It was noted that the document contained a Programme Overview and timescales for ongoing projects relating to:

- Disaggregation
- Critical Business
- Service Improvement Structure

Members noted that there would be face-to-face sessions held in January/February which would provide further information regarding transformation progress and further details supplied in relation to specific ongoing projects.

Member feedback was encouraged, with the panel approving of the layout of the document, as well as the level of content and detail contained within it.

51 Corby Town Fund - Multi-Use Building Update

The panel received a report that sought to provide an update in relation to the Corby Town Fund and Multi-Use Project.

The panel heard that in September 2019, the Department of Levelling Up, Housing and Communities had announced 101 towns who were eligible to bid for up to £25m through the Towns Fund, the objective of which was to drive sustainable economic regeneration for long-term economic and productivity growth. Corby was one of the towns eligible to bid for funding, with a successful bid attracting a total of £19.9m for four projects detailed within Corby's Town Investment Plan in connection to the Town Fund. These projects were:-

- Sixth Form College at Chisholm House - Chisholm House, would be repurposed 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.
- Multi-use Building - The project was for a multipurpose facility to provide permanent new accommodation for a modern Arts and Community Centre, as well as meeting the identified demand for creative, media and the third sector uses.
- 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 would 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 sought to establish Corby as a smart and green town centre through harnessing connected and clean technologies. Using the latest connected and smart technology to enable monitoring of flows of pedestrians, cyclists, motorists, shoppers, and visitors to understand the present and predict the future.

In regard to the Multi-Use Building, work was underway to formulate terms and conditions for the site, followed by the commissioning of a robust study on the

potential uses and requirements of this building. Following on from this would be the design works, directly feeding into the business case to be submitted to government by June 2022. The successful completion of the business case would unlock the funding and allow the project to move into the implementation stage which was anticipated to commence in 2022/23.

Members welcomed the project and thanked officers for all their work in connection with the successful funding bid. The panel asked questions in regard to potential completion dates and uses for the Multi-Use Building.

52 Procurement of Catering Services at Kettering Library and Alfred East Gallery (GLaM project)

The meeting received a report that asked the panel to consider the procurement of the Catering services at Kettering Library and Alfred East Gallery as part of the 'GLaM' development, with a view to informing the decision of Executive at its meeting on 16th December 2021. The report also asked 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.

The meeting heard that as part of the as part of the business plan development for the ongoing project development, an options appraisal had been commissioned to evaluate whether an inhouse/lease or concession model would be the best option for the catering provision at the site. The report had recommended a concession model operated by a local supplier.

It was noted that the café needed to be managed by a dedicated catering manager/business, to enable it to develop, deliver the services required in the facility, and to ensure profitability. It was therefore proposed that a procurement exercise be undertaken to identify a suitable concession supplier to manage the catering provision within the facility, with approval sought from the Executive in this regard.

Members asked questions in regard to the Blitz Café that was located adjacent to the development and noted that communication with the operators was ongoing and that they would have the opportunity to bid as part of the procurement process.

It was **RESOLVED** that the Executive Advisory Panel recommended to Executive that:

- i) The procurement process as outlined in the report to be approved; and
- ii) That authority be delegated 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

53 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.

Chair

Date

The meeting closed at 10.43 am

This page is intentionally left blank



SERVICE DELIVERY, PERFORMANCE & CUSTOMERS EXECUTIVE ADVISORY PANEL

21st March 2022

Report Title	Transfer of Raunds Library to become fully community managed
Report Author	David Watts, Executive Director, Adults, Communities and Wellbeing Author: Carl Dorney, Library Service Manager Carl.dorney@westnorthants.gov.uk
Lead Member	Cllr Helen Howell, Executive Member for Sport, Leisure, Culture & Tourism

List of Appendices

Appendix A – Business Plan (Exempt): The business plan provided by the Academy Trust and the Raunds Community Library Trust follows a set template used for all the community managed library transfers. It includes the mobilisation workplan and the financial spreadsheet.

Appendix B – Raunds Community Library Financial Detail March 2022 (Exempt): The cash flow projections that accompany the Business Plan.

Appendix C – Raunds Library Start up Work Plan March 2022 (Exempt) : The work plan timeline referred to in the business plan.

1. Purpose of Report

- 1.1. This report is to inform the EAP of the intention to seek approval from the Executive to progress with the transfer of Raunds Library to become Community Managed under the same financial conditions that were offered to the other community managed libraries.

2. Executive Summary

- 2.1. Since the Library Transformation programme began in 2018, under the former County Council, work has been ongoing to transfer those libraries which were not required as part of the statutory library provision, to be community managed by local groups. To date, seven libraries in North Northamptonshire have successfully transferred to this model.
- 2.2. Conditions for the transfer were that the Council would continue to provide computer systems and hardware, existing and new book stock and a level of professional support to enable the library to remain part of the network of libraries countywide. This was on the condition that the community-led group put forward a viable business plan outlining how they intended to cover the costs of the property which houses the library and any staffing required to run the library, whether paid or volunteer.
- 2.3. Where library buildings were owned by the Council a reduction of 40% of the market rent was offered to groups wishing to lease the building from the Council for the purpose of providing a community managed library.
- 2.4. The Raunds Community Library Trust (RCLT) has been running the library in Raunds since October 2020 under a Tenancy at Will provided by the Council on the understanding that a viable business plan would need to be forthcoming in order for the library to be transferred to be community managed.
- 2.5. Negotiations between RCLT and the Raunds Town Council have been ongoing but no viable business case was put forward and as a result of the pandemic meant that progress towards a viable plan stalled for some time.
- 2.6. An Academy Trust with experience in financing and running another Community Managed Library in North Northamptonshire (Rothwell) has very recently partnered with RCLT and together they have produced a business plan (Appendix A) which has been reviewed and assessed as viable.
- 2.7. Approval will be sought from Executive at its meeting on 14th April 2022 to progress with the transfer of Raunds library to a fully community managed library.

3. Recommendations

- 3.1. It is recommended that the Executive Advisory Panel:
 - a) Notes the business plan (Appendix A) and the request to be made to Executive at its meeting on 14th April 2022 to approve the transfer of Raunds Library to be community managed by the Academy Trust and Raunds Community Library Trust (RCLT)
 - b) Notes the request to Executive at its meeting on 14th April 2022 to approve the 40% reduction in rent payable by the Academy Trust and Raunds

Community Library Trust (RCLT) for the lease of the existing library building to preserve the integrity of the Library Transformation Programme and ensure parity between this community managed library and all other community managed libraries in Northamptonshire.

- 3.2 Reason for Recommendation: The approval of these recommendations will ensure that the library can continue to operate in Raunds as part of the existing library network at no cost to the Council, providing access to core library services including free public internet access for citizens.
- 3.3 Alternative Options Considered: No other viable business plan has been forthcoming since Northamptonshire County Council approved the recommendations in the report dated 14th May 2018, and in accordance with the decision taken by Northamptonshire County Council Raunds library would be closed and the property re-used or disposed of by North Northamptonshire Council.

4. Report Background

- 4.1. In 2017, as part of the requirement for Northamptonshire County Council to manage its financial challenges and produce a legal budget a detailed needs analysis was carried out to identify which of the county's 36 libraries were required in order for the Council to meet its statutory duty of delivering "...a comprehensive and efficient library service..." as set out in the Public Libraries and Museums Act 1964.
- 4.2. The result was that 15 libraries were identified as being statutorily required. 3 options were proposed for consideration and an extensive public consultation undertaken about the proposed options. The preferred option as for the remaining 21 non-statutory libraries to be offered out to local community organisations to be run as community managed libraries with support from the Council. If no group came forward with a viable business case for a particular library, then that library would close.
- 4.3. In February 2018, Northamptonshire County Council received an advisory notice from their auditors that their proposed budget would not meet legal requirements. The Council took the decision that they could no longer support a community managed offer and any of the 21 libraries wishing to stay open would need to be run independently. This was not one of the options that had been consulted on and the Council was subject to a Judicial Review, at which point the process was halted.
- 4.4. During the Judicial Review a new Chief Executive joined the Council and restored the original proposal to offer the non-statutory libraries to be community managed with some support from the Council.
- 4.5. Conditions for the transfer of libraries were that the Council would continue to provide computer systems and hardware, existing and new book stock and a level of professional support to enable the library to remain part of the network

of libraries countywide. For their part the community group had to put forward a viable business plan outlining how they intended to cover the costs of the property which houses the library and any staffing required to run the library, whether paid or volunteer.

- 4.6. In recognition of the contribution that the organisations were making and the value to local communities of having local access to library facilities, the Council agreed to offer a 40% reduction on market value rent costs to those organisations wishing to lease the library building for the purpose of running a community managed library.
- 4.7. A process was put in place for community organisations to submit business plans for review by the Council in order to assess their viability and progress them to be transferred.
- 4.8. The first library to transfer was Roade Library which became community managed in October 2019 and other libraries have followed as they have been able to demonstrate the financial viability of their business plans.
- 4.9. There are currently 15 community managed libraries operating successfully countywide with 7 of these being in North Northamptonshire.
- 4.10. The onset of the pandemic and the requirements to close public libraries during the lockdowns from March 2020 had a significant effect on community groups that were still working towards transfer and so some, including Raunds, were delayed.
- 4.11. To ensure continuity of library services from Raunds library the Raunds Community Library Trust began to run the library with volunteers under a temporary Tenancy at Will provided by the County Council, re-opening the library in October 2020 once restrictions were eased.
- 4.12. Following the disestablishment of the County Council and the creation of North Northamptonshire Council, responsibility for the library service and the library properties in the North transferred to the new Council on April 1st 2021.
- 4.13. A business case has now been received from Raunds Community Library Trust in partnership with an Academy Trust which is assessed as viable. As responsibility for libraries now sits with North Northamptonshire Council, approval is required from the Executive to proceed with the transfer of Raunds Library to become community managed under the same terms as all previous libraries which have been transferred.

5. Issues and Choices

- 5.1. The Raunds Community Library Trust (RCLT) have been successfully running the library facility under a Tenancy at Will for many months and officers are confident that the group have the means to fulfil their role in delivering library operations. However, without external funding their model would not be sustainable as the group could not take on full responsibility for the building.

Over the last few years, with support from the Library Service managers, the group have sought funding streams and opportunities but have been unable to obtain enough to become self-sustainable. It is unlikely that given more time an alternative viable solution will be forthcoming.

5.2. The Academy Trust have experience in jointly managing another successful community managed library in North Northamptonshire. Their business case demonstrates the synergies between the objectives of the Academy and those of the Library Service. Not only does the partnership enable the financial viability of the library but it also provides opportunities for young people to gain valuable learning, skills and experience from working within a library environment. This added value brings benefits to the local community of Raunds as well as providing opportunities for students to become responsible citizens, successful learners and confident individuals. The full Business Case for the proposal for these two Groups to work together to deliver a Community Managed Library in Raunds is in the **Appendix A**, but in summary.

5.3. The Objectives of the Academy are:

- a) to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing, by establishing, maintaining, carrying on, managing and developing a school specially organised to make special educational provision for pupils with Special Educational Needs offering a broad and balanced curriculum.
- b) to promote for the benefit of the inhabitants of the areas in which the Academy is situated the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants.

5.4 The shared aims of the Academy and RCLT are:

- to encourage reading and the love of books by providing library services
- to provide a safe welcoming place to meet for community residents
- to enable lifelong learning by providing access to a variety of educational and reference materials
- to promote digital literacy and internet access
- to help people access information via a number of formats
- to provide a helpful and safe space to study
- to enrich cultural life
- to become a key part of the community with links to local schools and other voluntary organisations
- to provide a venue for all ages of the public in Raunds and the surrounding area to relieve isolation and loneliness and enhance social wellbeing

5.5 In the short term, planned deliverables are:

- The library will look to operate its book lending service for 12 hours a week, with a view to increasing this within 12 months.
- Introduce new - and continue successful - activities to encourage increased use of the library
- Homework Club and holiday activities
- Develop a professional website which will be a key place for information on events, workshops and trips and will be used to book places and room hire
- Outreach service to residents who cannot readily access the library services

6. Next Steps

- 6.1. Once the Executive have approved the attached business plan the library service will update the existing Service Level Agreement with the Raunds Community Library Trust to reflect the full transfer.
- 6.2. The Council will liaise with the Academy Trust to get the terms of the lease agreed for the building and once this is formalised and signed the current Tenancy will be terminated.
- 6.3. The Raunds library will be officially a community managed library in North Northamptonshire and will be run in accordance with the Service Level Agreement.

7. Implications (including financial implications)

7.1. Resources and Financial

- 7.1.1. Council Officers have reviewed the business plan and are confident that the proposals are financially viable.
- 7.1.2. Following the signing of the lease, NNC will receive rent payments from the Academy Trust of the market rate with 40% discount. The full market rent is £17,000 pa, so the discounted rate payable is £10,200 pa. The building is owned outright by NNC and all of the associated running costs are currently paid for by the Council. The proposed lease arrangement will bring in additional income for the Council alongside the fact that the running costs will be borne by the new occupants. The only costs to the Council of the proposed new arrangement are the costs of maintaining the IT systems and lending stock that make the operation of a public library system possible. Details of the provision by the Council and the expectations of the Group taking on the running the library offer are contained in the Service Level Agreement.
- 7.1.3. This will be discussed in detail with the Group before it is signed by all parties.

7.2. Legal and Governance

7.2.1. There are no legal implications arising from the proposals other than those associated with leasing the property.

7.2.2. Under the Public Libraries and Museums Act of 1964 the Local Authority has a duty to provide a 'comprehensive and efficient' library service. This wording has always been open to interpretation. NCC undertook a Needs Analysis to identify which libraries were required to make up the statutory offer. Raunds Library does not form part of that statutory offer, so the Council has no legal duty to maintain a public library in this locality. The Community Managed Library programme was instituted by the former NCC as a way of maintaining library provision in as many locations as possible across the county at minimal cost to the Council. The proposed lease arrangement will be for a term of 6 years and 364 days as the Academy is not permitted to sign of lease of 7 years or more. This will be a full repairing lease.

7.2.3. The relationship between the Council and the Group taking on the running of the library will be managed under a Service Level Agreement as mentioned above. Whilst this is not a legal document, it is signed by both parties in good faith. The performance of the Group running the Community Managed Library is regularly monitored against the Service Level Agreement and an improvement plan will be put in place if necessary.

7.2.4. In summary NNC will provide:

- Access to Library Management System (LMS), Self-service and computer terminal for this purpose
- Connection to the Public Service Network - allowing access to library systems
- Initial book stock at agreed level
- An agreed amount of annual new/top up stock
- Agreed number of People's Network terminals for public internet access
- Initial training (to be cascaded)
- Support from Community Co-ordinator
- Stock reservation service and regular deliveries
- Membership cards
- A Service Level Agreement

7.2.5. Group running the library to provide:

- Secure, accessible premises
- Appropriate minimum opening hours to be agreed
- Access to online services via the People's Network provided
- All associated property running costs
- Indemnity and other insurances
- All staffing, paid or voluntary
- DBS costs as appropriate
- Sound Business Plan to be agreed with NNC

- Agreement to a code of conduct
- Performance data on an ongoing basis
- Printing/copying (if required)
- Annual financial report demonstrating re-investment into library of income generated through library fines and fees
- Public Liability Insurance - each Group will need to apply and provide information for their individual circumstances and then be reimbursed by WNC

7.2.6. Property: Lease/sale agreements where applicable will need to be agreed with WNC Property Services, as WNC are the Host Authority for the Library Service Management function.

7.3. Relevant Policies and Plans

7.3.1. Maintaining a community managed library in Raunds contributes to the following priorities outlined in the Corporate Plan:

- (a) “Active, fulfilled lives” – Improved accessibility and use of leisure, culture, art and sport. Provide Enhanced support to improve mental health and wellbeing.
- (b) “Better, brighter futures” – Ensure every child has equal access to a high standard of education. Promote better training, further education and employment opportunities for young people,
- (c) “Safe and thriving places” – Strengthen the cultural identity of towns, villages and rural communities. Help town centres and villages respond to changing trends.
- (d) “Connected communities” – Inform and listen to our communities, giving them a greater say in their future. Empower a thriving voluntary and community sector.
- (e) “Modern public services” – Provide good quality and efficient services valued by our customers.

7.4. Risk

7.4.1. If the business plan is not approved or the standard 40% discount on the lease is not agreed, then the likelihood of the RCLT being able to find an alternative sustainable funding source is very low.

7.4.2. Without external funding RCLT will be unable to take on the library as fully community managed and the library may be at risk of closure in accordance with the NCC Cabinet decision outlined in **Appendix B** – NCC Cabinet paper 14th May 2019.

7.4.3. If any decision taken by the Council contradicts any of the previous procedures followed under the Library Transformation Programme initiated by the County Council, then the Council exposes itself to risk of challenge from other community managed libraries who have been through that process.

7.5. Consultation

7.5.1. A full public consultation took place in 2017/18 on the future of each of the libraries in Northamptonshire including the proposed transfer of non-statutory libraries to community management. This is detailed in the NCC Cabinet paper – 14 May 2019 Item No: 14 – and Appendix A Library Proposals Against Needs Assessment.

7.5.2. Raunds Town Council have been kept informed of the development of the business plan, and the proposed partnership with the Academy Trust was presented to the Town Council at a meeting held on Tuesday 8th March 2022.

7.6. Consideration by Executive Advisory Panel

7.6.1. This report is being considered by the EAP at its meeting on 21st March 2022

7.7. Consideration by Scrutiny

7.7.1. This proposal has not been considered by Scrutiny Committee.

7.8. Equality Implications

7.8.1. Full EQIAs were completed as part of the 2017/18 public consultations. The provision of community managed libraries was part of the mitigations proposed concerning the potential closure of a council managed library.

7.8.2. By enabling Raunds library to remain part of the Library Network as a community managed library, there will be no adverse effects on any individuals within the 9 protected characteristics outlined in the Equality Act (2010).

7.9. Climate Impact

7.9.1. Enabling Community Managed Libraries to remain part of the library network means that those in Towns/Villages without a Statutory council managed library, have easy access to the library service and other associated services without the need to travel. This contributes to the Carbon reduction targets.

7.10. Community Impact

- 7.10.1. Libraries play an important role in Place Shaping and act as community hubs for local residents. They provide local access to a range of relevant services and help to support and galvanise resilient local communities.
- 7.10.2. By maintaining an access point in Raunds for library and other council services the local community will be able to access the support and information they need locally.
- 7.10.3. Community managed libraries are able to tailor their services and activities to the local and changing needs of their communities giving them more say in what their library delivers.

7.11. Crime and Disorder Impact

- 7.11.1. None identified

8. Background Papers

NCC Cabinet paper - 14 May 2019 - Agenda Item No: 14 - and Appendix A Library Proposals Against Needs Assessment

This paper outlines the background of the library Transformation Programme, the consultation and proposals including those for Raunds library.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank



THE
CHESTER HOUSE
ESTATE

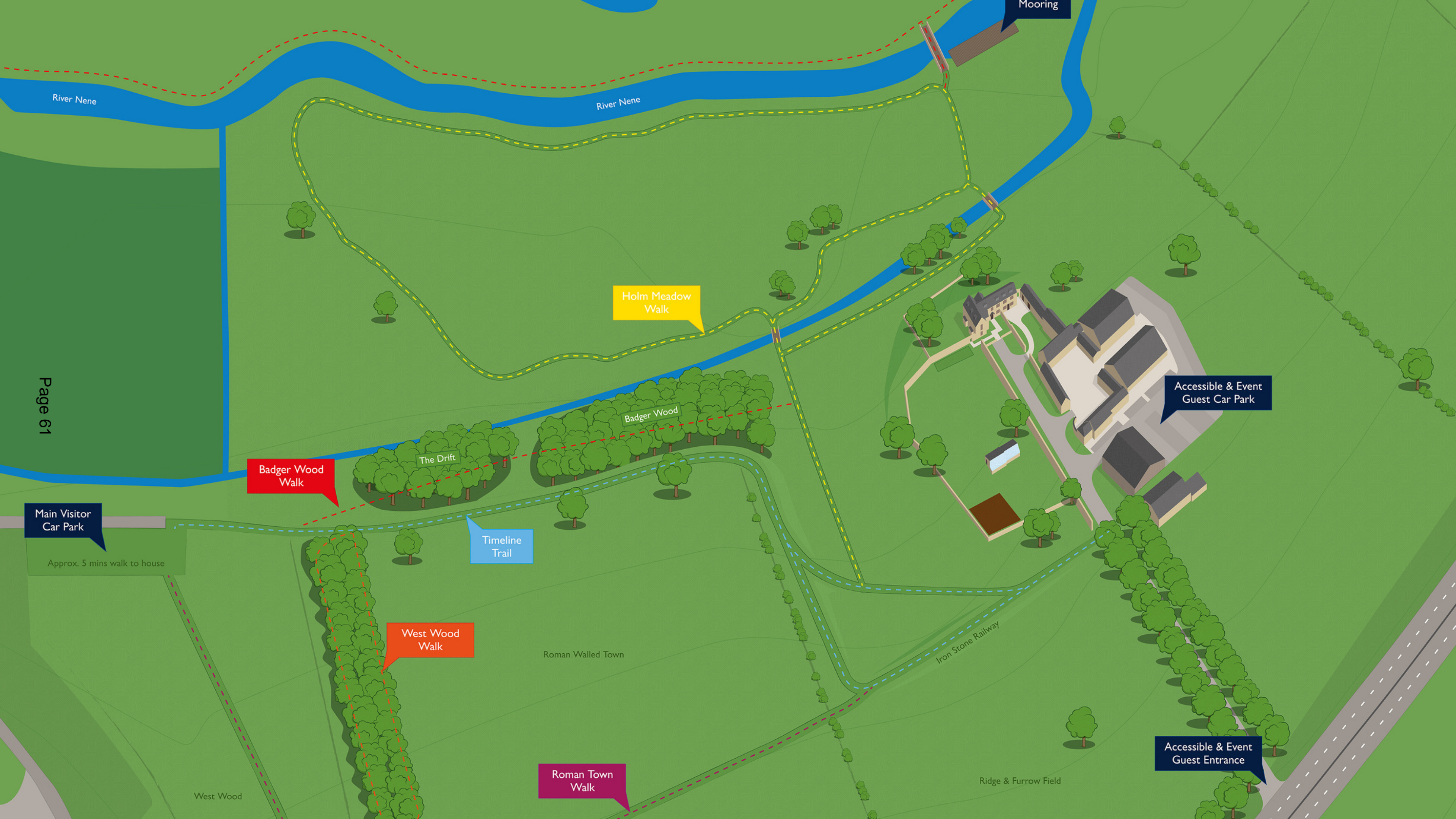
*Operational and Financial Update
March 2022*

OUR VISION

- **Connecting** the people of Northamptonshire to their 10,000 year story
- Having the **community** at the heart of all we do
- Delivering a pioneering and diverse education programme, **accessible** for all ages
- Offering a free to enter estate, for **everyone**
- Being financially **sustainable** with an innovative commercial offering
- Establishing, promoting and growing **local** businesses, produce and tourism
- Caring for and **preserving** our natural and historical landscape
- Improving the **wellbeing** of local residents
- Preserving the publicly accessible **archaeological** archives



THE
CHESTER HOUSE
ESTATE



River Nene

River Nene

Mooring

Holm Meadow Walk

Accessible & Event Guest Car Park

Badger Wood Walk

The Drift

Badger Wood

Main Visitor Car Park

Timeline Trail

Approx. 5 mins walk to house

West Wood Walk

Roman Walled Town

Iron Stone Railway

Roman Town Walk

Accessible & Event Guest Entrance

West Wood

Ridge & Furrow Field

UPDATED FINANCIAL FORECAST

Revised Business Plan

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6
NNC Contributions	£ 298,244.00	£ 298,244.00	£ 283,331.00	£ 269,165.00	£ 255,706.00	£ -
Footfall Projections	51,670	133,200	140,000	160,000	190,000	225,000
Business Plan Income	£ 230,787.00	£ 695,218.00	£ 780,550.00	£ 860,670.00	£ 934,700.00	£ 1,060,070.00
Business Plan Expenditure	£ 503,290.00	£ 959,947.24	£ 970,900.00	£ 990,000.00	£ 995,000.00	£ 1,010,000.00
Profit / Loss	£ 25,741.00	£ 33,514.76	£ 92,981.00	£ 139,835.00	£ 195,406.00	£ 50,070.00

Following the opening period the team have revised the business plan following new data and visitor feedback. We have also now established the real cost of running the site in terms of utilities, casual staffing and operational costs.

Due to the financial success of certain commercial generation departments, we have increased our projected income for future financial years. This includes our catering offering (now budgeting circa £1000 per day (compared to £600 previously), 30% increase in accommodation occupancy and 40% additional income with our events and programming offer which has proved very popular in opening months (Pumpkins and Father Christmas)

The numbers above will continue to evolve, develop and reforecast as we grow as a business.

Previous vs Revised Plans

Previous Business Plan (Aug 2021)

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6
NNC Contributions	£ 298,244.00	£ 298,244.00	£ 283,331.00	£ 269,165.00	£ 255,706.00	£ -
Footfall Projections	66,600	133,200	140,000	160,000	190,000	225,000
Business Plan Income	£ 313,300.00	£ 624,423.00	£ 637,348.00	£ 731,947.00	£ 864,750.00	£ 1,019,550.00
Business Plan Expenditure	£ 726,144.00	£ 744,974.00	£ 780,426.00	£ 852,366.00	£ 902,649.00	£ 983,950.00
Profit / Loss	£ -114600.00	£ 177,693.00	£ 140,253.00	£ 148,746.00	£ 217,807.00	£ 35,600.00

Revised Plan (March 2022)

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6
NNC Contributions	£ 298,244.00	£ 298,244.00	£ 283,331.00	£ 269,165.00	£ 255,706.00	£ -
Footfall Projections	51,670	133,200	140,000	160,000	190,000	225,000
Business Plan Income	£ 230,787.00	£ 695,218.00	£ 780,550.00	£ 860,670.00	£ 934,700.00	£ 1,060,070.00
Business Plan Expenditure	£ 503,290.00	£ 959,947.24	£ 970,900.00	£ 990,000.00	£ 995,000.00	£ 1,010,000.00
Profit / Loss	£ 25,741.00	£ 33,514.76	£ 92,981.00	£ 139,835.00	£ 195,406.00	£ 50,070.00

Although income has grown considerably between the two plans due to income received in this and deposits taken for upcoming years, costs are also due to increase due to more staffing being needed and increase in hourly rate from NMW to the real living wage. Y2 Historic England grant has been removed (£90k) from the revised plans but we are still on track to achieve this.

PROGRESS / ACHIEVEMENTS OCT - JAN



5,800 Likes
6,500 Followers
1.2m views



2,065 Followers



588 Followers



242,560 visits between
October-Dec 2022



18,500 views of Launch
Documentary between Oct -
Dec 2022

BRAND, WEBSITE, SOCIALS

Oct - Jan Progress / Achievements

- Launch Documentary in October seen over 18,500 times
- NNC / NLHF Engagement with retweets/sharing and collaborative posts
- Facebook Live tours well engaged with over 2000 views each time (Oct, Dec)
- Facebook reviews (100 received) are 4.9/5 stars
- Facebook messages average message response time is 2.4hrs
- CT student engagement with running social media channels
- 7 outreach events for engagement including local rotary clubs and U3A

Plans Ahead

- Launch of Tik-Tok platform and engagement (younger audience)
- Online lessons and virtual visits via the website
- 'Whats in the box' engagement to start in Feb 2022
- Events page with all events and programme for CHE and elsewhere in NNC to launch Spring 2022.
- Online wedding and B&B virtual tours

PROGRESS / ACHIEVEMENTS OCT - JAN CONTINUED

FACILITIES, ESTATE AND MAINTENANCE

Oct - Jan Progress / Achievements

- All team members have had fire safety / marshal training
- All team members have received first aid training including use of a De-fib
- The facilities teams have engaged with local emergency services sharing and developing emergency procedure manuals
- The team have engaged with NNC insurers to ensure is up-to-date and they are satisfied with operations
- An iPhone APP has been developed to improve prioritisation of jobs and management. This is working extremely well to date.
- Major tree works have taken place to clear much of the dead wood from trees across the site.

Plans Ahead

- Creating a compost area within the Orchard area
- To create a large chicken pen for the main site
- Continue developing footpaths through the woodland areas
- Final NE Stewardship works including fencing around the floodplane
- Creating private garden area for the B&B
- Planting the history garden (outside the dog shop area)
- Deliver in depth training for volunteers and staff members with machinery and vehicles
- Work with other departments in NNC (Country parks team) to learn and share new skills

LEARNING, ARC AND VOLUNTEERING

Oct - Jan Progress / Achievements

- HE Grant submitted for the ARC
- Over 20,000 boxes now successfully moved to the ARC
- First school booking received (Jan 2022)
- Safeguarding training delivered to all staff and volunteers
- Weekly learning workshops delivered to the community
- 47 Adult Learning workshops carried out on site

Plans Ahead

- Continued development of learning offering including virtual offering.
- UOL Archaeological dig and romans visit in June 2022.
- Emptying on Daventry ans West Northants archives stores

KEY EVENTS AND PROGRAMMING

Coming up in 2022

Feb - Outdoor Adventure Half Term Week

March-April - Easter Egg Hunt and Lambing

May - Dinosaur and Fossil Weeks / Queens Jubilee

June - Archaeological Digs and Heritage Weekend

July - Outdoor Cinemas, Theatres, Grand Opening

August - Woof Festival, Festivals, Food Fairs

September - Harvest Festivals, Pop Up Art Gallery

October - Pumpkins and Scare festival

November-December - Light shows, ice skating and Father Christmas



PROGRESS / ACHIEVEMENTS OCT - JAN CONTINUED

Income Generation

Oct - Jan Progress / Achievements

- New menu launched in the Cafe (27th December 2021)
- Roast dinners on the menu each Sunday
- 18 wedding deposits now collected
- B&B now launched (£12k in bookings to date - one week of being open!).
- Conferences now taking place across site each day. Large bookings being received.
- Exclusive hire for 2500 people (£30 per head) received for Sep 2022.
- Further development of Farmyard shopping offering with bookshop.
- All farmyard tenants have now extended contracts for an additional 12 months.

Plans Ahead

- Restaurant to open on selected evenings (starting valentines weekend).
- Christmas parties to take place in the barn over the Winter period.
- Take way pizzas and afternoon tea packages to start in the Spring.
- Memorial benches to launch in Jan 2022
- Online retail offering including selections from tenants
- Fresh milk machine
- Ice cream bike to launch



PROMOTING LOCAL TOURISM AND CULTURE

We have been working with a number of organisations since opening in October 2021 including -

- The Northamptonshire Heritage Forum and members
- North Northamptonshire Business Network
- Rushden Lakes
- Stanwick Lakes
- The NNC/WNC Country Parks Teams
- All Things Business
- Destination Nene Valley Partnership
- Nenescape
- Britain's Best Surprise
- U3A Group
- Semlep
- Wicksteed Park
- Made with Many
- Delapre Abbey Trust
- Wellingborough Business Network
- Knuston Hall



OTHER PROJECTS TO COME...

- Development of proposals for the empty B17
- The greenhouse restoration project
- A45 Directional Signage
- Claudius Way entrance sign
- Landscape interpretation
- Facilities accommodation (long term option)
- History Garden Interpretation
- Greenway Link Footpath





THE
CHESTER HOUSE
ESTATE

TEAM PROPOSAL

Following a busy and successful opening period we have learnt the following about our team -

- Currently short of Duty Managers to allow for Senior Managers days off / annual leave.
- There is Role missing for key jobs of banking, invoicing, general administration, internal comms, (newsletters etc) visitor queries and EPOS management. This currently sits with the Business Development Manager (out of hours).
- Key operational Kickstart Internship roles coming to an end. Currently leads with social media and b&b operations.
- The Operations Manager Role is currently too stretched with day-to-day operations with income generation being affected.
- Nenescape have offered to fully fund a full time Volunteer Officer position to support the every day offering, this will support the sustainability of the site (reduction of need of casual paid hours). This role would however need a direct report.
- Currently one person is leading on the all bookings and event sent up, to ensure a smooth operation in 22/23 this needs to be two roles. One for booking and customer management and one for set up and delivery.

We would like to propose the following changes -

- Introduction of Business Operations Manager.
- Current Operations Manager to move to commercial activities only. Commercial Operation Manager.
- Introduction of Events Assistant to support Commercial Operations Manager.
- Business Development Intern to move to Business, Retail and Finance Assistant role following completion of Nenescape funded Internship.
- Introduction of Volunteer Officer (Funded via Nenescape) 3-5 days per week dependant on funding.

Transformation Project Proposal Plan 2022-2025 (DRAFT)- CLT 150322

- Corporate Plan Priorities
1. Active Fulfilled Lives – Helping people live healthier, more active, independent and fulfilled lives
 2. Better Brighter Future - Caring for our young people, providing them with a high quality education and opportunities to help them flourish
 3. Safe and Thriving Places - Support a thriving and successful economy and a great place to live, learn, work and visit
 4. Green Sustainable Environment - Taking a lead on improving the green environment, making the area more sustainable for generations to come
 5. Connected Communities - Engaging and empowering our communities so they are able to shape their lives and area where they live
 6. Modern Public Services - Providing efficient, effective and affordable services that make a real difference to all our local communities

Key
 no fill= no priority category
 Deliver= Delivery within that year
Discovery / Design= looking at the 'as is' and developing the 'to be'

Benefit Theme	Directorate	Reference	Project proposal / Project Grouping	Project Description	Corporate Plan Commitments	2022/23	2023/24	2024/25	priority 22/23 In budget saving, political, critical business need, disaggregation	Benefits
Disaggregation	Adults	A19	Libraries Support Services	To enable service disaggregation successfully splitting hosted services	1, 2, 6	Deliver			Disaggregation	Localised support services focused on supporting delivery of a comprehensive and efficient library service and enabling a community hub focus
Disaggregation	Adults	A20	Shared Lives	To enable service disaggregation successfully splitting hosted services	1, 2, 6	Deliver			Disaggregation	To make the service and processes more streamlined to reduce time taken to process.
Disaggregation	Adults	A21	Visual Impairment Services	To enable service disaggregation successfully splitting hosted services	1, 6	Deliver			Disaggregation	Once disaggregated the service can review and improve processes for the customers
Disaggregation	Adults	A22	Adults Personal Budget Service (PBSS)	To enable service disaggregation successfully splitting hosted services	1, 6	Deliver			Disaggregation	Providing a full locally based advice and support service to recipients of Direct Payments including adults, children and families. Compliance to statutory requirements.
Disaggregation	Adults	A23	Approved Mental Health Practitioners(AMHP)	To enable service disaggregation successfully splitting hosted services	1,2,6	Deliver			Disaggregation	Localised service enabling tailoring to local demographic.
Disaggregation	Adults	A24	Assistive Technology Service, occupational health and minor adaptations	To enable service disaggregation successfully splitting hosted services	1,2,6	Deliver			Disaggregation	Localised service enabling tailoring to local demographic.
Disaggregation	Adults	A25	Public Health Management, Commissioning & Admin	To enable service disaggregation successfully splitting hosted services	6	Deliver			Disaggregation	Localised service tailored to local demographics to ensure better life outcomes for customers
Disaggregation	Adults	A26	Public Health Provider Services Wellbeing	To enable service disaggregation successfully splitting hosted services	6	Deliver			Disaggregation	Localised service tailored to local demographics to ensure better life outcomes for customers
Disaggregation	Adults	A27	School Swim Service	To enable service disaggregation successfully splitting hosted services	2, 6	Deliver			Disaggregation	Provision of a service to schools to allow them to provide statutory swimming and water safety elements of national curriculum
Service Improvement / Redesign	Adults	A02	Adults services liberty protection safeguards- implementing new code of practice	Implementation of new code of practice and process changes	1,6	Deliver			Critical business need	Compliance with legislation and deliver improved outcomes by putting the rights and wishes of people who are, or who need to be, deprived of their liberty at the centre of all decision-making.
Service Improvement / Redesign	Adults	A03	Emergency duty team review	To design and deliver the emergency duty team for adults, in response of pending service provider termination	1,2	Deliver			Critical business need	Enable closer working with partners and deliver a joined up, timely and person-appropriate service with one front door. We will have greater insight into the demand which will enable resource to be directed where it is of most benefit, providing improved outcomes to customers.
Service Improvement / Redesign	Adults	A04	Admission Avoidance: Rapid Response	Providing support following falls in the home to reduce hospital admissions and likelihood of long term social care	6	Discovery/ Design	Deliver		in budget savings	Work with partners to deliver a single, joined up service to people so they receive seamless support to enable them to stay in their own homes.
Service Improvement / Redesign, Rationalisation	Adults	A09	Housing Property Stores review - Merged supply chain for housing property services operatives	Merged supply chain for housing property services operatives	3, 6	Deliver			Critical business need	Improved service to tenants by reducing delays in receiving parts. Reduced costs in parts ordering, and economies of scale. Maximising operative time on site through efficient delivery/collection processes for parts and materials.
Service Improvement / Redesign	Adults	A01	Deprivation of Liberty Safeguards (DoLS) service review	To make the service and processes more streamlined to reduce time taken to process	1, 2, 6		Deliver		Critical business need	Review workflow and implement changes to increase efficiency and improve service delivery
Service Improvement / Redesign	Adults	A05	Transformation of Adults pathways and processes to ensure focus on client outcomes. (review of the target operating model/community hubs)	To review the target operating model / community hubs implemented for vesting day and evaluate opportunities to use best practice	1		Deliver		In budget savings	Implement best practice approaches to reduce delays and improve customer experience, support better decision making and reduce spend through a focus on prevention. Better use of Council assets, for a joined-up service.
Service Improvement / Redesign	Adults	A06	Future operating model for therapy services (promoting independence)	Review the 'as is' and best practice to implement the best operating model for therapy services; Include community equipment. dependency on front door, disabled adaptations.	1,6		Discovery/ Design	Deliver	Critical business need	Cost avoidance in reducing hospital demand and making better use of existing resources.
Service Improvement / Redesign	Adults	A07	Specialist Support Younger Adults (Provider Services Team)	Review the 'as is' and best practice to implement the best operating model for Specialist Support Younger Adults	1,2		Discovery/ Design	Deliver	Critical business need	Best practice approaches reduce delays and give people a better experience. Better decision making, reduced spend
Service Improvement / Redesign	Adults	A08	Future operating model for day services	Review the 'as is' and best practice to implement the best operating model for Day Services	1, 6		Discovery/ Design	Deliver	Critical business need	Best practice approaches support more people, increase independence, and give them a better experience. Better decision making, reduced spend

Service Improvement / Redesign	Adults	A10	Learning, Independence, Volunteering and Employment (LIVE)- service review	Review the 'as is' and best practice to implement the best operating model for LIVE	1,6		Deliver		Critical business need	Workflow is improved and implemented changes to increase efficiency and improve service delivery
Income Optimisation	Adults	A11	Improved Debt recovery - Recovery of monies owed	Review the 'as is' and best practice to implement the most efficient process to increase the amount of monies owed collected	6		Deliver		In budget savings	Best practice approaches improve debt recovery, reducing pressure on budgets.
Service Improvement / Redesign, Rationalisation	Adults	A12	Anti-social behaviour (ASB) review and restructure of Community Safety services (aggregation)	Review the 'as is' and best practice to implement the most efficient process to deliver community safety services	1, 2, 3, 5, 6		Discovery/ Design	Deliver		Clearer expectations of how ASB cases are managed, consistent best practice, right resources in right place at right time
Service Improvement / Redesign, Rationalisation	Adults	A13	CCTV infrastructure and service delivery- various work packages	To review the CCTV provision 'as is' position across NNC and look at options and opportunities for redesign and service rationalisation and improvement	3, 5, 6		Discovery/ Design	Deliver		Improved perception of safety, improved service delivery through consistency, cameras being in the right place, effectively monitored by qualified and experienced staff
Service Improvement / Redesign	Adults	A14	Disabled Adaptative Homes review	To review the way we deliver disabled adaptations across NNC. look at options for service improvement and redesign	1, 3, 5, 6		Discovery/ Design	Deliver		Improved service delivery and reduction in time accessing support
Service Improvement / Redesign, Rationalisation, Income	Adults	A15	Future delivery model for delivery of Leisure Services/ leisure and wellbeing services	To review the way we deliver leisure services and wellbeing services across NNC. look at options for service improvement and redesign	1, 2, 3, 5, 6		Discovery/ Design	Deliver		Improved facilities and leisure offer, improved accessibility and health and wellbeing
Service Improvement / Redesign, Rationalisation	Adults	A16	Housing Revenue Accounts aggregation	Bring together the two Housing Revenue Accounts in to one account	3, 6		Discovery/ Design	Deliver		Consistency of offer and service across the two HRA areas, improved and efficient use of resources
Service Improvement / Redesign, Rationalisation	Adults	A17	Review and align Out of Hours services for Housing services (considering wider service areas)	To review the way we deliver out of hours services for housing and wider corporate opportunities across NNC. look at options for service improvement and redesign	5, 6		Discovery/ Design	Deliver		Improved service delivery and reduction in time accessing support
Service Improvement / Redesign, Rationalisation, Income	Adults	A18	Integrated IT - Housing services	Bring together the housing IT application and systems into one harmonised systems	3, 6		Discovery/ Design	Deliver		Consistency of offer and service across the two HRA areas, improved and efficient use of resources and management of information
Service Structure	Chief Executive's Office	CE01	Service realignment, harmonisation, streamlined structures across all service areas Phase 1 - Executive Support Phase 2 - Communications, Engagement, Website Phase 3 - Performance/Business intelligence	To restructure and redesign the service areas within Chief Executive office	6	Deliver			Critical business need	Single point of contact for all staff of North Northants regardless of former council area. more efficient processes and use of resources. Harmonisation of service areas, greater added value. Sustainability of teams
Disaggregation	Childrens	C05	Special Education Needs and Disability Strategy (IASS)	To enable service disaggregation successfully splitting hosted services	2, 6	Deliver			Disaggregation	Strategy fit for purpose for NNC and special education needs
Disaggregation	Childrens	C06	School Admissions	To enable service disaggregation successfully splitting hosted services	2, 6	Deliver			Disaggregation	Localised service to coordinate admission to primary, junior, and secondary schools, delivered in accordance with statutory national timescales within the School Admissions Code.
Disaggregation	Childrens	C07	Childrens Education Safeguarding	To enable service disaggregation successfully splitting hosted services	2, 6	Deliver			Disaggregation	Localised and accountable coordination of services to ensure that children are kept safe and their welfare is promoted
Disaggregation	Childrens	C08	Childrens Education Sensory Impairment	To enable service disaggregation successfully splitting hosted services	2, 6	Deliver			Disaggregation	Localised provision of specialist support for children with hearing, visual or multi-sensory impairments
Rationalisation	Childrens	C01	Review of Alternative Provision placements- - phased approached	Review the 'as is' and best practice to implement and transform the way we provide alternative provision	2	Deliver	Deliver	Deliver	Critical business need	Better customer experience and service. better outcomes for children and education, learning and development of teachers and schools, better use of funding
Service Improvement / Redesign	Childrens	C02	Case Management System; Review & Management - social care	To review, design and implement suitable case management system for Social Care provided by the Trust	2, 6	Discovery/ Design	Deliver	Deliver	Critical business need	Better customer experience and service. better outcomes for children and education, learning and development of teachers and schools, better use of funding
Service Improvement / Redesign	Childrens	C03	Case Management System; Review & Management - education	To review, design and implement suitable case management system for Education services. Contract expires 2024	2, 6	Discovery/ Design	Deliver	Deliver	Critical business need	Better customer experience and service. better outcomes for children and education, learning and development of teachers and schools, better use of funding
Service Improvement / Redesign	Childrens	C04	Special Education Needs and Disability (SEND): System wide review early intervention & prevention- digital transformation customer account to view status (problem lack of communication education health and care planning)	System wide review early intervention & prevention- digital transformation	2, 6	Deliver	Deliver	Deliver	Critical business need	Better customer experience and service. better outcomes for children and education, learning and development of teachers and schools, better use of funding
Service Structure	Corporate	COR01	Centre's of Excellence (Across Organisation) phased approach pilot PMO	To harmonise and coordinate single centres of excellence where knowledge and expertise in the same field come together	6	Deliver			In budget savings	Reduction in single point of failure, improve service accessibility
Service Improvement / Redesign	Corporate	COR03	Implementation of Future Ways of Working strategy	corporate approach to the way we work	4, 6	Deliver			Critical business need	Consistent and clear 'one Front Door' to access Council service. Supports customers able to access services how they want, when they want.
Service Improvement / Redesign	Corporate	COR02	Community Hub (Across Organisation)	Design (by the customers and partners) and deliver with key stakeholders, the community hub approach corporately across all relevant service areas	1, 2, 3, 5, 6		Discovery/ Design	Deliver	Political	Accessible services where residents require them (physically or online)

Service Improvement / Redesign	Finance	F02	Revenues and Benefits (single IT system) and service redesign	Single point of contact for all residents of North Northants regardless of former council area	6	Deliver	Deliver		Critical business need	Single point of contact for all residents of North Northants regardless of former council area. Economies of scale, single view of all customers, streamlined back-office process, reduction in errors, single system will enable a review of the structure, processes, and practices to be more efficient
Service Structure	Finance	F03	Finance restructure	To restructure the finance team. Restructure has been designed and now ready for implementation	6	Deliver			Critical business need	more efficient processes and use of resources. Harmonisation of service areas, greater added value, more effective and sustainable team
Service Structure	Finance	F04	Audit restructure	To restructure and redesign the audit team.	6	Deliver			Critical business need	more efficient processes and use of resources. Harmonisation of service areas, greater added value
Disaggregation	Governance and HR	GH07	Learning and Development (includes apprenticeships and iLearn system)	To enable service disaggregation successfully splitting hosted services	6	Deliver			Disaggregation	Greater efficiency in managing learning and development needs of public sector workers that in turn results in council wide improvement in competency and service delivery to customers
Service Structure	Governance and HR	GH01	Information Governance service structure	To restructure and design the information governance team	6	Deliver			In budget savings	more efficient processes and use of resources. Harmonisation of service areas, greater added value
Corporate Plan Priorities	Governance and HR	GH02	Pay and grading implementation	To implement a NNC wide pay and grading. Phased approach, working closely with the unions	All	Deliver	Deliver		Critical business need	NNC has pay and grading terms and conditions for new employees to then over a phased period of time harmonise all pay and grading corporately
Income Optimisation	Governance and HR	GH03	Registrars - Service maximisation - ceremony booking online	To increase income maximisation of the registrars service by digitalising the whole process of booking, paying and notifications	6	Deliver			Critical business need	Service improvement and experience. improved customer experience and journey through completing the end-to-end administration process online. Ability to manage through self-serve, increasing efficiency and service performance.
Service Improvement / Redesign	Governance and HR	GH04	Information Governance Case Management System	To harmonise the case management system for information governance into a single system. To review processes and workflows	6	Deliver			Critical business need	Timely and efficient service response. more efficient processes and use of resources. Options to review automation and increasing self-serve and less manual processing.
Service Improvement / Redesign	Governance and HR	GH05	Legal (pathfinder) service review	To review legal provision options for delivery and implementation	6	Discovery/ Design	Deliver		Political	potential sustainable single legal service to meet the needs of the council
Rationalisation	Governance and HR	GH06	Print Room services harmonisation - aligns with MFD contract	Review Print Room requirements for NNC, interdependent on MFD contract review	4, 6		Discovery/ Design	Deliver		Internal customer improved service and experience
Disaggregation	Place	P18	Highways and Transport- All	To enable service disaggregation successfully splitting hosted services	6	Deliver			Disaggregation	Robust management of high profile Highways services used by virtually all of the Council's customers and that support the local economy.
Disaggregation	Place	P19	Highways Services Contract Management	To enable service disaggregation successfully splitting hosted services	6	Deliver			Disaggregation	Robust management of high profile Highways services used by virtually all of the Council's customers and that support the local economy.

This page is intentionally left blank

EAP Service Delivery, Performance and Customers

Chair: Councillor Lloyd Bunday

Committee Officer: David Pope

Decision/Item	Summary of Item	Report Author	Exempt Item	21 Mar 2022	12 May 2022
Chester House Estate – Revised Business Plan	To seek comment on a revised business plan for Chester House Estate	Kerry Purnell	N		
Transfer of Raunds Library to Become Fully Community Managed	To receive an update regarding the potential transfer of Raunds Library to Community Management	Kerry Purnell	Y (appendices)		
Draft Transformation Prioritised Plan 2022-25 - Inspiring Improvement	To receive and consider the Draft Transformation Prioritised Plan 22-25	Katie Jones	N		
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		

Decision/Item	Summary of Item	Report Author	Exempt Item	21 Mar 2022	12 May 2022
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		

North Northamptonshire Council

1 APRIL 2022 TO 31 JULY 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 David Pope, Democratic Services.

Please email: democraticservices@northnorthants.gov.uk

April 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		14 Apr 2022	Executive Director of Finance	
Capital Programme Update 2021/22	Executive	Yes	No		14 Apr 2022	Executive Director of Finance	
Adoption of the Cottingham Neighbourhood Plan	Executive	Yes	No		14 Apr 2022	Executive Director – Place & Economy	
Procurement of a CRM on a Low Code Platform	Executive	Yes	No		14 Apr 2022	Executive Director - Adults, Communities and Wellbeing	
Buses – Enhanced Partnership and Update on Funding	Executive	Yes	No	Yes	14 Apr 2022	Executive Director – Place & Economy	
Adoption of the North Northamptonshire Statement of Community Involvement (SCI)	Executive	Yes	No	Yes	14 Apr 2022	Executive Director – Place & Economy	

May 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)
Capital Programme Update 2021/22	Executive	Yes	No		19 May 2022	Executive Director of Finance	
Budget Forecast Update 2021/22	Executive	Yes	No		19 May 2022	Executive Director of Finance	
Housing Development - Former Grange Methodist Church Site, Kettering	Executive	Yes	No Part exempt Paragraph 3	Yes	19 May 2022	Executive Director - Adults, Communities and Wellbeing	
Priors Hall Golf Course	Executive	Yes	No		19 May 2022	Executive Director - Adults, Communities and Wellbeing	
Towns Fund – Train Station to Town Centre Link Road & Smart and Connected Corby Combined Projects	Executive	Yes	No		19 May 2022	Executive Director – Place & Economy	
Towns Fund – Multi-use Building	Executive	Yes	No		19 May 2022	Executive Director – Place & Economy	
Rough Sleeping Initiative 2022-2025	Executive	Yes	No	Yes	19 May 2022	Executive Director - Adults, Communities and Wellbeing	

Community Asset Transfer Policy	Executive	Yes	No		19 May 2022	Executive Director – Place & Economy	
Asset of Community Value Policy	Executive	Yes	No		19 May 2022	Executive Director – Place & Economy	
Stanton Cross Development of Governance Arrangements	Executive	Yes	No		19 May 2022	Executive Director – Place & Economy	

June 2022

Page 84	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		16 Jun 2022	Executive Director of Finance	
	Budget Forecast Update 2021/22	Executive	Yes	No		16 Jun 2022	Executive Director of Finance	
	Tree Strategy and Policy	Executive	Yes	No		16 Jun 2022	Executive Director – Place & Economy	
	Pollinator Strategy	Executive	Yes	No		16 Jun 2022	Executive Director – Place & Economy	

July 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)
Capital Programme Update 2021/22	Executive	Yes	No		14 Jul 2022	Executive Director of Finance	
Budget Forecast Update 2021/22	Executive	Yes	No		14 Jul 2022	Executive Director of Finance	
Garden Waste: Future Service Provision	Executive	Yes	No		14 Jul 2022	Executive Director – Place & Economy	

This page is intentionally left blank