

North Somerset Council

Report to the Executive

Date of Meeting: 20 October 2021

Subject of Report: Contract Award for the Design & Build (Stage 2) of the Winterstoke Hundred Academy Expansion (WHAE)

Town or Parish: Locking

Officer/Member Presenting: Councillor Gibbons, Executive Member for Children's Services and Lifelong Learning

Key Decision: YES

Reason:

Decision value is greater than £500,000.

Recommendations:

That the Executive approves:

- 1) The award of the Winterstoke Hundred Academy Expansion (WHAE) Design and Build (Stage 2) contract to Kier Construction Ltd, Tempsford Hall, Sandy, Bedfordshire, SG19 2BD (company registration number 2099533) for a value of no more than £27.7m
- 2) The increase of capital budget by £ 2.1m funded by Section 106 contributions, to align the project to the values included within the original business case submissions.
- 3) Delegation to Director of Children's Services to enter into final contract within the capped value, subject to acceptance of final due diligence detailed within this report.

1. Summary of Report

The Secretary of State for Housing, Communities and Local Government confirmed approval of North Somerset Council's (NSC) Housing Infrastructure Fund (HIF) (Forward Fund) bid on the 26 November 2019, and allocated a grant sum of £97,067,550 which will deliver the infrastructure to facilitate the delivery of 7,557 new dwellings, specifically:

- Additional secondary school places, and
- A bypass around the village of Banwell

The original business case submission to Homes England advised that £2,100,000 of Section 106 funding would be available to support build costs associated with the school element of the bid, meaning that the total cost of the overall project would ultimately be £99,167,550; £32,447,175 for the school and £66,720,375 for the bypass around Banwell.

The secondary school places are to be delivered through the expansion of the existing Winterstoke Hundred Academy on to a second site at Locking Parklands. Cabot Learning Federation (CLF) are currently operating Winterstoke Hundred Academy on Beaufigther Road. Once the new site on Locking Parklands is available this will become their main site.

The procurement of the Design and Build contract for WHAE is structured in two stages and comprises of two contracts – the Pre-Construction Services Agreement (PCSA) (Stage 1) and the Design and Build (D&B) contract (Stage 2). The Design of WHAE and the decision to enter into the PCSA (Stage 1) contract was approved by the Director of Children’s Services in December 2020 (reference: CY11 2020/21 Scheme in Background Papers).

The Project Team committed to return to the Executive for approval of the Stage 2 contract for design and build of the school once the details of cost, timescales and scope were clarified as part of delivery of the Stage 1 PCSA contract. This was in recognition that the budgets for the project would also need to be aligned with those submitted at the original business case submission.

The Stage 2 contract is forecast to run from November 2021 to August 2023, with a further 12-month defects liability period to August 2024. The contract value is currently forecast to be £27,691,694, including cost risk contingency to mitigate increase above this value. By requesting that this decision be made whilst awaiting quotes from suppliers, the Project Team aim to de-risk delivery of the programme and increase the likelihood of achieving the critical milestone of practical completion by 07 August 2023 to allow pupils to attend the school from September 2023.

The current total forecast budget for this scheme is £33,857,901, which is £1,410,726 more than the revised budget; see Table 1 below. This increase is largely a consequence of market influences as a result of the COVID-19 pandemic and Brexit, but also scope changes to fulfil council climate change ambitions and future proof the school and site conditions.

Original Budget	£30,347,175
Section 106 funds in original Business Case budget	£2,100,000
Revised Budget	£32,447,175
Current Forecast	£33,857,901
Projected variance	£1,410,726
Funding Strategy: HIF contribution	£1,410,726
TOTAL	£1,410,726

Table 1: Project forecast and funding strategy.

The projected variance of £1,410,726 will be initially funded by underspend in preliminary phases across the HIF scheme with a view to increasing the total HIF contribution following ongoing discussions with Homes England.

Recommendation 3 seeks approval for delegated authority to the Director of Children’s Services for award of contract once the final submission is received from Kier and the due diligence report from the Employers Agent.

2. Policy

The corporate plan sets out a number of council priorities. By providing brand new, carbon neutral school buildings, this project is supporting the council to meet these priorities by investing in the local area and making it a thriving and sustainable place to live, which empowers and cares about people by enabling young people to lead independent and fulfilling lives and supporting children to achieve their full potential.

3. Background Details

The Secretary of State for Housing, Communities and Local Government confirmed approval of North Somerset Council's (NSC) Housing Infrastructure Fund (HIF) (Forward Fund) bid on the 26 November 2019, which totalled £99,167,550.

The grant to NSC totals £97,067,550, with the remaining £2,100,000 defined in the Grant Determination Agreement with Homes England as Section 106 contributions. The £97,067,550 HIF was agreed at the Full Council meeting on 16 June 2020; see Background Papers. This grant is to deliver the infrastructure to facilitate the delivery of 7,557 new dwellings, specifically:

- A bypass around the village of Banwell and
- Additional secondary school places.

The objectives of the Winterstoke Hundred Academy Expansion (WHAE) project are to:

- Deliver the capacity for at least 900 school places on the WHAE site by the 2023/24 school year
- Provide infrastructure that enables housing development across Weston super Mare (subject to Local Plan)
- Be innovative and efficient in reducing and offsetting carbon from the design and construction of the infrastructure
- Ensure the development provides the opportunity to increase Bio-Diversity Net Gain by at least 10%
- Proactively engage with all stakeholders respectfully, openly and honestly and have more positive than negative responses to consultations
- Construct school buildings that students, parents and teachers all feel proud to attend and be a part of, evidenced by a satisfaction survey 1 year after WHAE has opened that will include a review of the Equalities Impact Assessment actions/outcomes
- Deliver value for money for the local community and North Somerset residents by ensuring the build costs per square metre are within national benchmarking parameters
- Design a school that meets Department for Education, NSC, Local Planning Authority (LPA) and CLF requirements, evidenced by receiving planning approval and completing the school's construction with each Stakeholder's support
- Ensure the school design is flexible enough to enable it to be easily and economically adapted to meet future challenges and changes to educational delivery needs plus allow its design to incorporate future-proofed options to enable easy and affordable expansion in the future as and when necessary, evidenced by the provision for expansion of the school building in the design along with adequate landscaped outdoor areas for 1200 pupils
- Build a school that is easily capable of being used by the local community outside of school hours so that it becomes, shown by the positive demand for its use, a central asset to the community it serves

These objectives have informed the preliminary design of the school and will continue to be a key focus of subsequent design development as the project progresses.

Kier Construction Ltd were appointed in January 2021 to design the Winterstoke Hundred Academy Expansion (WHAE) (CY11 20/21) via the SCF with the intention to appoint them to also construct the school, subject to agreeing a contract value, achievement of SCF Key Performance Indicators (KPIs) and Executive approval. As an existing framework, the SCF was chosen as the preferred procurement route as it offered a competitive process through two stages of mini competition whilst also ensuring that contractor appointment aligns with the required project timescales, as all bidders are pre-qualified. Further details of the SCF framework and procurement process are available in the Procurement Plan; see Background Papers.

Governance

The details of governance of previous project decisions are provide in the Background Papers section at the end of this report, and include:

- The Commissioning Plan approved at Full Council on 25 June 2019;
- The Procurement Plan approved by the Executive Member on 24 September 2020;
- The Design of WHAE and the decision to enter into the PCSA (Stage 1) approved by the Director of Children's Services in December 2020.

The governance of project decisions is provided by the HIF Steering Board, which includes Director of Place, representatives from Children's Services, legal and finance and Head of Major Infrastructure Projects to provide direction and oversight to the project. Provided the decision to award the Stage 2 contract is approved by the Executive, the contract will be managed, administered and governed by the steering board and Employers Agent to ensure council interests are protected and appropriate due diligence has been completed.

Market Engagement

Ahead of Stage 1 of the procurement, the Project Team engaged with SCF framework providers prior to the publication of the mini competitions, visiting school sites with prospective contractors and consultants. A briefing session was held in September 2020 with all 10 of the SCF suppliers. The suppliers were advised of the site, scope, value and duration of the contract. The SCF Manager then ran mini competition 1 where suppliers answered various questions and 3 bidders (out of the 7 who bid) were shortlisted and invited to bid in mini competition 2. Of these 3 Kier was assessed as the most competitive and were appointed to carry out Stage 1.

At the completion of Stage 1 in November 2021, NSC have the option to appoint an alternative contractor through the SCF to carry out the Stage 2 detailed design and build. The Project Team have investigated this as an option to establish whether an alternative contractor would provide better value for money to the Council. The Employers Agent for the scheme has advised that the current cost estimate from Kier is robust and that there would be no benefit in changing contractors at this stage in the project. Also, anecdotal evidence from other education schemes in the south west of England indicate that there is a risk that costs could increase if a new contract was appointed to deliver Stage 2. Whilst all work produced in Stage 1, including the preliminary design, would be the property of NSC, the positive working relationships and knowledge of the scheme gained by Kier through delivery of Stage 1 would be lost.

Evaluation

Throughout Stage 1 the NSC Project Team and their Employers Agent have been providing appropriate challenge, interrogation and assurance of the cost estimates and early design

provided by the contractor, Kier. This has included benchmarking against industry metrics and other similar education schemes in the south west of England.

In addition to technical assurance by the Employers Agent, to allow evaluation of the quality aspects of the Stage 2 contract CLF have been engaged at an early stage to ensure that as end-user they are satisfied with the proposed scope and contract requirements. This has allowed proposals to be constantly evaluated throughout Stage 1 and adjusted to ensure end-user criteria are met whilst also ensuring the scope aligns with the project objectives.

Once all subcontractor work package returns are received, which is scheduled for 01 November 2021, Kier will submit their full offer to allow NSC Employers Agent, Atkins, to carry out a due diligence exercise to ensure no errors, duplications or erroneous costs are included. A minimum of 3 quotations is required for each works package under the SCF and Kier must provide all details in a full open book process to allow interrogation and due diligence of the submissions. The results of this process will be presented in a report produced by the Employers Agent.

Contracts awarded under the SCF have a 'gateway' at the end of design stage, allowing the contracting authority to decide whether to proceed with the award of the construction contract or seek an alternative contractor. The contractor performance is measured against SCF defined Key Performance Indicators (KPIs), which will be used as part of the final due diligence review carried out by the Employers Agent, Atkins. Kier have worked efficiently and professionally during the pre-construction phase of this project and created strong and productive relationships with key stakeholders; principally NSC, Cabot Learning Federation (CLF) and Atkins. This has delivered a design for the school which meets the needs of NSC, the expectations of CLF and the requirements of Homes England.

It is therefore recommended that the Design & Build contract (Stage 2) is awarded to Kier Construction Ltd, providing that the Final Submission from Kier and the due diligence report produced by the Employers Agent is accepted by the Director of Children's Services and the HIF Programme Steering Board through the project governance process.

Social Value

Kier have committed to an extensive social value programme as part of the contract to design and build WHAE. This covers a variety of environmental, economic and community initiatives. Social value delivered by Kier during the design stage (Stage 1) includes the following:

- The recruitment, via the 'Kickstarter' initiative, of a care-leaver.
- Working with two local secondary schools on the design of hoarding for the construction site
- Working with two local secondary schools on the design of the 'Sustainability Hub' (see below)
- The provision of support to a local Scout group on the maintenance of their hall
- Providing lessons and activities to local schools around science and engineering
- Support for the CLF school summer holiday club

The social value commitments to be delivered by Kier during the construction phase (Stage 2) of the project include:

- The construction of a 'Sustainability Hub' at the WHAE site – a stand-alone building in the school grounds to act as an exemplar of energy efficiency and low carbon design and provide a space for education on these issues for the school and wider community

- 50 work placements
- 14 apprentice places
- 10 new jobs
- 1 graduate position
- 44 construction qualifications gained
- A commitment to support the local economy for labour and supplies wherever practical

Implementation of Contract

The Southern Construction Framework (SCF) follows the following two stage tender process:

- Mini-Competition 1 – Framework expression of interest to pre-qualified suppliers
- Mini-Competition 2 – Stage 1 - Appointment of main contractor
- Mini-Competition 2 – Stage 2 - Procurement of sub-contractor work packages

The Design & Build contract (Stage 2) will be a progression from the PCSA contract (Stage 1).

Kier have also been commissioned to carry out the Ground Enabling Works (via the SCAPE framework) to ensure continuity and no loss of time to the programme. Whilst these works should have been carried out by the current land-owners, St Modwen Developers, appointing Kier to carry out these works provides NSC with greater control of the works, de-risking the programme and providing greater assurance over the quality of the works. The NSC Project Team have also successfully negotiated contribution from St Modwen to cover a share of the cost of these works.

The dates in Table 2 are currently planned for implementation of the Stage 2 contract.

Design & Build contract award decision presented to Executive Committee	20 October 2021
Final submission of Stage 2 subcontractor costs by Kier and due diligence by Atkins	01 November 2021
Steering Board final review and approval for Stage 2 contract award	08 November 2021
Construction commences	22 November 2021
Practical completion	07 August 2023
School opens	04 September 2023

Table 2: Contract key milestone dates.

Contract Management:

Named entities under the JCT contract for Stage 2 will be as follows:

Client: North Somerset Council

Employers Agent: Atkins Limited

Principal Contractor: Kier Construction Limited

As Employer's Agent and Technical Advisors under the JCT contract, Atkins will ensure that quality and budget is achieved through protecting the design principles, brief and strategy from design through to construction and completion. The Employer's Agent and Technical Advisors duties through the pre and post contract phases include:

- Programme management through the design and construction
- Safety management through the design and construction
- Risk management through the design and construction

- Quality assurance and management through the design and construction
- Budget management and cost forecasting through the design and construction
- Acting as a Technical Advisor through the design and construction
- Acting as the Cost Consultant / Quantity Surveyor through the design and construction
- Managing and administering the JCT Design and Build 2016 contract
- Leading the technical review stage and ensuring necessary approvals

In addition the NSC team will continue to ensure that governance is followed and that contract decisions are made in accordance with agreed delegated levels of authority.

Consultation

Extensive consultation has been undertaken with a variety of stakeholders in advance of the project being undertaken and the construction of the school commencing. This has included:

- Quarterly updates to the Locking Parklands Stakeholder Group – a forum of local residents, churches, community groups, schools and businesses with an interest in the developing Locking Parklands community
- Parish Council presentations to Banwell, Locking and Churchill parish councils
- Open consultation on the council's e-consult website between 31 March and 5 May 2021.
- On 21 April 2021 the Project Team held an online presentation on the development of the school, which was open to anyone to watch and ask questions afterwards. The presentation is available to watch on YouTube at <https://www.youtube.com/watch?v=bQWQhCAar5E>

In addition to the above, consultation with internal NSC stakeholders has included:

- Briefings of Exec Members
- Council Scrutiny Panel
- Planning
- HIF Project board
- Transportation

4. Financial Implications

Cost

To date the school has incurred total costs of £1,722,623 (as at August 2021), of which £1,022,837 are the costs to date for the PCSA with Kier.

Stage 1- forecast cost of £3,084,458

Stage 2 – forecast cost of £30,773,443 of which £27,691,694 is the detailed design and build contract with Kier.

The Stage 2 contract value is currently estimated with 90% certainty; once all supplier prices are returned Kier will provide the fixed price contract value, which is forecast for 01 November 2021. As detailed in the risk management section of this report, the 90% certainty value includes cost contingency to mitigate the risk of the final fixed contract submission exceeding this estimate.

This brings the current total forecast cost to completion of the project to £33,857,901.

The total forecast project cost is £1,410,726 greater than the revised budget and the estimate submitted in the business case to Homes England.

When NSC submitted their business case it was based on the information that was available at the time regarding the site and the school requirements, including benchmarking against another school with similar requirements. The increase is due to market increases, largely driven by the COVID-19 pandemic, Brexit and global supply chain disruption, and also changes to project scope driven by NSC climate emergency challenges and site constraints identified during Stage 1 such as shallow bedrock. None of these risks could reasonably have been included as contingency to the extent that they have impacted the project when the original budget was estimated in 2018. In addition, the Employers Agent has interrogated and benchmarked the current cost estimate to provide assurance that it is robust; this provides confidence that the estimate will not increase beyond that currently estimated.

Funding

The proportion of the HIF grant currently allocated for the school is £30,347,175; the value of S106 contributions identified and allocated as funding to this project totals £2,100,000 which means that the project currently has a total revised budget and project resources of £32,447,175.

The overall cost of the project is forecasted to be £33,857,901, which gives a variance of £1,410,726.

In order to cover the additional £1,410,726 required to fund the project, the Project Team have identified and agreed sources of funding Housing Infrastructure Fund (HIF), as summarised in Table 1. The additional HIF funding will be notionally transferred from the currently forecast underspend in the current Stage, through a temporary virement from the Bypass Stage 1 budget. The Project Team are in discussions with Homes England regarding increasing the HIF contribution to ensure that the virement from the Bypass is permanently covered by additional HIF funding, and these discussions will be carried out in parallel with current cashflow forecast revisions that will be concluded in October 2021.

Funding Position	
Current HIF allocation & S106 Contributions	£32,447,175
Current forecast cost to completion	£33,857,901
Total increase required through HIF Grant	£1,410,726
Section 106 funds:	
<i>Weston Villages Education Contribution (XCE249)</i>	<i>£1,000,000</i>
<i>Mead Realisation Secondary Contribution (XCE323)</i>	<i>£690,000</i>
<i>St Modwen Site Preparation Contribution</i>	<i>£410,000</i>
TOTAL	£2,100,000

Table 3: Financial Summary

It is important to note that should discussions with Homes England not be successful then the Council would seek alternative funding solutions, initial options would include identifying further Section 106 contributions or cost mitigations although there may be other areas to explore. Given the timescales described in Table 2 above, it is necessary to approve the contract award at this time and further updates on this position will be shared through future monitoring reports.

5. Legal Powers and Implications

The council is using the JCT Design & Build contract. The council's best interests are represented by using JCT contract amendments, which has been confirmed through independent review of the amendments by private law firm Keystone Law. The acceptance of the council's terms and conditions was made a pass/fail criterion during procurement of Kier for Stage 1, and the same approach will be taken should Kier propose any further amendments for Stage 2. The project team are mitigating the risk of lack of agreement on terms and conditions by carrying out contract discussions with Kier in parallel with development of the Fixed Price, with the intention of agreeing ahead of the contract award milestone.

6. Climate Change and Environmental Implications

We are aiming to achieve BREEAM Excellent, as it is a planning requirement for a project of this size to be constructed to a standard at least comparable with this. BREEAM Excellent is achieved through a score of 70% and the current project design BREEAM score tracker is projecting a score of 72.6%. It is our intention to have this achievement independently certified at the end of construction.

In line with North Somerset Council's Carbon Emergency Policy WHAE is being designed to be net-zero carbon in operation. This is being achieved through:

- excellence in design;
- the use of highly energy efficient materials;
- the installation of low energy technologies and
- the onsite generation of renewable energy.

Examples of how these things will help deliver a net-zero carbon school are:

- the school will be orientated on the site so as to minimise the potential for over-heating and the need for cooling in the summer
- the glazing and wall materials will deliver U-values significantly above that required by building regulations minimising heat loss and the need for space heating
Heat recovery units will recycle the air and heat fresh air coming into the building using heat already within the building
- Heat pumps will provide the minimal amount of space heating required and solar panels on the roof of the school and sports hall will provide sufficient electricity to meet the school demands

In addition to consideration of carbon in operation, the embodied carbon of the materials being used in the build will be reduced through the consideration of their life-cycle impact and the maximisation of local suppliers and manufacturers.

The result of this design and specification is the following improvements on building fabric and glazing specification against the legal minimum (Part L2A 2013):

Element		Part L2A 2013 limiting fabric efficiency		Proposed Building fabric efficiency targets	
External Wall	u-value	0.35	W/m ² .K	0.15	W/m ² .K
Ground Floor	u-value	0.25	W/m ² .K	0.15	W/m ² .K
Roof	u-value	0.25	W/m ² .K	0.15	W/m ² .K
Glazing	u-value	2.2	W/m ² .K	1.5	W/m ² .K
	g-value			0.4	
Air Permeability		10 m ³ /m ² /hr 50Pa		3 m ³ /m ² /hr @50Pa	

Table 4: Carbon improvements in building specification.

7. Risk Management

The key risks associated with this decision are:

Risk	Type	Mitigation
If the returns from subcontractors are greater than forecast there is a risk that the total fixed price cost is greater than the approved value, resulting in requirement for additional Executive approval and delay to contract award.	Threat	Review of current costs and contingency in forecast fixed price by Employers Agent to provide assurance that forecast is robust and unlikely to increase.
If Stage 2 contract award is delayed there is a risk that practical completion will not be achieved in August 2023, resulting in delay to the school opening and costs to the council in finding alternative school places for pupils.	Threat	Obtaining approval to award the contract to Kier ahead of final submission will reduce the likelihood of delay to contract award.

Table 5: Key decision risks.

As summarised in the mitigation for the top risk above, the current construction estimate from Kier includes risk contingency costs, which includes values for inflation, design development and supplier increases. This contingency mitigates the risk of the final fixed price contract value for construction exceeding the current forecast.

The project has a robust risk management process in place, with a framework that encourages collaborative risk identification and treatment by the entire project team, including NSC, Kier and Atkins and a shared risk register used as a key tool for risk management. This process will continue from Stage 1 into Stage 2 of the project to ensure that risk is proactively managed in Stage 2 to protect NSC interests and consideration of risk underpins project decisions.

8. Equality Implications

A thorough and comprehensive Equality Impact Assessment (EIA) has been undertaken by the project team. The process that was undertaken to involve and capture the views of those affected included three EIA focused workshops, public consultation events and a question with the online questionnaire.

The first workshop took place on 10th February, with members of CLF's staff, North Somerset Parent Carers Working Together and the WHAE design team (Kier). Attendance from NSC included the SEND Operational Lead, the Access Officer for Disabled People, the Head of Strategic Planning and Governance and the WHAE project management team. During the workshop, we listened to everyone's views on how each equalities group may be impacted and examined the various areas of the school and how the design could accommodate the needs of these different groups.

The second workshop took place on 12th March, and attendance included the Head of WHA - BR, CLF's Head of Projects and Estates, the design team, NSC's Head of Strategic Planning and Governance and the WHAE project team. The purpose of this workshop was to get the wider CLF team's input into how they would implement some of the suggestions from the initial EIA workshop.

The third and final workshop involved the design team, the project team and NSC's Head of Strategic Planning and Governance and focused on how each of the points raised at the initial workshop, along with CLF's input at the second workshop, could be incorporated in the design. Each point raised for each equality group/area of the school has been carefully considered, with actions and amendments to the design taken where appropriate. Attendees of the two Public Consultation sessions on April 21st 2021 were made aware of the EIA that was being undertaken. No issues were raised in relation to the impact of the development on Equalities Groups. The e-consult questionnaire that formed part of the consultation included a question that asked people whether they have any concerns about potential equality impacts. Of the 95 responses, 11 highlighted concerns they had about the impact of the school development on different Equalities groups. These have been considered by the project team and integrated into the final design.

9. Corporate Implications

The provision of key enabling infrastructure and educational facilities widely supports the Corporate Plan Vision of an open, fairer, greener North Somerset, through prioritising a thriving and sustainable place, a council which empowers and cares about people and being an open and enabling organisation.

10. Options Considered

The procedure for Design and Build contracts awarded through the Southern Construction Framework (SCF) is that the appointed contractor undertake the preliminary design of the school (Stage 1) and then proceed into the detailed design and construction of the school (Stage 2). It was with this intention that the Project Team procured the services of Kier in January 2021.

As outlined in the evaluation section of this report, contracts awarded under the SCF have a 'gateway' at the end of design stage, allowing the contracting authority to decide whether to proceed with the award of the construction contract or seek an alternative contractor. In this scenario the council would retain the ownership of the school design and enter into negotiations with the contractor who had the second highest-scoring submission in the original SCF procurement process.

Kier have achieved the outcomes of a satisfactory school design, aligned with project objectives and CLF requirements, and are delivering to the agreed programme. Therefore, the Project Team requests recommends that the Design and Build contract (Stage 2) be awarded to Kier to enable the construction element to commence, providing that the final submitted fixed price is £ 27,691,694 or less and approval is granted by the Director for

Children's Services in consultation with the Executive Member for Children's Services and Lifelong Learning.

Author:

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Appendices:

None

Background Papers:

Corporate Plan 2020-2024

https://nsomerset.sharepoint.com/sites/the-source.authoring/Documents/Corporate%20Plan%202020_24.pdf#search=corporate%20plan

Procurement plan Winterstoke Hundred Academy Design & Build Contract

<https://www.n-somerset.gov.uk/sites/default/files/2020-09/20-21%20DE123%20signed.pdf>

Contract award report for the Design of the Winterstoke Hundred Academy Extension [CY11 (2020/21 Scheme)]

<https://www.n-somerset.gov.uk/sites/default/files/2020-12/CY11%20signed.pdf>

Housing Infrastructure Fund (Forward Fund) Commissioning Plan Approval:

<https://n-somerset.moderngov.co.uk/Data/Council/201906251800/Agenda/19%20Housing%20Infrastructure%20Fund%20Commissioning%20Plan%20Approval.pdf>

COU 8 Acceptance of Housing Infrastructure Fund (Forward Fund) Grant Heads of Terms with Conditions (Agenda Item 9):

<https://n-somerset.moderngov.co.uk/Data/Council/202006161430/Agenda/09%20HIF%20Forward%20Fund%20Acceptance%20of%20Grant.pdf>

Housing Infrastructure Fund (Forward Fund) Business Case Bid Submission Approval:

<https://www.n-somerset.gov.uk/sites/default/files/2020-04/18-19%20DE%20341%20signed.pdf>