

Cabinet

Date: Wednesday, 14 November 2018

Time: 17:30

Venue: Mancroft room, City Hall, St Peters Street, Norwich, NR2 1NH

Committee members:

Councillors:

Waters (chair)
Harris (vice chair)
Davis
Jones
Kendrick
Maguire
Packer
Stonard

For further information please contact:

Committee officer: Alex Hand
t: (01603) 212459
e: alexhand@norwich.gov.uk

Democratic services
City Hall
Norwich
NR2 1NH

www.norwich.gov.uk

Information for members of the public

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Agenda

Page nos

1 Apologies

To receive apologies for absence

2 Public questions/petitions

To receive questions / petitions from the public.

Please note that all questions must be received by the committee officer detailed on the front of the agenda by **10am on Friday 9 November 2018**.

Petitions must be received by the committee officer detailed on the front of the agenda by **10am on Tuesday 13 November 2018**.

For guidance on submitting public questions or petitions please see appendix 1 of the council's constitution.

3 Declarations of interest

(Please note that it is the responsibility of individual members to declare an interest prior to the item if they arrive late for the meeting)

4 Minutes

5 - 8

To approve the accuracy of the minutes of the meeting on 10 October 2018.

5 Introduction of a Community Infrastructure Levy Exceptional Circumstances Relief Policy

9 - 28

Purpose: To report further information on this matter further to the consideration by cabinet in September and to consider the merits of introducing a Community Infrastructure Levy Exceptional Circumstances Relief policy.

6 Norfolk County Council's consultation on early childhood and family service - transforming children's centres

29 - 42

Purpose: To consider and confirm the council's response to Norfolk County Council's consultation on proposals to redesign children's centres and early childhood and family services.

7 Norfolk Strategic Infrastructure Delivery Plan

43 - 50

Purpose: To agree the refresh of the Norfolk Strategic Infrastructure Delivery Plan.

8	Scrutiny recommendations report Purpose: To consider the recommendations from the scrutiny committees held on 20 September and 11 October 2018.	51 - 60
9	Procurement of Energy White Label Purpose: To advise on the procurement process for an energy white label and to seek approval to award the contract.	61 - 70
10	District heating at Fellowes Close sheltered housing scheme Purpose: To advise cabinet of the procurement process for installing a new heating system at Fellowes Close sheltered housing and to seek approval to award the contract.	71 - 78
11	Procurement of works to refurbish the grounds maintenance storage and welfare facilities at Eaton Park Purpose: To advise cabinet of the procurement process for refurbishing the grounds maintenance storage and welfare facilities at Eaton Park and to seek approval to delegate authority to award the contract.	79 - 86
12	The award of contract for closed circuit television system upgrade and control room relocation Purpose: To seek approval to delegate authority to award a contract for closed circuit television system upgrade and control room relocation.	87 - 94
13	The award of a contract for works to private sector leasing scheme properties Purpose: To seek approval to award a contract for works to private sector leasing scheme properties.	95 - 102
14	Norwich Regeneration Ltd- feasibility work on additional projects Purpose: To agree feasibility work to be carried out by Norwich Regeneration Ltd on projects which are outside the scope of the current approved Business Plan.	103 - 108
15	Housing development at Bullard Road Purpose: To consider the redevelopment of the Bullard Road offices for new council housing by Norwich Regeneration Limited.	109 - 118
16	Mile Cross Depot redevelopment project Purpose: To consider the options available to the council for redeveloping the Mile Cross Depot site.	119 - 128
*17	Exclusion of the public Consideration of exclusion of the public.	

EXEMPT ITEMS:

(During consideration of these items the meeting is not likely to be open to the press and the public.)

To consider whether the press and public should be excluded from the meeting during consideration of an agenda item on the grounds that it involves the likely disclosure of exempt information as specified in Part 1 of Schedule 12 A of the Local Government Act 1972 or it being confidential for the purposes of Section 100A(2) of that Act.

In each case, members are asked to decide whether, in all circumstances, the public interest in maintaining the exemption (and discussing the matter in private) outweighs the public interest in disclosing the information.

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***18 Mile Cross Depot redevelopment project (Exempt Report)**

- This report is not for publication because it would disclose information relating to the financial or business affairs of any particular person (including the authority holding that information) as in para 3 of Schedule 12A to the Local Government Act 1972.

***19 Managing Assets (housing)**

- This report is not for publication because it would disclose information relating to the financial or business affairs of any particular person (including the authority holding that information) as in para 3 of Schedule 12A to the Local Government Act 1972.

Date of publication: **Tuesday, 06 November 2018**

CABINET**17:30 to 18:35****10 October 2018**

Present: Councillors Waters (chair) Harris (vice chair), Davis, Jones, Kendrick, Maguire, Packer and Stonard

Also present: Councillors Carlo and Wright

1. Public questions/petitions

There were no public questions or petitions.

2. Declarations of interest

There were no declarations of interest.

3. Minutes

RESOLVED to agree the accuracy of the minutes of the meeting held on 12 September 2018.

(The chair agreed to consider the exempt agenda items *12 to *15 first.)

4. Exclusion of the public

RESOLVED to exclude the public from the meeting during consideration of items *5 to *8 (below) on the grounds contained in the relevant paragraphs of Schedule 12A of the Local Government Act 1972 (as amended).

***5. Future provision of contracted services – key decision (paragraphs 3,4 and 5)**

(An exempt minute exists for this item)

RESOLVED to agree the recommendations as set out in the report.

***6. Privately owned stalled development sites (paragraph 3)**

Councillor Stonard, cabinet member for sustainable and inclusive growth presented the report.

Councillor Harris, cabinet member for social housing said that she acknowledge paragraph 12 of the report but the council would always prefer to use retained Right to Buy receipts for its own social housing developments.

RESOLVED to approve in principle a strategy for dealing with stalled privately owned development sites (as set out in the report).

***7. Managing assets (paragraph 3)**

Councillor Kendrick, cabinet member for resources presented the report.

RESOLVED to:

- (1) dispose of the assets listed in appendix 1 of the report; and
- (2) grant a 25 year lease to Norfolk County Council to occupy Norwich Castle in support to the Norwich Castle Gateway to Medieval England project

***8. Managing assets (housing) (paragraph 3)**

Councillor Harris, cabinet member for social housing presented the report.

RESOLVED to:

- (1) approve the disposal of the freehold interest in the asset on the open market; and
- (2) reinvest the capital receipt from the disposal in the housing capital program for improving, repairing and maintaining our housing stock or for enabling new affordable housing

(The public were re-admitted to the meeting)

9. Progress on the Greater Norwich Local Plan

Councillor Stonard, cabinet member for sustainable and inclusive growth presented the report.

He said that the reports referred to in the report had been considered by the sustainable development panel which had no further comments to pass to cabinet.

RESOLVED to approve the consultation on the additional sites that have been submitted to the Greater Norwich Local Plan as proposed by the Greater Norwich Development Partnership.

10. Local development scheme

Councillor Stonard, cabinet member for sustainable and inclusive growth presented the report.

He said that the draft Local Development scheme had been prepared in consultation with Broadland District Council and South Norfolk District Council. The focus was on the adoption of site allocations and strategic high level planning policies.

He highlighted the supplementary planning documents and guidance and said that this would be a large piece of work for the planning department with challenging timescales.

The head of planning said that although the report referred to a future report on a planning brief to guide the redevelopment of Prospect House being brought to Cabinet in the autumn of 2018, the report would be brought to the council's planning applications committee on 11 October 2018

RESOLVED to approve the Local Development Scheme for publication under section 15 of the Planning and Compulsory Purchase Act 2004 (as amended by section 111 of the Localism Act 2011).

11. Affordable Warmth Strategy 2018-2021

Councillor Davis, cabinet member for social inclusion, presented the report.

She said that around 1200 residents had benefited from new thermodynamic systems in their homes and many also had reduced energy tariffs through the Switch and Save scheme. Without the work of the environmental strategy team, the city would have seen an increase in fuel poverty.

The chief executive officer said that the council would want to develop some performance measures around affordable warmth to track this work.

In response to a question from Councillor Carlo, Councillor Davis said that the council was always investigating funding streams for this work.

RESOLVED to:

- (1) approve the council's Affordable Warmth Strategy 2018-2021; and
- (2) note that performance measures around the affordable warmth strategy would be developed to track this work.

12. Revenue and capital budget monitoring 2018-19 – period 5

Councillor Kendrick, cabinet member for resources presented the report.

He highlighted the underspend as set out in the financial implications and outlined the financial position of the council as of 31 August 2018.

In response to a question from Councillor Carlo, the chief executive officer said that a piece of work had been commissioned to investigate ways to maintain open spaces and to hear examples from other areas. The leader of the council added that Norwich City Council had a good record of investment in parks and the council understood the value of these.

Councillor Stonard, cabinet member for sustainable and inclusive growth said that there were no places to sell parks or open spaces and the council was committed to maintaining these.

RESOLVED to:

- (1) note the forecast outturn for the 2018-19 General Fund, Housing Revenue Account and capital programme; and
- (2) note the consequential forecast of the General Fund and Housing Revenue Account balances.

13. Procurement of debt collection services including enforcement agents

Councillor Kendrick, cabinet member for resources presented the report. He confirmed that Breckland District Council would be the host authority for the service.

In response to a question from Councillor Wright, the chief executive officer said that the transformation team was undertaking a piece of work on customer journey mapping with regards to debt collection.

RESOLVED to delegate the Enforcement and taking control of goods function (section 12 to the Tribunals, Courts and Enforcement Act 2007) in respect of Council Tax (Section 14 of the Local Government Finance Act 1992 (as amended)) and Non Domestic Rates (Section 62A of the Local Government Finance Act 1988) to Breckland Council. This is subject to approval by Breckland Council.

14. Procurement of a housing structural repairs contract

Councillor Harris, cabinet member for social housing, presented the report. She said that although the works were forecast to come out of the current year's budget, consultation would need to happen with leaseholders which would take time.

RESOLVED to award the contract to UK Gunitite Ltd.

CHAIR

Report to Cabinet

Item

14 November 2018

Report of Director of Regeneration and Development
Subject Introduction of a Community Infrastructure Levy
Exceptional Circumstances Relief Policy

5

Purpose

To report further information on this matter further to the consideration by Cabinet in September and to consider the merits of introducing a Community Infrastructure Levy (CIL) Exceptional Circumstances Relief (ECR) policy.

Recommendations

To:

- 1) recommend that council approves the introduction of the Community Infrastructure Levy Exceptional Circumstances Relief Policy, as set out in appendix 1 of the report to September cabinet as amended and reattached as part of Appendix 3;
- 2) resolve that should council approve the introduction of the policy that authority is delegated to the director of regeneration and development, in consultation with the portfolio holder for sustainable and inclusive growth to introduce a charging policy similar to the one described in para 18 of this report; and
- 3) recommend that council amends appendix 4 to the council's constitution to include the "Power to determine applications for Exceptional Circumstances Relief from the Community Infrastructure Levy" within the list of powers available to planning applications committee.

Corporate and service priorities

The report helps to meet the corporate priority a healthy city with good housing.

Financial implications

Please see the report to September cabinet for a fuller consideration but the overall financial effect will depend on the number of Exceptional Circumstances Relief (ECR) applications received, the amount of ECR claimed in each application, and whether the council decides to approve such applications. However the introduction of an ECR Policy will offer a mechanism to enable growth and deliver development in circumstances where Community Infrastructure Levy (CIL) may otherwise prevent development occurring. It is therefore considered more likely that on balance the overall financial impact will be positive rather than negative for the council over the long term. The regulations provide a mechanism for the council to withdraw the ECR Policy in the future should it desire to do so and as such the financial effect of the ECR Policy can be kept under regular review.

Ward/s: All

Cabinet member:

Councillor Waters - Leader

Councillor Stonard - Sustainable and inclusive growth

Contact officers

Dave Moorcroft, director of regeneration and development 01603 212225

Graham Nelson, head of planning 01603 212530

Background documents

None

Report

Background

1. In September cabinet considered a report on whether to recommend the introduction of a Community Infrastructure Levy (CIL) Exceptional Circumstances Relief Policy (ECR). This report is attached as Appendix 3.
2. Following debate cabinet resolved to request that a further report is prepared in advance of the council debate, examining how Community Infrastructure Levy Exceptional Circumstances Relief policies have been applied elsewhere and best practice in councils recovering the revenue costs of dealing with such applications.
3. In order to address this resolution further work has been done to establish:
 - How common is it for CIL charging councils to have an ECR policy in place?
 - Identify examples of where the policy has been used and relief granted.
 - Best practice in terms of cost recovery for local planning authorities.

The findings of this work are summarised in turn below.

4. In addition to the work specifically requested by cabinet, officers have also prepared a generic flowchart to illustrate the process through which an individual proposal must pass before Exceptional Circumstances Relief can be granted. This is included as Appendix 2 for information.
5. Finally, officers are also recommending a slight change to the ECR policy itself for clarity. In the version attached to the September cabinet report it was noted “that the CIL Regulations give the council the ability to withdraw this policy at any time with two weeks’ notice.” Whilst this is technically correct it is proposed to clarify this sentence to make clear that, as the introduction of the policy needs to be agreed by full council, its withdrawal would also require a decision by full council under the constitution so would in practice take longer than the two weeks referred to. This clarification is shown in italics within Appendix 1 of the attached September cabinet report to reflect this.

How common is it for CIL charging councils to have an ECR policy in place?

6. In order to research these issues officers’ reviewed nationally published material on all the local planning authorities that had introduced CIL in London, south east, east of England, east Midlands and north west regions. This was based on published research from Oct 2017 so it may underestimate the number of CIL charging authorities.
7. From the national research there appeared to be 127 authorities in these regions that had introduced CIL. However, from their websites it wasn’t possible to establish readily whether or not 41 of these authorities had an ECR policy in place. Of the 86 where it could be established, 45 had made it clear that they would not entertain applications for ECR but 41 appeared to have an ECR policy in place.
8. So overall it appears that around half of all CIL charging authorities do have a policy in place to allow them to grant ECR. The authorities with the policy in place appear

to be quite diverse in the nature, however comparing the list of authorities with the ECR in place with the long list of all CiL charging authorities it would appear that ECR policies are more commonly found in urban areas than rural ones. The list of authorities found to have an CiL ECR policy in place is attached as Appendix 1.

Examples of use of the policy where in place

9. Notwithstanding the comparatively large number of authorities that have an ECR policy in place examples of its use of the policy proved far harder to find following e-mails being sent to all of the 41 authorities. It would appear that nowhere is applying the ECR policy frequently and most authorities that had introduced an ECR had never had cause to use it, although it should be remembered that in a number of cases the policy may not have been in place for very long and officers' understand that it a number of instances authorities suggested that possible schemes were in the pipeline.
10. As the name suggests the use of the policy would appear to be the exception rather than the rule. Only three examples have been found where the policy has been applied. However, this is likely to be an underestimate as the ability to find examples appears to be restricted by concerns over confidentiality of commercially sensitive data. However, the following examples have been found of where CIL ECR policies have been applied:
11. **Taunton Deane Borough Council And West Somerset Council** who have granted relief on a scheme for 100% affordable homes on a particular site where the affordable housing did not qualify for social housing relief.
12. **Weymouth and Portland Borough Council** opened the window for claims for a short period of time in 2016 so they could accept 2 claims on a regeneration site which had severe viability issues due to the abnormal development costs associated with bringing the site forward and conversion of existing buildings. The proposals were for a number of cultural and community spaces (a museum, exhibition space and cultural experience space) as well as four A1/A3 units and a total of 53 residential units.
13. **The Royal Borough of Kingston upon Thames** granted CIL ECR relief for the redevelopment of the Eden Walk shopping centre. Details of the consideration of the ECR have been treated in confidence although the description of the associated planning application is as follows:

"The demolition and redevelopment of Eden Walk Shopping Centre, including Millennium House and Neville House to provide a mixed use development consisting of retail units and kiosks (Use Classes A1-A5), leisure including a cinema (Use Class D2), media screens, offices (Use Class B1a) and residential (Use Class C3); plant (including CHP); public and residential car parking; formation of new access for residential basement car parking, refurbishment of the existing multi-storey car park including new access ramp, extension of basement; public realm works including pedestrian routes and public spaces, improvements to Memorial Gardens, and associated works. Listed Building Consent for the relocation of the War Memorial to a location in Memorial Gardens, and for works abutting the United Reformed Church."

14. In addition to the above three examples, two further examples of schemes of ECR proposal are in the pipeline:
15. **Chesterfield** are considering an application at the moment it involving additional costs claimed to be arising as a result of heritage conservation requirements through the re-development of a listed building. They also have a further planned regeneration scheme in the Borough which is a longstanding local plan allocation, which requires the refurbishment of a listed building with exceptional associated costs which is expected to have challenging viability and anticipate that this will need to be considered against their ECR policy as and when it comes forward.
16. **Cheshire west and Chester** - Only introduced the ECR very recently, and have one scheme where it is considered that it may be necessary to apply the ECR Policy. The scheme is described as :
 - Restoring a derelict Grade II listed building; and
 - Gifting the Council some atelier units and a walled garden which will then be rented out to Community Groups on a pepper corn rent for a minimum of 25 years
17. Finally, the **London Borough of Greenwich** appear to have dealt with an interested case but this resulted in refusal of the application. The details we have are as follows: "An initial application for 9 units was submitted pre-CIL. A revised application for 10 units was submitted once CIL had been adopted and therefore the developer had to pay CIL on all 10 units, not just the additional 1. The developer therefore sought ECR along with a viability assessment as initial figures for the development hadn't factored in CIL. Due to the lack of skills in house and to maintain an independent hand on the case an external consultant was hired to review the viability assessment. They found the assessment to be significantly flawed as 80-90% of the units had been sold but figures were based on no units being sold and therefore limited cash flow. As a result the application for exceptional relief was refused."

Best Practice on Costs

18. In relation to costs it would appear possible to insist that potential claimant's agree to cover our in house and legal costs in full before an application is entertained. The following information has been found about practice in Sheffield who appear to have a two stage assessment process – but basically have an hourly charge "In addition to meeting the costs incurred by the independent person, the applicant will be required to reimburse any costs incurred by the council in considering an application. Rates are £60 per hour of officer time spent processing and determining the ECR application. It is expected that this would normally amount to around £300 to assess a Preliminary Stage submission and £1,500 where a full consideration of an assessment of economic viability is required as part of the Full Application Stage of the process set out above. These fees will apply to any advice requested prior to an ECR application being made, such as a draft application. Fees will be required to be paid up front before the assessment is made, but can be part refunded if the time spent on the assessment is less than anticipated."
19. It is suggested that should council agree to the introduction of the ECR policy that authority is delegated to allow a similar approach to charging to be introduced in Norwich. This should have the advantage of covering the council's costs in dealing

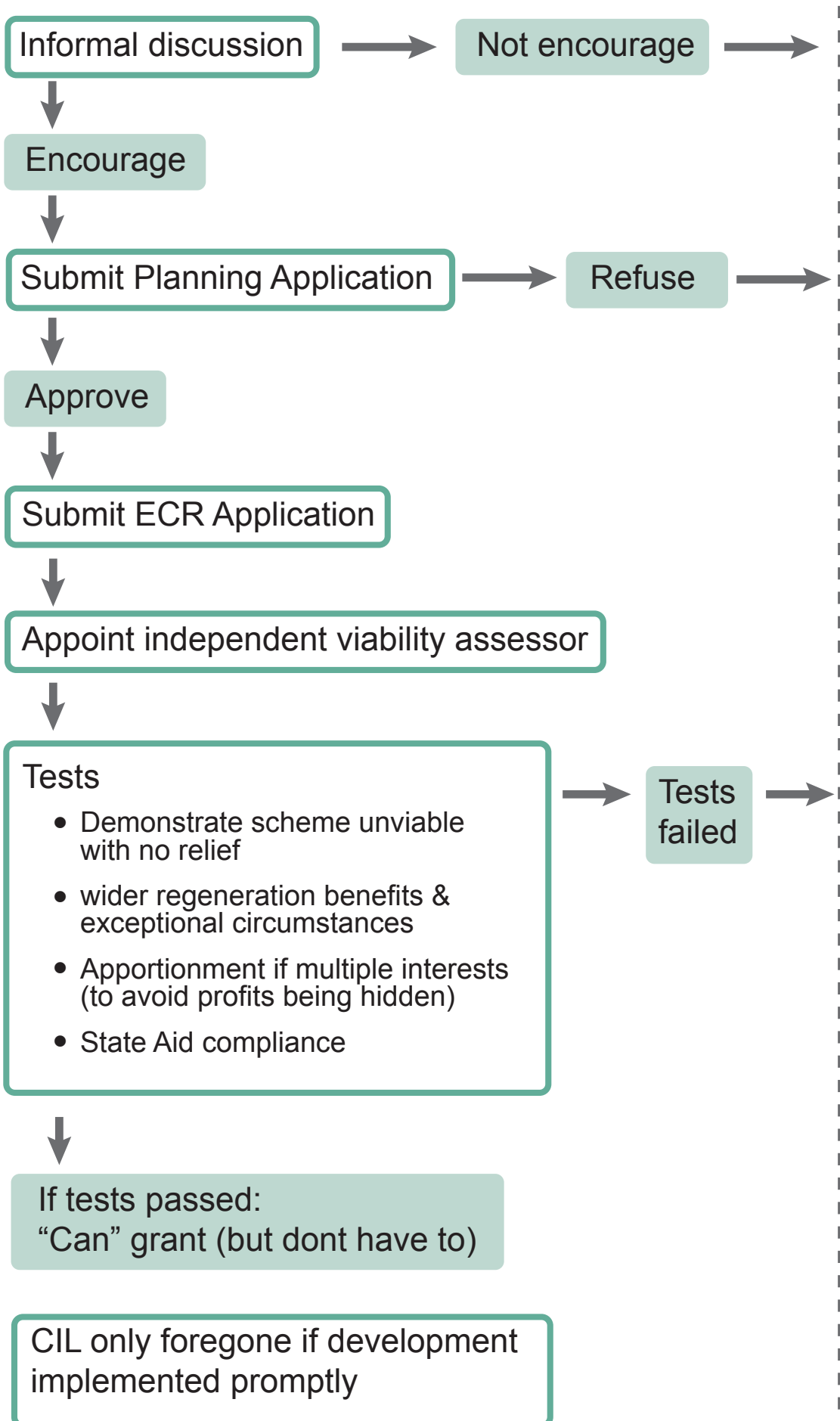
with such applications but may also reduce the prospects of any such applications being made on a speculative basis.

Authorities with Community Infrastructure Levy exceptional circumstances relief policy in place

Bassetlaw District Council	London Borough of Waltham Forest
Bath and North East Somerset	London Borough of Westminster
Bedford Borough Council	London Legacy Development Corporation
Chelmsford Borough Council	New Forest District Council
Cheshire West and Chester	Northampton Borough Council
Chesterfield Borough Council	Oxford City Council
Dacorum Borough Council	Peterborough City Council
Epsom and Ewell District Council	Poole Council
Horsham District Council	Rutland County Council
Huntingdonshire District Council	Sedgemoor District Council
London Borough of Barking and Dagenham	Southampton City Council
London Borough of Barnet	South Ribble District Council
London Borough of Brent	Stroud District Council
London Borough of Camden	Taunton Deane Borough Council
London Borough of Greenwich	Teignbridge District Council
London Borough of Hackney	Three Rivers District Council
London Borough of Kensington and Chelsea	Torbay Council
London Borough of Kingston upon Thames	Trafford Council
London Borough of Lambeth	Wealden District Council
London Borough of Lewisham	Weymouth and Portland Borough Council
London Borough of Southwark	

GENERIC SITE - if CIL ECR is in place

No ECR



Report to	Cabinet	Item 8
	12 September 2018	
Report of	Director of regeneration and development	
Subject	Introduction of a Community Infrastructure Levy Exceptional Circumstances Relief Policy	

Purpose

To consider the merits of introducing a Community Infrastructure Levy (CIL) Exceptional Circumstances Relief (ECR) policy. The policy would only apply in exceptional circumstances and would make provision for developers to claim full or partial exemption from the payment of CIL.

Recommendation

To:

- 1) recommend that council approves the introduction of the Community Infrastructure Levy Exceptional Circumstances Relief Policy, as set out in appendix 1 of this report; and
- 2) recommend that council amends appendix 4 to the council's constitution to include the "Power to determine applications for Exceptional Circumstances Relief from the Community Infrastructure Levy" within the list of powers available to planning applications committee.

Corporate and service priorities

The report helps to meet the corporate priority a healthy city with good housing.

Financial implications

The financial implications of introducing a CIL ECR policy are difficult to predict in detail although it should be noted that sums involved may be significant. Between its introduction in July 2013 and the end of March 2018 the city council has collected a total of £2.529m of CIL. This level is expected to increase in future years owing both to CIL rates increasing faster than the rate of inflation and a lower proportion of development being built having been consented prior to the introduction of CIL.

It is anticipated that the proposed ECR policy will allow for some developments to come forward without paying CIL. However, the number of such developments is considered to be relatively few as the regulations require that ECR is only granted where it appears to the council that there are exceptional circumstances, which justify doing so and where the council considers it "expedient" to do so. ECR would also only be available in respect of developments where the council is satisfied that to require payment of CIL would have an unacceptable impact on the economic viability of the development. Economic viability would be objectively tested by a requirement that applicants for relief must submit a viability report

prepared by a suitably qualified professional approved by the council. The operation of the regulations and the proposed ECR policy is such that the developments that would qualify for relief would be ones that would be unlikely to go ahead without relief being made available.

It also should be noted that developments on which relief is granted would still contribute towards other benefits through section 106 agreements, for example through the provision of affordable housing or financial contributions. The regulations provide that ECR can only be made available where an applicant has already entered into a S106 agreement in respect of the development in question. There may also be administrative costs associated with the handling of any ECR applications which are hard to quantify.

The overall financial effect will depend on the number of ECR applications received, the amount of ECR claimed in each application, and whether the council decides to approve such applications. However the introduction of an ECR Policy will offer a mechanism to enable growth and deliver development in circumstances where CIL may otherwise prevent development occurring. It is therefore considered more likely that on balance the overall financial impact will be positive rather than negative for the council over the long term. The regulations provide a mechanism for the council to withdraw the ECR Policy in the future should it desire to do so and as such the financial effect of the ECR Policy can be kept under regular review.

Ward/s: All Wards

Cabinet member: Councillor Stonard - Sustainable and inclusive growth

Contact officers

Dave Moorcroft, director of regeneration and development 01603 212225

Graham Nelson, head of planning 01603 212530

Background documents

None

Report

Introduction

1. The Community Infrastructure Levy (CIL) is a charge through which the council raises funds from new developments in the area. The money raised is then used to deliver the infrastructure needed to support development such as schools, transport initiatives and leisure facilities. Much of the CIL raised in Norwich is pooled with that raised in South Norfolk and Broadland Council areas and spent via the Greater Norwich Growth Board.
2. Council agreed to adopt and implement the CIL in Norwich in June 2013 and it was brought into force on 13 July 2013. There is a single charging zone covering all of the city council's area with the exception of the small part lying within the area for which the Broad's Authority is the responsible planning authority.
3. When CIL was introduced in 2013 the council considered whether to introduce a policy to allow exceptional circumstances from CIL to be claimed. At the time it was considered the benefits of offering discretionary relief outweighed the disadvantages. The relevant extract from the report agreed by council is produced below.

Extract from Council report of June 2013:

"A further matter that needs to be agreed upon implementation, relates to discretionary relief of CIL. It is important that the Council's position on discretionary relief is made clear to those submitting planning applications. Regulation 55 allows a charging authority to grant discretionary relief in exceptional, specified circumstances. The charging authority may agree to a reduction for developments accompanied by a section 106 agreement where the developer can demonstrate that development of the site is not viable (taking into account the CIL charge and Section 106 contribution) and the cost of complying with the S106 obligation exceeds the CIL charge. In such cases the developer will be expected to demonstrate this (as set out in regulation 57) by providing an independent assessor with "open book" accounts. In practice, the scope of relief which could be offered is likely to be very limited by European state aid regulations. The process is quite onerous and it would be the responsibility of the local authority to ensure state aid regulations are not breached. The availability of discretionary relief, to some degree at least, undermines certainty and predictability that is such an advantage of CIL.

At this time, it is not considered that the benefits of offering discretionary relief outweigh the disadvantages. However, this will be kept under review and the authorities will consider introducing a policy allowing discretionary relief in the light of experience."

4. Since the introduction of CIL the council has become aware of a small number of pipeline developments sites with complex issues that may be unviable if they are required to pay CIL in full. This report therefore seeks approval for an exceptions policy, which would allow the council to determine, on a case by

case basis, whether there is a justification for setting aside the CIL requirement in such cases.

Exceptional Circumstances Relief

5. The CIL Regulations (Regulations 55 to 58) allow CIL charging authorities to set discretionary relief for exceptional circumstances. This allows the council the discretion to offer ECR where individual sites with specific and exceptional cost burdens would not be viable due to the payment of the CIL charge. Use of an exceptional circumstances policy enables the charging authority to avoid rendering sites with specific and exceptional cost burdens unviable.
6. The CIL Regulations make clear that relief can only be granted where there are 'exceptional circumstances' which justify doing so, and where the council considers it "expedient" to do so. ECR would also only be available in respect of developments where the Council is satisfied that to require payment of CIL would have an unacceptable impact on the economic viability of the development. Economic viability would be objectively tested by a requirement that applicants for relief must submit a viability report prepared by a suitably qualified professional approved by the council.
7. It is important to note that existing CIL rates were set in 2013 at a level where evidence was held to demonstrate that most development could afford to pay the CIL charge. This was supported by viability evidence and took into account affordable housing requirements and other planning policy requirements. Since 2013 in general local development values have increased at a faster rate than development costs so it is expected that the exceptional circumstances where this policy will be applied will be rare (as intended by the regulations).
8. There are alternative ways of improving the viability of development schemes, such as by phasing development (so that the phases form separate, chargeable schemes), phasing or reducing other planning policy requirements. Our adopted Instalments Policy was introduced alongside the CIL Charging Schedule and allows developers to pay CIL over a number of weeks or months (depending on the level of CIL liability) rather than the total on the commencement of development.
9. The proposed ECR Policy set out in Appendix 1 lists the proposed tests which would need to be met before such relief will be granted. The policy also makes clear that each case will be considered individually and that the council retains the discretion to make judgements about the viability of the scheme and whether the exceptional circumstances policy applies. It is also important for the council to ensure that any relief would not constitute State Aid, in accordance with the regulations.
10. If council does approve the ECR Policy on 25 September, it will come into force at some point during the autumn. Under the CIL Regulations the council could decide to withdraw it at any time giving two weeks' notice.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	12 September 2018
Director / Head of service	Director of regeneration and development
Report subject:	Introduction of Community Infrastructure Levy Exceptional Circumstances Relief Policy
Date assessed:	22 August 2018

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	See financial assessment. Impacts considered difficult to predict with any certainty but as the introduction of an ECR Policy will offer a mechanism to enable growth and deliver development in circumstances where CIL may otherwise prevent development occurring it is considered more likely that on balance the overall financial impact will be positive rather than negative for the Council over the long term.
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Policy is designed to facilitate schemes with a wider regeneration benefits that would otherwise not be viable due to the impact of CIL
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Policy is designed to facilitate schemes with a wider regeneration benefits that would otherwise not be viable due to the impact of CIL. Such regeneration is considered likely to reduce the incidence of crime and asb that is associated with run down environments

	Impact			
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	
Transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	It is possible that an ECR policy may result in less CIL money being paid in the short term and so have a negative impact on funds available to deliver capital improvements to transportation infrastructure.
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	
Risk management	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Introduction of the policy would increase risks to the Council particularly in terms of ensuring compliance with state aid rules

Recommendations from impact assessment
Positive <p>Promoting development on certain sites which have exceptional circumstances which otherwise mean they would either not come forward for redevelopment or come forward for less desirable forms of development may provide significant benefits to economic development and regeneration albeit owing to the exceptional circumstances that need to be applied it will only be applied rarely.</p>
Negative <p>It is possible that the ECR policy will result in development which places demands on existing infrastructure without providing CIL funds to mitigate this. This may be partly offset by contributions through sec 106 agreements.</p>
Neutral

Issues
<p>A matter of balance of whether the positives outweigh the negatives and much will depend on the circumstances of each individual case but as any decisions to apply the policy need to meet strict criteria and there is little scope to challenge any decision of the Council it is considered that adequate safeguards exist.</p>

Community Infrastructure Levy: Exceptional Circumstances Relief Proposed Introduction and Policy

Introduction

The CIL Regulations (Regulations 55 to 58) allow Norwich City Council as a CIL charging authorities to grant relief from liability to pay CIL if it appears to the authority that there are exceptional circumstances which justify doing so.

It is important to note that CIL rates in Norwich City have been set at a level where most development can afford to pay the CIL charge, supported by viability evidence, taking into account affordable housing requirements and other planning policy requirements. In view of this, it will be a rare occurrence where exceptional circumstances are found to exist so as to justify the grant of ECR.

There are alternative ways of improving the viability of development schemes, such as by phasing development (so that the phases form separate, chargeable schemes), phasing or reducing other policy requirements and/or by use of the Council's CIL Instalments policy. These should be fully explored before considering an application for exceptional circumstances relief.

ECR Policy

This document gives notice that Norwich City Council has determined to make relief for exceptional circumstances available, in accordance with Regulations 55 to 57 of the Community Infrastructure Levy Regulations 2010 (as amended).

Relief for exceptional circumstances will be available until further notice. (It should be noted that the CIL Regulations give the Council the ability to withdraw this policy at any time with two weeks' notice, *although this two week period could only commence following a formal decision of the Council to do so.*)

Exceptional Circumstances Relief (ECR) will be considered where individual sites with specific and exceptional cost burdens would not be economically viable due to the payment of the CIL Charge (see CIL Regulations 55 to 57). The Regulations state that the Council may grant relief from liability to pay CIL if it appears to the Council that there are exceptional circumstances which justify doing so and the Council considers it expedient to do so. Each case will be considered individually by the Council, which retains the discretion to make judgements about the viability of the scheme and whether exceptional circumstances exist.

In addition Norwich City Council may make a judgement in individual cases that exceptional circumstances are not solely based on economic viability. Even where the CIL may give rise to an unacceptable impact on the economic viability of the chargeable development, the Council may also require a demonstration of wider regeneration benefits and/or the need for the applicant to show that a particular site has to be brought forward imminently in order to achieve wider benefits.

The Regulations require that there must be a planning obligation in place in relation to the planning permission which permits the chargeable development.

A person claiming relief must be an owner of a material interest in the relevant land. Any claim for relief must be submitted in writing, using the appropriate form, and must be received and approved by Norwich City Council before commencement of the chargeable development¹. Any claim must be accompanied by:

- a) an assessment carried out by an independent person², of the economic viability of the chargeable development and the cost of complying with the planning obligation,
- b) an explanation of why payment of the chargeable amount would have an unacceptable impact on the economic viability of that development
- c) an apportionment assessment (if there is more than one material interest in the relevant land) ; and
- d) A declaration that the claimant has sent a copy of the completed claim form to the owners of the other material interest in the relevant land (if any).

The chargeable development can cease to be eligible for exceptional circumstances relief if:

- a) before the chargeable development is commenced, charitable or social housing relief is granted; or
- b) the site (or part of the site) is sold; or
- c) the chargeable development is not commenced within 12 months from the date on which the charging authority issues its decision on the claim

Before granting exceptional circumstances relief for an individual scheme, the Council also must be satisfied that the relief would not constitute notifiable state aid.

¹ A chargeable development ceases to be eligible for relief for exceptional circumstance if before the chargeable development is commenced there is a disqualifying event. This is where the development is granted charitable or social housing relief, is disposed of, or has not been commenced within 12 months.

² For the purposes of the above paragraph, an independent person is a person who is appointed by the claimant with the agreement of the charging authority and has appropriate qualifications and experience.

Report to	Cabinet	Item
	14 November 2018	
Report of	Director of neighbourhoods	6
Subject	Norfolk County Council's consultation on early childhood and family Service - transforming children's centres	

Purpose

To consider and confirm the council's response to Norfolk County Council's consultation on proposals to redesign children's centres and early childhood and family services.

Recommendation

To approve the council's response to Norfolk County Council's consultation on proposals to redesign children's centres and early childhood and family services as described in the report.

Corporate and service priorities

The report helps to meet the corporate priority a fair city and a healthy city with good housing.

Financial implications

There are no financial implications arising from the report at this stage.

Ward/s: All wards

Cabinet member: Councillor Davis - social inclusion

Contact officers

Bob Cronk, director of neighbourhoods 01603 212373

Adam Clark, strategy manager 01603 212273

Background documents

None

Report

1. Children's centres were established as service hubs where children up to five years of age and families could access integrated services and information ensuring that every child achieved the best start in life.
2. These services varied according to centre but may have included:
 - support for parents to be
 - parenting – including advice on parenting and access to specialist services for families
 - play sessions
 - access to child and family health services – ranging from health screening and health visitor services
3. Whilst the early phases targeted the most deprived communities to provide high quality early years provision, later Government guidance and ring fenced funding, resulted in a more universal approach to children centre provision led by single tier and county councils.
4. Later changes included a core purpose being defined which was, *to improve outcomes for young children and their families and reduce inequalities between families in greatest need and their peers in the areas of:*
 - Child development and school readiness
 - Parenting aspirations and parenting skills and
 - Child and family health and life chances.
5. These changes also removed the requirement to provide full day care in the most disadvantaged areas and the ring fence for Sure Start, replaced by an early intervention grant encompassing a number of funding streams for children and family services.
6. More recent policy change has been limited but cuts in funding for local government has resulted in a reduction in childrens centres across the country.

What is proposed for childrens centres?

7. Norfolk county council are consulting on a proposed re-design which sets out to *“deliver an early childhood and family service that engages effectively with vulnerable families with additional and complex needs, at the earliest point, and provides appropriately targeted responses to meet their needs”*.
8. The future service model is said to take into account the four guiding principles of the county council's strategy, Norfolk Futures which are:
 - Offering our help early to **prevent and reduce** demand for specialist services
 - **Joining up** work so that similar activities and services are easily accessible, **done once and done well**
 - Being **business-like** and making best use of **digital technology** to ensure value for money; and

- Using evidence and data to **target our work** where it can make the most difference
9. The proposed approach is to create an early childhood and family service, which will ensure early childhood and family services are working together across the county so that they are accessible to children and families and respond to their needs.
 10. Rather than the services being delivered in designated children centre buildings, they would be delivered on an outreach basis within local community venues, such as libraries, village halls and community centres, schools and in families' homes.
 11. Seven early childhood and family bases would be retained, one within each district council area, which would be used as places for staff to work across the district and to deliver some of the local services.
 12. In Norwich this would result in a reduction of six designated children centre buildings.
 13. Wherever possible, the needs of children and families would be met from services set up and run by the local community and the new approach would be developed and established by childrens services working closely with district councils, schools, the NHS and the voluntary and community sector.

Why is the change proposed?

14. A report to childrens services committee in July 2018, said that the county council has an opportunity to secure a refreshed approach that draws together universal and targeted support for families with young children and therefore improves outcomes for children.
15. This is through integration with:
 - the healthy child programme
 - community health provision
 - the county council's early years provision including home learning and family information
 - community development activity, and
 - the council's ambition for flexible and agile use of community assets, as part of delivering fully integrated and joined up public services.

Analysis of the proposals

16. The proposals as scoped and being consulted on by the county council are high level with a great deal of work required to develop and deliver a future model. Based on the current information an analysis has been undertaken to help inform the council's response.

17. Threats

- Budget constraints means fewer services stretched more thinly – there is a lack of clarity on the current finances of properties vs service delivery

- Increasing need and demand for services for children and families
- An enhanced focus on signposting/self-help can entrench inequalities by only meeting needs of more naturally enfranchised families
- Safeguarding risks where interventions are de-professionalised and delivered in community settings
- Reduced prevention work leads to higher incidence of crises in later years i.e. increased looked after child (LAC) population, wider public sector costs etc
- Insufficient appropriate “non-children’s centre” delivery points
- Community development/enabling activity not aligned
- Some activity being charged as it will not be delivered free by childrens centres – impact on low income families?
- Location of the remaining Norwich centre being far removed from areas of highest need
- Disengagement of vulnerable families currently reliant on the existing centres in their local area
- Digital exclusion exacerbating a lack of access to services

18. Uncertainties/unknowns

- Who owns the buildings?
- Is there appropriate and sufficient capacity within proposed locations?
- Knowledge of level and focus of relevant children and family provision
- Are services going to be allocated to localities of greatest need or universally allocated across the county irrespective of the evidence?
- How partners will be engaged
- Capacity and willingness of VCSE sector
- Ability to deliver the new model by November 2019
- How to integrate the various advice and guidance provision
- What happens to children centre nurseries – the consultation is silent on these
- Impact on city council owned buildings used by childrens centres

Scrutiny Committee

19. The city council's Scrutiny Committee considered the consultation at their meeting of 11 October 2018. They raised a series of concerns about the process of the consultation, such as the lack of evidence and data; an absence of Equality Impact Report and issues around accessibility; as well as the substance of what is being proposed, such as the viability of the proposed new locations and the lack of reflection of the wider landscape.
20. Some of the key points raised are included in the proposed council response below, and the full range of concerns are appended to this report. These can be included with the proposed council response to the consultation in the following paragraphs.

Developing a future model for Norwich

21. The council is disappointed that there was no opportunity to be engaged in the development of the draft proposals given our commitment to supporting the most vulnerable residents in Norwich, our knowledge of the city and work already in progress to tailor service provision to those most in need.
22. Based on an analysis of the proposals, the city council does not support the proposals or the closure of any children's centre in Norwich given the high levels of deprivation and child poverty in the city.
23. Equally, the proposals do not appear to reflect the guiding principles of Norfolk Futures which are described in paragraph 7, as well as the county council's local delivery strategy, which states that:
 - a) services will be targeted where they are most needed, this includes Norwich
 - b) investment will be refocussed to meet the needs of residents in the locality rather than a one size fits all approach, which is what is proposed.
24. Any new model needs to have clearly articulated outcomes that relate to local issues that are evidenced to be mitigated by services proposed. As data supplied with the consultation on the current or proposed model is limited, we believe that what evidence there is should be used to shape services to improve:
 - a) The level of development at age 5 of the third of children in Norwich who do not meet this level (in some wards this is 50%)
 - b) The long-term social mobility of the cohort (including those falling short of a good level of development at aged 5) who are more likely to require additional support in school (via pupil premium), lack good GCSEs, and ultimately transition to adulthood with less chance of secure, well-paid employment
25. In order to achieve this, a new model would also need to reflect the higher levels of household and child poverty that are current in Norwich compared with neighbouring districts, and are geographically located in the same areas of sub-optimal development age 5. This would necessarily include addressing socio-economic factors and household-specific issues such as parenting.
26. Although evidence locally seems to be partial on the impact of the current services, individual children's centres are able to evidence that:
 - a) They are working with families from deprived communities
 - b) That those who engage with children's centres on a consistent basis reach a better level of development at age 5 than their comparator peers
27. Recently published evidence from the House of Commons library indicates early year's attainment in Norwich South and Norwich North is better than for overall social mobility. This suggests that the current children centre provision is mitigating some of the negative effects of wider socio-economic factors.

28. In addition, the proposed model does not appear to be supported by any evidence that it would retain the best elements of this current effective practice.
29. A future model should therefore be constructed around this evidence and policy framework, even where causality is difficult to ascertain, with improved data collection, evidence-gathering and analysis built into the new model so that it can be monitored and effectively targeted on an ongoing basis. Without taking this longer-term, evidence-led approach, we believe that the decrease in resource proposed will lead a higher demand over future years for more expensive public sector interventions, including an increase in the Looked After Child population.
30. The city council recognises that all public services are under intense pressure due to reduced funding from Government and the impacts of austerity increasing demand, but also that the impact of the decrease in resources that this represents will only exacerbate demand (including for both county and city councils' services). Therefore, the council proposes to take a positive, collaborative approach to the consultation rather than simply opposing what is proposed.
31. To initiate this, the council would welcome the opportunity to work jointly with childrens services to develop a Norwich delivery model, that would focus investment and bring together the resources in the city on 'turning the curve' in those early years for those who need it most with resource allocated to support this need.
32. This would allow the opportunity to develop an holistic approach to a '*good start in life*' across the locality, including understanding and bringing together the full scope of provision in 'the Norwich system'.
33. Areas for discussion might include:
- A new locality model that could join-up pre-school provision around improved outcomes for the third of children aged 5 in Norwich below 'good' level of development
 - More targeted interventions that reach those who do not access universal services habitually
 - Link early years provision into social mobility activity and through to inclusive economy issues at key transition points
 - Opportunity to align to the:
 - City Vision 2040
 - Neighbourhood model – targeted resources based on need
 - Pooling and sharing data to identify need and better target resources
 - Acknowledging that issues with 0-5 years development is not only an issue for child care but also integrated much more widely in mental health, physical health, community cohesion, family relationships etc and developing a more holistic model.

34. The council believes that there is an opportunity, to develop a model that complements the proposed single co-ordinating 'hub' in Norwich by the addition of a number of 'spokes' that reflects the greater need in the city and the council's neighbourhood model with a local 'hub' in each neighbourhood.
35. There may be opportunities to identify and resource these from across the wider one public estate in the city.
36. The city council would also support a county council request to Government for adequate funding to maintain childrens centre provision across Norfolk at the current levels.

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with the completion of the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	Cabinet
Committee date:	14 November 2018
Director / Head of service	Director of neighbourhoods
Report subject:	Norfolk county councils consultation on early childhood and family Service - transforming children's centres
Date assessed:	2 November 2018

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Changes in service will lead to increased demand
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	A reduction in early years provision will lead to decreased social mobility and lack of readiness in later life for work
Financial inclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Changes in service will lead to increased levels of exclusion including financial
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Use of non-public facilities increase a risk of safeguarding
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	UN Convention on the rights of the child says that 'the best interests of the child must be a top priority in all decisions and actions that affect children.'
Health and well being	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Changes in service risks reduced access to services that enhance social inclusion and health and wellbeing

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	A reduction in early years provision could lead to decreased social mobility and reduced life chances in later life
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Changes in the location of service provision may lead to increased travel costs for some families
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments

	Impact			
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment
Positive
Negative
The proposals which appear that they will lead to a reduction in early years provision could result in decreased social mobility and reduced life chances in later life for children in some of the city's most deprived communities
Neutral
Issues

Norfolk county councils consultation on early childhood and family Service - transforming children's centres

Scrutiny Committee discussion

11 October 2018

Consultation process

Members' concerns about the process of the consultation were as follows:

- The consultation does not provide sufficient evidence and data about the current provision and how the proposed new model would impact on residents
- Specifically, it lacks an equality impact assessment of the proposed changes to show how groups with protected characteristics would be affected, including women and people with English as a second language, who are disproportionately likely to be users of the service.
- There is also no evidence about how the current and proposed investment saves costs elsewhere in the system (including the looked after child population) using any sort of Social Return on Investment or similar methodology
- Similarly there is no evidence of the economic impact in terms of jobs and local economic activity that results from the centres
- The consultation is not explicit about the budgetary pressures that are driving the proposals, instead implying that the impetus is coming from the desire to transform the provision. This is felt to be disingenuous and dishonest.
- Other literature produced by individual children's centres makes it clear that the budget cut of 50% is the root the proposals
- There is reference in the document to the trialling of the 'Local Service Strategy' in Autumn 2018. There will not be sufficient time to learn the lessons from this before the consultation is concluded.
- The online consultation was felt to be somewhat impenetrable given that the majority of people who access it digitally will be using a smart phone or device

Furthermore members would like to underline the depth of their feeling that this consultation is a veneer of engagement, as the budgetary decision has already been made.

Consultation substance

Members' concerns about the substance of the consultation were as follows:

- Despite the suggestion that this is not a 'one-size fits all' approach, there is not sufficient local nuance to reflect the different challenges across the county e.g. Norwich has higher levels of deprivation than most of the county, whilst transport issues are more likely to be an issue elsewhere. Despite the rhetoric about targeting resource where needed, a one hub in each locality would suggest that this is not the case.
- Has there been assessment of the viability of the mobilisation of the additional delivery points (such as GPs, libraries and community centres)? As an example, city council community centres are run by independent committees so the council are not able to ensure access

- The digital offer needs to be offered in a way that engages those at risk of digital exclusion, but there is no indication that this has been considered
- In targeting only the most vulnerable children and families, the opportunity for wider interaction between socio-economic groups that comes from universal provision can be missed. These opportunities can be a key part of the social development of children from all backgrounds.
- The lack of a universal, non-targeted building from which a range of services are delivered risks missing the families and children who may not themselves identify a need for more intensive services, and will not necessarily proactively engage with the targeted services. The 'softer' front-door offered by universal services such as 'stay and play' can provide opportunities for professionals to identify opportunities to engage with families about other issues for which they have not presented. Universal services therefore present a 'front-door' to wider early years provision.
- The corollary of that is that there is a risk of 'self-exclusion' from other proposed venues owing to a perception that libraries etc are not somewhere that particular families identify with or attend – 'not for the likes of us' syndrome
- Where non-professional settings (such as homes) are used, there is an increased need to ensure safeguarding is robust
- The proposed use of volunteers in place of professional staff also risks a lower quality service, and again necessitates a robust approach to safeguarding
- The proposed changes come against a backdrop of wider public sector retrenchment and services for children and younger people (such as speech and language therapy) which are seen as oversubscribed and insufficient to meet demand
- The wider landscape is one of austerity which has resulted in national socio-economic factors which drive low incomes and deprivation. Services such as children's centres are part of the mitigation of these locally, so reductions in them will exacerbate the impact of austerity.
- Although there is other investment in social mobility through the DfE Opportunity Area, this is not targeted at early years, where the lifetime impact of investment is most effective

Overall, the members concern is that the budgetary driver of the consultation means that decisions will be made hastily without adequate chance to ensure that the remaining provision is used effectively and results in better outcomes for children from all backgrounds.

Report to Cabinet
14 November 2018
Report of Director of regeneration and development
Subject Norfolk Strategic Infrastructure Plan refreshed for 2018

Item

7

Purpose

To agree the refresh of the Norfolk Strategic Infrastructure Delivery Plan.

Recommendation

To:

- 1) endorse the strategic and inclusive approach to infrastructure planning; and
- 2) agree the Norfolk Strategic Infrastructure Plan

Corporate and service priorities

The report helps to meet the corporate priority a prosperous and vibrant city.

Financial implications

There are no direct financial implications of the Norfolk Strategic Infrastructure Delivery Plan. Individual projects will have their own budgets. Staff support is managed through existing resources.

Ward/s: All Wards

Cabinet member: Councillor Waters - Leader

Contact officers

Graham Nelson, head of planning	01603 212530
Andy Watt, head of city development services	01603 212691

Background documents

None

Report

Background

1. The Norfolk Strategic Infrastructure Delivery Plan (NSIDP) presents the key strategic infrastructure projects needed to deliver economic growth in Norfolk. It provides a clear message of Norfolk's infrastructure priorities to the government and its agencies.
2. It is a working document that will be fully reviewed annually as information becomes available and projects are progressed through to delivery. The next review is scheduled for November 2019.
3. The NSIDP helps to co-ordinate implementation, prioritise activity and respond to any funding opportunities. The NSIDP is focussed on strategic transport, utility and sustainability projects.
4. Norfolk County Council lead on the implementation of the NSIDP and are due to approve the policy at their environment, development and transport committee on 9 November 2018. All the districts in Norfolk have contributed to the plan's creation and are presenting this report to their cabinets for approval to highlight the inclusive approach to infrastructure planning the NSIDP represents.

Report

5. The NSIDP can be found at: <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/business-policies> and sets out Norfolk's high level strategic infrastructure priorities for the next 10 years and has an accompanying online map <http://arcg.is/2u75ooY> presenting all the projects in the NSIDP as one vision for Norfolk.
6. The list of projects was compiled in conjunction with stakeholders. As well as all of the Norfolk councils these include utility companies and government agencies as well. The list of prioritised projects included in the NSIDP has been reviewed and agreed by the appropriate officer groups: Norfolk Strategic Planning Group, Norfolk Growth Delivery Group, Norfolk Strategic Growth Group (consisting of Chief Executives from all the District Councils) and Norfolk Leaders.
7. The projects in the NSIDP are focussed on transport, utilities and sustainability and align with Norfolk County Council's priority for improved infrastructure, the ambitions of the recently published Norfolk and Suffolk Economic Strategy (NSES) and District Council Local Plans.
8. There are many other smaller infrastructure schemes and projects important across the county. Not every project has been included in the NSIDP as the NSIDP only includes the most strategic projects, which contribute the greatest to housing and jobs targets and on which the county council and other partners are actively working with a recognised route towards delivery.

9. Some projects are further forward than others so they have robust investment requirements and implementation timelines; others are in the early stages of design and are less well known. In some cases the funding sources are clear, for example where Section 106 (S106) or Community Infrastructure Levy (CIL) collected from developers will provide a significant contribution. Additional details on costs and sources of funding, such as contributions from utility companies like Anglian Water will be added as projects are firmed up.
10. The 2018 NSIDP groups projects by those in Local Authority control and those which are being delivered by external organisations. For those projects in Local Authority control significantly more information has been provided including a detailed breakdown of each project stage and the work underway to progress delivery. In addition the majority of projects have also received funding from the Business Rates Pool in a coordinated approach to ensure projects progress as planned over the coming year and the next stage for delivery has been identified.
11. This helps generate a pipeline of projects based on estimated start dates and if their current status means they will be delivered as planned. This allows for informed discussions and will enable work with partners to co-ordinate implementation, prioritise activity and respond to any funding opportunities.
12. The NSIDP is a working document that will be reviewed annually as information becomes available and projects progress through to delivery. The first review is planned for the spring of 2019 to factor in any potential government announcements during the autumn of 2018. This process allows for new projects to come forward for inclusion at the appropriate time subject to meeting the necessary criteria.

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with the completion of the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	Cabinet
Committee date:	14 November 2018
Director / Head of service	Dave Moorcroft
Report subject:	Norfolk Strategic Infrastructure Delivery Plan
Date assessed:	1 November 2018

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There are no direct financial implications of the Norfolk Strategic Infrastructure Delivery Plan. Individual projects will have their own budgets
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The NSIDP supports the economic prosperity and development of both the city and the county more generally
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The NSIDP supports housing growth to meet health and wellbeing needs

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Better infrastructure can help all in society better access jobs and services
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The NSIDP includes several projects to improve both rail and road infrastructure
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The NSIDP includes two major projects to improve access to the natural environment. Projects may impact on the natural and built environment and require sensitive implementation.
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Two NSIDP projects will provide increased electricity network capacity. This provides potential to increase use of electricity to replace use of fossil fuel

	Impact			
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment

Positive

Agree the NSIDP

Negative

Neutral

Issues

Report to Cabinet
14 November 2018
Report of Director of business services
Subject Scrutiny committee recommendations

Item

8

Purpose

To consider the recommendations from the scrutiny committees held on 20 September and 11 October 2018.

Recommendation

To ask cabinet to consider addressing the issues of County Lines through the city council's services and influence, as follows:

- 1) liaise with contractors to provide front line staff with training on safeguarding and awareness of County Lines and that there is a process for reporting incidents to contribute to intelligence gathering;
- 2) following consultation with the police, that the council explores the removal of tags which demarcate the territories of drug gangs;
- 3) review the licensing policy and procedures to ensure that County Lines' activity is captured particularly in relation to the fit and proper test in relation to licences for private hire drivers and hackney carriage drivers;
- 4) review tenancy agreements and procedures for rapid response to County Lines' activities and treatment of vulnerable tenants "cuckooed" by criminals.

Corporate and service priorities

The report helps to meet all the corporate priorities.

Financial implications

None

Ward/s: All wards

Cabinet member: Councillor Kendrick - Resources

Contact officers

Anton Bull, director of business services

01603 212326

Background documents

None

Report

Background

1. The council's scrutiny committee is constituted of councillors who do not sit on cabinet. They are expected to review/scrutinise and oversee decisions made by cabinet. They can 'call in', for reconsideration, decisions made by cabinet or an officer which have not yet been implemented. The main functions of scrutiny are to hold cabinet to account by examining their proposals; evaluating policies, performance and progress; ensuring consultations, where necessary, have been carried out; and highlighting areas for improvement.
2. The committee makes recommendations for cabinet, the wider council and other stakeholders based on evidence on the issues scrutinised at their meetings.
3. The following is a summary of the topics the committee has considered with the recommendations that were made accordingly.

20 September 2018

The committee considered the following reports:

- Norwich City Council response to County Lines activity
- Update of the Norfolk Health Overview and Scrutiny Committee representative
- Scrutiny committee work programme 2018-19

Norwich City Council response to County Lines activity

4. The committee welcomed Paul Sandford, assistant chief constable, Norfolk Constabulary and Chris Small, Norfolk Youth Offending Team.
5. The committee heard from the director of neighbourhoods, who explained the impact of County Lines activity on the city council area and the work of the Norfolk Community Safety partnership.
6. The assistant chief constable gave a presentation to the committee which explained the context of the County Lines operation and work undertaken by Norfolk Constabulary. He explained that County Lines was the dealing of class A drugs in rural areas often involving the exploitation of vulnerable individuals to sell drugs. Young people and children were brought into rural areas to deal drugs. The issue bore similarities to child sexual exploitation.
7. As a result of County Lines criminal activity there had been an increase in knife crimes and robberies in the area. These offences were largely committed between drug dealers.
8. Members heard about the practice of 'cuckooing' whereby a vulnerable person's accommodation was taken over as a base for drug dealing and the tenant was often paid in drugs or money.

9. An individual could be a perpetrator and a victim of a crime and therefore the appropriate response was often difficult to determine.
10. The assistant chief constable suggested a number of areas where the council could work in partnership with the police to combat the impact of County Lines. Members agreed to consider appropriate actions at the next meeting.

11 October 2018

The committee considered the following reports:

- Scrutiny committee work programme 2018-19
- Recommendations - The impact of Operation Gravity and organised crime in Norwich since 2016 Norwich City Council response to County Lines activity
- Norfolk County Council consultation on early childhood and family service – transforming our children’s centres

Recommendations - The impact of Operation Gravity and organised crime in Norwich since 2016 Norwich City Council response to County Lines activity

11. Members discussed how the city council could impact the reduction of County Lines activities through its services and influences.

RESOLVED to ask cabinet to:

- 1) liaise with contractors to provide front line staff with training on safeguarding and awareness of County Lines and that there is a process for reporting incidents to contribute to intelligence gathering;
- 2) following consultation with the police, that the council explores the removal of tags which demarcate the territories of drug gangs;
- 3) review the licensing policy and procedures to ensure that County Lines’ activity is captured particularly in relation to the fit and proper test in relation to licences for private hire drivers and hackney carriage drivers; and
- 4) review tenancy agreements and procedures for rapid response to County Lines’ activities and treatment of vulnerable tenants “cuckooed” by criminals.

Norfolk County Council consultation on early childhood and family service – transforming our children’s centres

12. The director of neighbourhoods, presented the report to the committee.
13. The committee welcomed county councillor’s Corlett and Morphew who explained that the consultation had not been approved by elected members of the county council’s children’s services committee or policy and resources committee.

14. Members noted that Norwich had higher levels of deprivation than the surrounding rural district areas and therefore would be disproportionately affected by the withdrawal of the service.
15. Members were concerned that no equality impact assessment had been completed and that there was no financial information analysis of the social and economic cost of closing children's centres the service.
16. Members expressed strong feelings about the consultation proposals and procedures and considered the purpose of the closure was that the budget would be halved.

RESOLVED to:

- 1) ask the chair to write to the chairs of the children's services committee and policy and resources committee to advise them of the committee's concerns about the proposals; and
- 2) note that the strategy manager will write up a detailed note of the discussion which will be used to inform the council's corporate response for consideration by the cabinet at its November meeting.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	14 November
Director / Head of service	Anton Bull
Report subject:	Scrutiny Committee Recommendations
Date assessed:	25 October 2018
Description:	A summary of scrutiny committee discussions and recommendations from 20 September and 11 October 2018

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment
Positive
Negative
Neutral
Issues

Report to	Cabinet	Item
	14 November 2018	
Report of	Director of regeneration and development	9
Subject	Procurement of Energy White Label	

KEY DECISION

Purpose

To advise on the procurement process for an energy white label and to seek approval to award the contract.

Recommendations

To award the energy white label contract to ENGIE Power Ltd

Corporate and service priorities

The report helps to meet the corporate priority a fair city and safe clean and low carbon city.

Financial implications

All work related to this decision will be met from within existing budgets.

Ward's: All wards.

Cabinet member: Councillor Karen Davis – social inclusion

Council officers

Dave Moorcroft, director of regeneration and development 01603 212225

Richard Willson, environmental strategy manager 01603 212312

Background documents

None

Report

Background

1. Norwich City Council has carried out a range of work to help its citizens reduce their gas and electricity bills in line with its Affordable Warmth Strategy and statutory HECA (Home Energy Conservation Act). Both the HECA and Affordable Warmth Strategy contain actions to explore the feasibility of setting up an energy company to provide cheaper energy to the residents of the City and possibly County.
2. Electricity prices have increased by over a third since 2010 and gas prices by almost 25%. In 2017 alone electricity prices increased by 6% which disproportionately affected fuel poor households, and households who are often only just above the fuel poverty line.
3. Thanks to the hard work of Norwich City Council, fuel poverty in Norwich has not increased since 2011 despite the perfect storm of increasing fuel prices and reducing support from central government. However, between 2015 and 2016 households in lower income deciles have seen a disproportionate change in income. This will result in these households being worse off when compared to the overall population, which contributes towards shifting these households into fuel poverty.
4. In Norwich 12.3% of households, or 7,804 households, are experiencing fuel poverty. This figure is expected to rise due to the reasons given above and sets out a compelling reason for the development of local solutions to this national problem.

Options

5. There are a number of options available to local authorities who wish to set up local energy services. Nottingham City Council has established a 'full service' not-for-profit energy supply company, Robin Hood Energy. However this type of arrangement is costly to set up and resource, there are significant regulatory hurdles, and the timescales involved can be lengthy. Other Energy Service Company (ESCo) options also face similar obstacles to set up.
6. Having assessed the various options the preferred route for Norwich City Council, and any participating local authority partners in Norfolk, is a white label offering. This effectively uses the 'brand name' of an entity (for example Norwich Energy) but works in partnership with a licensed supplier (such as E-ON) to sell energy. The licensed supplier will provide back office functions such as billing, customer service, debt management, meter reading etc. and will ensure compliance with industry codes. This option involves a minimal amount of upfront investment and will significantly reduce the risk to Norwich City Council.
7. It's been widely reported that councils that have gone down the fully licenced energy supply option have struggled to see return on their investments. Bristol Energy is not due to start making a profit on its £27 million investment until 2021 and Robin Hood Energy has just made a small

trading surplus to start repaying its £20 million commercial loan from Nottingham City Council.

8. There are a number of examples of Local Authority white label energy supply offerings across the country including: Fairerpower For All (Cheshire East Council), White Rose Energy (Leeds City Council) RAM energy (Derby City Council) and Leccy (Liverpool Energy Community Company). All of these offerings have been successful in attracting new customers and promote themselves as not for profit.
9. Local Authority white label offerings are generally considered trustworthy; certainly they have a higher level of public trust than the major energy supply companies. By being willing to utilise part of the proceeds available from customer acquisition to subsidise the energy costs, it is expected that the tariffs available will compare favourably to the wider energy market.

Procurement Process and Evaluation

10. After deciding to proceed with the White Label option rather than a “full service” ESCo (Energy Service Company) the environmental strategy and procurement teams created a detailed tender specification using best practice established from collating similar procurement exercises from other councils and market intelligence from Pixie Energy.
11. The tender was published via the councils e-tendering platform. Although initial interest was high in regards to our first attempt to establish a white label energy supply partner we regretfully were unable to find a supplier in January 2018. The process was repeated in June 2018 and ENGIE Power Ltd was successful.
12. ENGIE Power Ltd is a leading energy and services company focused on three key activities: production and supply of energy, facilities management and regeneration. They have 17,000 employees throughout the UK & Ireland. Globally, the ENGIE Group employs 150,000 people and achieved revenues of €66.6 billion in 2016.
13. The financials of the company are very strong. This was a consideration in respect to the product being sustainable in the long term. ENGIE Power Ltd are also one of the few companies in the UK able to offer 100 % renewable energy on both fuels (Gas and electric) at no premium which enables competitive pricing when compared the big 6 standard variable tariffs.
14. Future customers of the scheme will therefore be able to save on average 3 tonnes of CO₂ (approximately the equivalent of 45 trees growing 30 years) per year as well as getting a fair deal when compared to other companies offering green energy at a premium. In addition to also being cheaper than many of the standard energy deals available.
15. ENGIE Power Ltd are also able to offer a UK customer call centre as well as a digital platform to customers on all forms of payment (Direct debit/ PAYG). Therefore the project will be able to support the objectives “fair city” and “safe clean and low carbon city”.

16. The programme will particularly support efforts to reduce fuel poverty and health inequalities via working with and supporting vulnerable customers in areas of high fuel poverty e.g. by automatically offering them a discount or via tariffs which allow more financially able citizens to contribute towards a local fuel poverty fund of which the more vulnerable could benefit.
17. Any ongoing or additional staffing costs associated with this project, for example, in terms of marketing and promotion, will be managed via existing budgets and use of the customer acquisition fees. This is to help ensure that the project remains cost natural as it grows and potentially requires more resources. Norwich City Council is also in discussion with other councils who have set up similar arrangements to help us understand, in detail, the resources required for launch and continuing promotion.

Further Details

18. Unlike the “Norwich Big Switch and Save” the vision of the new energy supply service will be to create an attractive local energy brand offering a long term “fair deal” to our consumers, so they are encouraged to stay and not shop around. The Big Switch and Save offers excellent 12 month deals but the process needs to be repeated annually to maximise the benefits of the scheme.
19. Regretfully NCC is unable to reconnect to Big Switch customers after they have switched for 3 years as this is part of the contract with their new supplier. However many contact us when their 12 month offers expire and we can reregister them onto the next tranche.
20. Our aim will be to attract and retain 1,500+ customers per year for the first 3 years of the programme and to offer the following core tariffs:

ECO Value
ECO Value Pre Pay
ECO Community

All tariffs will be 100% renewable (gas and electricity).

The proposed ECO Community tariff donates 31 days of energy to a fuel poor home but costs £30 more per year. The customer is choosing to support local vulnerable households.

21. The project will aim to attract similar numbers to the Big Switch and Save which should retain a market share of 5% within 3 years. A significant number of existing Big Switch and Save clients said they would like to stay on a “fair deal” tariff with the Council.
22. It is probable that the agreement with the licensed supplier will initially be for up to an agreed period of 5 years, and there will be appropriate provision within the agreement between the councils, in respect to arrangements at the end of that period. Assuming that the venture is successful and that the

Councils share a common vision as to how to progress in the future, there is no reason that the arrangement could not continue for many years.

23. The name of the white label supply company is still to be determined although it is expected that it will incorporate a strong local theme. It is intended that officers will develop a brand and marketing strategy using the knowledge and experience gained from running the Big Switch and Save.

Timescales

24. If cabinet recommends proceeding with ENGIE Power Ltd the project will aim to be mobilised for Spring 2019.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	31/10/2018
Head of service:	David Moorcroft
Report subject:	Energy White Label
Date assessed:	24/10/2018
Description:	To advise Cabinet of the intention to seek approval to set up a white label energy contract

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The scheme can be carried out within existing budgets.
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There will be a need for other front facing council teams to highlight the scheme to council customers e.g. customer contact, housing officers etc. Briefing packs will be provided to help with this.
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The products will generally be cheaper and have a positive impact
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Cheaper energy will help lower fuel poverty which can effect health.
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The scheme will support energy efficiency and renewable energy
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The scheme will support energy efficiency and renewable energy

(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	This is a lower risk option

Recommendations from impact assessment
Positive
To progress with the scheme
Negative
Neutral
Issues

Report to	Cabinet	Item
	14 November 2018	
Report of	Director of neighbourhoods	10
Subject	Procurement for the supply, installation and commissioning of new boilers and equipment at Fellowes Close sheltered housing	

KEY DECISION

Purpose

To advise cabinet of the procurement process for installing a new heating system at Fellowes Close sheltered housing and to seek approval to award the contract.

Recommendations

To award the contract to install a new heating system at Fellowes Close sheltered housing to Panks Engineering Ltd.

Corporate and service priorities

The report helps to meet the corporate priority a healthy city with good housing.

Financial implications

The financial consequence of this report is the award of a contract for structural repairs and improvements with a tender cost of £399,348 which is included within the Housing Revenue Account budgets for 2018/19.

Ward/s: Wensum

Cabinet member: Councillor Harris - deputy leader and social housing

Contact officers

Lee Robson, head of neighbourhood housing 01603 212939

Carol Marney, interim operations director NPS Norwich 01603 227904

Background documents

None

Report

Introduction

1. Fellowes Close sheltered housing site consists of 40 bungalows and a communal centre. It is situated off Cadge Road and was constructed in 1990.
2. All of the bungalows are heated by a communal heating system which is now beyond economic repair. There are four boilers, two of which are not operating due to faults and non-availability of spare parts. The two operational boilers are of the same age so there is a risk of spare parts not being available should repairs be required. The radiators in the dwellings are the original units and the hot water cylinders which currently use electric immersion heaters to heat the hot water all need replacing
3. The budget estimate for the works is £400,000. The new boilers will be more energy efficient resulting in a lower cost of heating and lower carbon footprint for the centre. The new radiators will allow the low surface temperature system to heat the dwellings more effectively, and the new hot water system will also be more cost effective than the current immersion heaters.

Procurement Process

4. The opportunity was advertised on the council's e-procurement portal and Contracts Finder on 14 September and five tender submissions were received. The submissions were opened on 11 October 2018.
5. Suppliers were asked to submit details of their organisation in terms of finance, contractual matters, insurances, quality assurance, environmental standards, health and safety, equality and diversity credentials, references and previous experience. These aspects were evaluated to ensure that suppliers met the Council's basic requirements.
6. At the same time suppliers were asked to submit details in the form of method statements proposing how they will meet the requirement for the work package and the price that they will charge to carry out this work. These method statements were evaluated once it had been confirmed that the supplier had met the Council's basic requirements.

Tender evaluation

7. Tenders were received from:

Company	Location
CPS Building Services Ltd	Cambridge
Dodd Group	Telford
Panks Engineers Ltd	Norwich
PJ Plumbing , Heating and Maintenance Ltd	Norwich
Princebuild Ltd	Peterborough

8. The supplier selection process required suppliers to complete a questionnaire. The responses given were evaluated against pre-determined criteria. This quality assessment carried a maximum of 40% of the marks. The lowest price was allocated 60% of the marks and marks were deducted, pro-rata, with each increasing tender price.
9. The supplier with the highest cumulative score was deemed the best value submission. The results are shown below:

Price	Price score	Quality score	Total score
£ 399,348.00	60.00	40	100
£ 423,359.00	56.39	40	96.39
£ 429,316.74	55.5	40	95.50
£ 463,287.09	50.39	40	90.39
£ 499,540.87	44.95	40	84.95

10. The tender submitted by Panks Engineering Ltd received the highest score and therefore represents the best value for money. It should be noted that Panks are a local company and employ local people.

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with the completion of the assessment can be found [here](#). Delete this row after completion

Report author to complete	
Committee:	Cabinet
Committee date:	14 November 2018
Director / Head of service	Lee Robson
Report subject:	Procurement for the supply, installation and commissioning of new boilers and equipment at Fellows Close sheltered housing
Date assessed:	19 June 2018
Description:	New boilers, radiators and hot water cylinders

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Open tendering will ensure that best value is achieved.
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The new equipment will be more efficient resulting in lower energy bills for residents
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The new equipment will consume less energy than that being replaced.
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments

	Impact			
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	There is a low risk that the appointed supplier could fail during the life of the contract. There is little risk to the council as it is not investing in the supplier. The risk is one of service continuity rather than financial which is further mitigated by the fact that the contract is planned in nature.

Recommendations from impact assessment
Positive
The works will help to reduce fuel poverty and reduce consumption of energy from fossil fuels.
Negative
Neutral
Issues

Report to	Cabinet	Item
	14 November 2018	
Report of	Director of neighbourhoods	11
Subject	Procurement of works to refurbish the grounds maintenance storage and welfare facilities at Eaton Park	

KEY DECISION

Purpose

To advise cabinet of the procurement process for refurbishing the grounds maintenance storage and welfare facilities at Eaton Park and to seek approval to delegate authority to award the contract.

Recommendation

To delegate approval to the director of neighbourhoods in consultation with the portfolio holder for resources to award the contract for refurbishing the grounds maintenance storage and welfare facilities at Eaton Park

Corporate and service priorities

The report helps to meet the corporate priority a safe, clean and low carbon city

Financial implications

The costs arising from this decision will be met from the approved budgetary provision within the General Fund capital budget for 2018/19.

Ward/s: Eaton

Cabinet member: Councillor Kendrick - resources

Contact officers

Adrian Akester - head of City Wide Services 01603 212331

Neil Watts - major works and services manager, NPS 01603 227900

Background documents

None

Report

1. The current timber buildings that form the stores and workshops in Eaton Park used by Norwich Norse Environmental are in a poor state of repair and are no longer suitable for their intended purpose. In addition the surface standing is breaking up and due to poor drainage is prone to flooding.
2. It is therefore proposed that the timber buildings are replaced to provide fit for purpose facilities and the site reconfigured to make improvements to storage, site security and parking for operational vehicles and staff parking.
3. The works which will be on the current footprint of the site include the following:
 - The demolition of the original timber stores/workshops and all structures requiring upgrading
 - The temporary re-location of many of the existing steel storage containers and welfare facilities
 - The adaptation of remaining buildings to optimise their usage
 - The removal of the existing site surfacing and improvements made to the existing drainage system
 - The replacement of the existing poor site surfacing with a permeable sustainable underground drainage system surfacing. This allows water to permeate through the paving and minimises surface water run-off into the sewer system
 - The reconfiguration of the depot layout to allow for better and safer working practices
 - The construction of secure perimeter fencing, gates, and the planting of a mature Yew hedge on the public car park side to improve the appearance of the depot
 - The re-positioning of the steel storage containers and welfare facilities
 - The upgrading of lighting across the site with energy efficient LED lighting.
4. The cost of the works is estimated to be £290,000 and will be funded from the general fund capital programme.
5. These new works will provide facilities that are up to date and meet current working practices reduce maintenance requirements in the short to medium term. In addition:
 - the new surfacing will be more environmentally sustainable with reduced water run off to the sewer system

- the new surfacing and rationalised layout and lighting allows for the safe use of the depot by staff and vehicles and relieve pressure on public parking facilities by employees
- improved landscaping of the facilities in one of the city's major parks.

Procurement Process

6. This opportunity is currently being advertised on the council's e-procurement portal and Contracts Finder with a return date of 19 November 2018.
7. Suppliers will be asked to submit details of their organisation in terms of finance, contractual matters, insurances, quality assurance, environmental standards, health and safety, equality and diversity credentials, references and previous experience. These aspects will be evaluated to ensure that suppliers met the Council's basic requirements.
8. At the same time suppliers will be asked to submit details in the form of method statements proposing how they will meet the requirement for the work package and the price that they will charge to carry out this work. These method statements will be evaluated once it had been confirmed that the supplier has met the Council's basic requirements.

Tender evaluation

9. The supplier selection process requires suppliers to complete a questionnaire.
10. The responses given will be evaluated against pre-determined criteria. This quality assessment carries a maximum of 40% of the marks. The lowest price will be allocated 60% of the marks and marks will be deducted, pro-rata, with each increasing tender price.
11. The supplier with the highest cumulative score is deemed the best value submission. The results will be reported to the director of neighbourhoods and the Portfolio holder for social housing.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	14.11.2018
Director / Head of service	Bob Cronk/Adrian Akester
Report subject:	Procurement of works to refurbish the grounds maintenance storage and welfare facilities at Eaton Park
Date assessed:	22.10.2018
Description:	Refurbishment works to include demolition of original timber buildings, re-location of steel containers, resurfacing works and the development of an improved layout and associated works. See attached report.

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	X	<input type="checkbox"/>	Value for money is achieved by open tendering the works
Other departments and services e.g. office facilities, customer contact	<input type="checkbox"/>	X	<input type="checkbox"/>	Improved facilities for Norwich Norse Environmental operatives
ICT services	X	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	X	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	X	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	X	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	X	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	X	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input type="checkbox"/>	X	<input type="checkbox"/>	The new layout will be much improved. The site will be free of standing water and well lit.

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	X	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	X	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	X	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input type="checkbox"/>	X	<input type="checkbox"/>	Improved parking facilities within the depot itself allowing better usage of car parking in public car park
Natural and built environment	X	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	X	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input type="checkbox"/>	X	<input type="checkbox"/>	The installation of a fully automated petrol interceptor ensures that no contaminants will affect the site area
Sustainable procurement	X	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Energy and climate change	<input type="checkbox"/>	X	<input type="checkbox"/>	The installation of a Sustainable Underground Drainage System (SUDS - permeable surfacing) allows surface water to percolate into the subsoil without discharging into the sewage system. This relieves pressure on the fixed drainage system and minimises the affects of flooding. The perimeter of the site will be hedged creating a pleasing visual appearance and assisting in the reduction of CO2.
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	<input type="checkbox"/>	X	The works are due to be carried out Jan – Feb 2019. The weather may affect the works but part of the tender evaluation process requires the successful contractor to detail how they will operate in adverse weather conditions.

Recommendations from impact assessment

Positive

The formation of a newly refurbished depot ensures better use of the site, safer and more secure site conditions, improved staff morale etc.

Negative

Neutral

Issues

Report to Cabinet
14 November 2018
Report of Director of neighbourhoods
Subject The award of contract for closed circuit television system
upgrade and control room relocation

Item

12

KEY DECISION

Purpose

To seek approval to delegate authority to award a contract for closed circuit television system upgrade and control room relocation.

Recommendation

To delegate authority to the director of neighbourhoods, in consultation with the cabinet member for safe city environment, to award a contract for closed circuit television system upgrade and control room relocation.

Corporate and service priorities

The report helps to meet the corporate priority a safe, clean and low carbon city and a prosperous and vibrant city.

Financial implications

The costs arising from this report will be met from approved budgetary provision within the general fund and housing revenue account capital programmes and the general fund and housing revenue budgets for 2018/19.

Ward/s: Multiple wards

Cabinet member: Councillor Maguire - safe city environment

Contact officers

Jo Sapsford, early intervention and community safety manager 01603 212130

Sarah Clark, early intervention and community safety officer 01603 212821

Background documents

None

Report

Introduction

1. CCTV is not a statutory service but contributes to two corporate priorities:
 - A safe, clean and low carbon city
 - A prosperous and vibrant city
2. CCTV plays a valuable role for policing the city, being a tool to prevent crime, support crime reduction, managing risk and helping to safeguard individuals, particularly in relation to the night time economy and major public events, and overall, helping to make the city safer for residents, workers and visitors.
3. This in turn, also contributes to supporting the Norwich economy, enabling a prosperous city centre and supporting the cities thriving cultural offer.
4. The future of the current civic space CCTV service is not sustainable given the high running costs, the continued reductions in council budgets and the age of the current equipment.
5. In addition to its high annual running costs other issues, including ageing technology, the suitability of the location of some of the cameras and the need to relocate the control room away from Swanton Road was identified.
6. A review of the system looked at the number, location and usage of the current camera provision. This covered reviewing records of where cameras had been used for operational reasons or information used for specific incidents for crime reduction purposes. This identified where cameras should be located including any new locations using an evidenced based approach.
7. This work involved Norfolk constabulary, Norfolk county council and the Norwich BID. Based on this work, a new CCTV system needs to be procured and installed.
8. An opportunity has also arisen to integrate the housing service CCTV cameras, which are used to monitor housing public spaces including the high rise tower blocks, with the public space system. This will result in cost efficiencies and a modern up to date system within the housing communal areas.
9. Changes are also required to both the public space and housing CCTV systems to comply with the surveillance camera commissioner's code of practice and the data protection act which have been introduced since the system was upgraded in 2005.
10. The commissioner's code of practice, introduced following the Freedoms of Information Act 2012, stipulates that a CCTV system must strike a balance between public protection and individual privacy and thereby achieve overt surveillance by consent.
11. In addition the code of practice says that the deployment of CCTV must be consistent with a legitimate aim and a pressing need and purpose.

12. Each part of the council's CCTV system will have its own site or task specific objective, which will include some or all of the following:
- a) Reducing fear of crime, antisocial behaviour and aggression
 - b) Help police the city centre effectively
 - c) Protecting areas and premises used by staff and the public
 - d) Protecting property and assets owned by the council
 - e) Maintaining and enhancing the commercial viability of the city and encouraging continued investment
 - f) Reducing violent or aggressive behaviour towards staff.
13. This report outlines the procurement process for the renewal and upgrading of the council's public space and housing CCTV systems and seeks approval to delegate authority to award the contracts.
14. The work will incorporate bringing the housing CCTV system into the main CCTV system, incorporating the ongoing maintenance of the system for three years.

Renewal of the council's close circuit television system

15. It is proposed to run a competitive procurement exercise to establish suppliers to meet the council's requirements. In accordance with the council's contract procedures and in order to maximise interest, the contracts will be advertised on the council's e-tendering portal and contracts finder.
16. This approach will ensure the opportunity is made available to a competitive market, encourage value for money, yet still reach SMEs and local suppliers.
17. Evaluation of the interested suppliers will be carried out to determine the most advantageous return, considering both quality and price. Factors for quality evaluation include: capital works delivery, network security and service and maintenance.
18. The procurement timetable does not allow a report to be taken to cabinet with a recommendation of the successful supplier following the closure of the tender process. The contract is required to be awarded in early January 2019 to ensure the project meets key deadline dates such as the vacation of the Swanton Road closure.

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with the completion of the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	Cabinet
Committee date:	14 November 2018
Director / Head of service	Bob Cronk
Report subject:	The award of contract for closed circuit television system upgrade and control room relocation
Date assessed:	15 October 2018
Description:	The award of contract for closed circuit television system upgrade and control room relocation

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The council's procurement strategy ensures the council achieves value for money for the purchase of good and services. Open tendering will ensure that best value is achieved for the other contracts.
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	CCTV can play a positive role in supporting a thriving city centre
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	CCTV is a useful policing tool for supporting crime reduction
Human Rights Act 1998	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The improvements in camera technology will enhance the safety of residents.

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	This will support community safety within the Norwich night time economy and at local cultural events.
Advancing equality of opportunity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments

	Impact			
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<ol style="list-style-type: none"> 1. Risk of challenge from unsuccessful suppliers: The tender process will follow the council procurement strategy to ensure it is open and transparent, with the award criteria being based on the most economically advantageous tender, but there is always a risk of challenge from unsuccessful suppliers. 2. Risk of supplier failure: There is a risk that the appointed suppliers could fail during the life of the contract. The procurement process will as far as possible mitigate this risk.

Recommendations from impact assessment

Positive

The works will improve the safety of residents and visitors to the city centre through improved technology and concentration on the busiest areas of the night time economy and main shopping areas of the city.

Negative

Neutral

Issues

Report to Cabinet
14 November 2018
Report of Director of neighbourhoods
Subject The award of a contract for works to private sector leasing scheme properties

Item

13

KEY DECISION

Purpose

To seek approval to award a contract for works to private sector leasing scheme properties.

Recommendation

To approve the award of a contract for works to private sector leasing scheme properties to Gasway Services Ltd.

Corporate and service priorities

The report helps to meet the corporate priority value for money services.

Financial implications

The cost of works arising from this report will be £286,000 which will be funded from existing budgetary provision which is recharged to the property owners and tenants.

Ward/s: All Wards

Cabinet member: Councillor Harris - deputy leader and social housing

Contact officers

Gemma Mitchell, housing outcomes manager 01603 213139

Lee Robson, head of neighbourhood housing 01603 212939

Background documents

None

Report

1. The council, in addition to its stock of council-owned social housing, manages a number of privately owned properties which it uses to home tenants as required. In order to fulfil its legal obligations under the Landlord and Tenants Act 1988 it requires on an ad-hoc basis various small works, repairs and services to be undertaken on these properties. The private sector leasing team (LetNCC) manage this service.
2. In August 2017 following a tender exercise 4 lots were awarded under contract for various trades to undertake small maintenance and repair works to these properties.
3. These were won as follows:-
Lot 1 Gasway Services Ltd
Lot 2 Norse Commercial Services Ltd
Lot 3 Novus Property Services Ltd
Lot 4 Gasway Services Ltd.
4. Shortly after award there were performance issues with service delivery for lot 3 and the supplier was replaced by Norse Commercial Services Ltd.
5. In July of this year contractual discussions commenced with Norse Commercial Services Ltd on the delivery of works under both lot 2 and lot 3; in relation to the service performance and cost of delivery.
6. These discussions concluded in October with Norse Commercial Services Ltd acknowledging that the trade work mix conflicted with the way the larger housing contract is operated within their organisation. The private sector leasing works jobs are standalone and do not mix with the core housing service provision which is based on all trades. This has contributed to the performance and service delivery issues encountered by the service and financial losses faced by the company.
7. Therefore it was mutually agreed to terminate the contracts for lot 2 and lot 3 on 31 October 2018.

Procurement process

8. There was an immediate need to have a supplier to fulfil the works under both lots 2 & 3 from 1 November 2018. The usual procurement timetable would not allow for this timeframe to be met therefore an exemption under section 6 of the Contract Procedures was approved by the Business relationship and procurement manager and the Chief finance officer to negate the need to go out to open tender.
9. Previous to the contract re let in August 2017 Gasway Services Ltd had undertaken successfully the work across all 4 lots. They currently have lots 1 and 4 and were the next priced bidder in lots 2 and 3, discounting Norse Commercial Services Ltd and Novus Property Services Ltd. No other supplies bid for lot 3 and only one other for lot 2, who were more expensive.

10. Therefore Gasway Services Ltd was approached. They confirmed both a willingness to undertake the work and they were able to mobilise immediately. The prices submitted under a new request for quotation were only 2.45% and 4% increased from their tendered prices.
11. The potential value of lot 2 and lot 3 from 1 November 2018 to 29 October 2020, to co terminate with lots 1 and 4, is £285,902.24. However this is recharged to the private property owners and tenants with no direct cost to the council.
12. Both the service area and the procurement team are satisfied that:
 - the Contract Procedures have been adhered to and that the council has conformed to relevant legal requirements and
 - that best value can be delivered through increased performance delivery, reduced void times and no wasted costs due to incorrect or inadequate work being delivered or wasted officer resources dealing with issues.

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with the completion of the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	Cabinet
Committee date:	14 November 2018
Director / Head of service	Director of neighbourhoods
Report subject:	The award of a contract for Private Sector Works
Date assessed:	26 October 2018

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Increased void turnaround times allows more rental properties to be available at any one time
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment
Positive
Negative
Neutral
Issues

Report to	Cabinet	Item
	14 November 2018	
Report of	Director of regeneration and development	14
Subject	Norwich Regeneration Ltd - feasibility work on additional projects	

Purpose

To agree feasibility work to be carried out by Norwich Regeneration Ltd on projects which are outside the scope of the current approved Business Plan.

Recommendation

To agree that feasibility work (as set out in para 2 of this report) is carried out on the following projects to be taken forward by Norwich Regeneration Ltd:

- Argyle Street
- Bullard Road
- Mile Cross
- investigation into a design guide

Corporate and service priorities

The report helps to meet the corporate priority a healthy city with good housing.

Financial implications

There are no financial implications at this stage. The costs can be met from the existing loan facility for Norwich Regeneration Ltd and the work is likely to be self-financing as costs will be fully recoverable through the projects in the longer term if they go ahead.

Ward/s: All Wards

Cabinet member: Councillor Harris - deputy Leader and social housing

Contact officers

Gwyn Jones, city growth and development manager 01603 212364

Background documents

None

Report

Background

1. The Norwich Regeneration Ltd (NRL) articles of association require that the Business Plan for NRL is approved by the council. The articles require the council to approve any matters which are outside the parameters of the business plan.
2. The NRL board agreed a business plan in November 2017. This was approved by Norwich City Council's cabinet in December 2017. The plan includes Rayne Park sections 1 and 2 alongside the following projects which were new at the time:
 - Rayne Park Sections 3 and 4, Three Score Phase 3;
 - 10-14 Ber St; and
 - Hurricane Way

Future potential projects

3. The NRL board has been considering other potential projects that may be advantageous to take forward in order to deliver new housing in the city and generate income for the council. The projects listed below have been identified. Funding (as indicated below) is required from the existing loan facility to allow initial feasibility work to be carried out:
 - Argyle Street – (cost £30k);
 - Bullard Road – (cost £20k);
 - Mile Cross – (cost £25k); and
 - Investigation into a design guide (cost £10k)
4. The feasibility work will enable business cases to be developed. These will then be either approved as separate projects by cabinet or taken forward via a revised business plan also approved by cabinet.
5. A more detailed report on Bullard Road project is included on this cabinet agenda. It is intended to bring a fully updated business plan to cabinet in February 2019, which will be based on a fully updated company model.

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with the completion of the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	Cabinet
Committee date:	14 November 2018
Director / Head of service	Head of city development
Report subject:	Andy Watt
Date assessed:	2 November 2018

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The proposed projects are anticipated to generate returns to NRL to the benefit of the council
Other departments and services e.g. office facilities, customer contact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Three of the projects if implemented would see the redevelopment of vacant sites providing local economic benefits, providing social and market housing to help meet demands and construction related employment
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	All of the sites would provide social housing in line with planning policy (Mile Cross) or 100% (Argyll Street and Bullard Road)
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Development of unused or under-used land may help reduce low level crime and disorder
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The good quality housing that these projects would result in would help meet the health and wellbeing needs of residents.

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The sites are all presently unused to the detriment of the built environment
Waste minimisation & resource use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	High quality construction using modern methods will result in energy use compared to existing buildings to the benefit of the environment and residents occupying the new stock

	Impact			
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Taking forward the proposals to business case is considered to be minimal risk

Recommendations from impact assessment
Positive
Proceed with proposed work
Negative
Neutral
Issues

Report to Cabinet
14 November 2018
Report of Director of neighbourhoods
Subject Bullard Road redevelopment project

Item

15

KEY DECISION

Purpose

To consider the redevelopment of the Bullard Road offices for new council housing by Norwich Regeneration Limited.

Recommendation

That cabinet:

- 1) Approves the refurbishment and development of new council homes on the Bullard Road office site;
- 2) Awards a contract for the proposed works to Norwich Regeneration Limited, subject to budgetary provision being agreed by Council; and

Recommends to council to:

- 3) Allocate a total of £1,100,000 in the housing revenue account capital programme for the proposed works, by increasing the 2018/19 housing revenue account capital programme by £300,000 with the remaining £800,000 to be spent in 2019/20.

Corporate and service priorities

The report helps to meet the corporate priority a healthy city with good housing.

And helps to meet the corporate priority value for money services.

Financial implications

The design and construction of seven new council dwellings will require a total projected budget of approximately £1,100,000 from the housing revenue account capital budget. The costs will be apportioned as £300,000 in 2018/19 and £800,000 in 2019/20, subject to approval of the an increase to the 2018/19 housing revenue account capital programme by council on 27 November and the 2019/20 housing revenue account capital programme at budget council in February 2019.

Ward/s: Catton Grove

Cabinet member: Councillor Harris - deputy leader and social housing

Contact officers

Lee Robson, head of neighbourhood housing

01603 212939

Background documents

None

Report

Background

1. There are over 4000 households on the council's housing waiting list which highlights the considerable demand for council housing.
2. In addition, between 1 April 2014 and 31 March 2018, 662 properties were purchased under right to buy.
3. The most recent strategic housing area assessment (SHMAA) from 2017, which looks at all housing need in Norwich highlighted that an additional 278 'affordable' housing units were required each year. Of particular need are homes with 4 or more bedrooms. In our current stock of almost 15,000 properties only 435 are homes with over 4 bedrooms.
4. This information illustrates the demand for housing in Norwich and the importance of the council looking at all options and opportunities to build new council homes.
5. It has been identified that the Bullard Road neighbourhood office is no longer required as office space and there is an opportunity to refurbish and convert the building and site to housing. This is due to the relocation of council employees into city hall to reduce costs and enhance operational working across teams.
6. Once all employees are relocated, it will be important to ensure that the property is not left vacant for any period of time. Therefore the programme for refurbishment and conversion of these offices to new council homes will be coordinated with these changes.

Proposal

7. The project will include the conversion of numbers 1 to 23 Bullard Road from offices to six residential properties, which will meet 'lifetime homes' principles and the construction of an additional single bungalow which will be adapted for disabled use. This is subject to planning approval and to be specified by housing needs.
8. This project provides the opportunity to deliver additional social housing by converting existing assets and it will showcase how this can be achieved.
9. The projected cost of the works is £1,100,000 which is based upon initial feasibility work and will cover the provision of:
 - 5 x four bed houses (to reflect the need for four bed properties)
 - 1 x two bed house
 - 1 x two bed new build bungalow
10. The costs for the conversion of the existing site and additional new build bungalow are based upon traditional construction methods using Gross Internal Floor Area (GIFA) and Building Cost Information Service (BCIS) rates.

11. It is proposed that the work be undertaken by Norwich Regeneration Limited (NRL).
12. The project will deliver much needed housing provision, and also demonstrate how NRL as a wholly owned company of the council, can deliver projects of this type and maximise returns which will directly benefit the council.
13. As a new area of work for the company the refurbishment will illustrate how the company can co-ordinate a development of this scope and scale, working across the major functions of the council and deliver to quality and time at pace and value for money.
14. With the office soon to become vacant, there is a requirement to progress the refurbishment works quickly as well as the need to accelerate the provision of new housing due to housing need.
15. Funding for the work has not been budgeted for within the housing revenue account (HRA) capital programme and for the works to proceed, cabinet will be required to make a recommendation to council for a budget to be allocated within the 2018/19 and 2019/20 HRA capital programmes.
16. The apportionment of budget for the project over two financial years is shown in the table below.

Bullard Road Redevelopment Project Budget Allocation (HRA Capital Programme)	
	£'s
Total Professional Service cost for Planning Permission (RIBA <u>Stage 0-3</u>)	£22,000
Total Professional Service cost for Technical Delivery (RIBA <u>Stage 4-7</u>)	£27,295
Construction costs plus NRL management fee	£996,759
Contingency	£100,000
Total budget allocation.	1,100, 000

Options for procurement

17. There is an imperative to make good progress on the work to ensure issues relating to community safety with regard to securing an empty office space but more importantly to supply homes for rent to people in need.

18. This imperative will require due regard to best value and two options were considered for the award of a design and build contract.
19. NPS Norwich and Norwich Regeneration Ltd (NRL) were considered as potential partners. While contracted sums were of a similar level, it was felt that NRL provided greater confidence to execute the contract within a tighter timescale i.e. a 40 week project thereby providing rental income and much needed council homes.

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with the completion of the assessment can be found [here](#). Delete this row after completion

Report author to complete	
Committee:	Cabinet
Committee date:	14 November 2018
Director / Head of service	Lee Robson
Report subject:	Bullard Road redevelopment project
Date assessed:	5 November 2018
Description:	To consider the redevelopment of the Bullard Road offices for new council housing by Norwich regeneration Limited

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The project is costed on national standards but it is the monitoring and management of the project via the visibility of the Capital Programmes Dashboard that will provide evidence that this is value for money in delivering the project.
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	This project will provide employment opportunities, opportunities for local contractors and businesses and will generate local spending for the benefit of the wider economy. Providing more housing is important in supporting sustainable economic growth and prosperity.
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provision of more council homes will improve overall affordability of the housing stock. This represents a prudent use of financial resources to meet corporate priorities
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The improvements carried out from the works to Bullard Road will enhance the community and provide more needed provision (disable adapted) properties for NCC residents.
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	There will of course be construction risk due to this being a conversion project and these risks are associated to building performance (occupancy well-being) and ensuring the build is future proofed hence these risks lay in regulation and legislation of Building Control & Planning. This risk will be managed via the Bi-weekly engagement of the client at Bi-weekly meetings.
Recommendations from impact assessment				
Positive				
The work proposed will deliver much needed new homes at a PACE for a well-managed and best value PRICE				
Negative				
Neutral				
Issues				

Report to Cabinet
14 November 2018
Report of Chief finance officer (Section 151 Officer)
Subject Mile Cross Depot Redevelopment

Item

16

KEY DECISION

Purpose

This report summarises the options available to the council for redeveloping the Mile Cross Depot site.

Recommendations

Cabinet is asked to:

- a) Further investigate the viability of providing leisure and community facilities on part of the Mile Cross depot site.
- b) Agree that the resultant costs of further exploring option 3 of £220k is funded from the spend to save reserve. A grant of 50% is currently being sought from One Public Estate.
- c) Agree in principle that part of the Mile Cross depot site is transferred to the ownership of Norwich Regeneration Limited for housing development with the final decision bought back for cabinet approval in May 2019.
- d) Agree that £0.9m of the remaining approved loan facility between the council and Norwich Regeneration Limited, of £1.882m, can be utilised by the company to fund the costs of obtaining detailed planning consent for the housing development.
- e) Delegate the approval of an updated loan agreement to the Chief Executive in consultation with the Chief Finance Officer and the Portfolio Holder for Resources.

Corporate and service priorities

The report helps to meet the corporate priority a healthy city with good housing.

Financial implications

Revenue expenditure of £220k, largely to be incurred in this financial year, of further exploring the viability of providing leisure and community facilities on part of the site.

Use of £0.9m of an existing approved loan facility (of £1.882m) by Norwich Regeneration Limited to fund the costs of obtaining detailed planning consent for housing development on part of the Mile Cross depot site.

Ward/s: Mile Cross

Cabinet member: Councillor Stonard - sustainable and inclusive growth

Contact officers

Karen Watling, chief finance officer ☐ ☐ 01603 212440

Richard Carden, project manager ☐ 01603 212369

Background documents

None

Background

1. The Mile Cross depot was formerly Norwich City Council's principal works depot and was subsequently managed as a business centre. It is now unoccupied. The depot site is owned by the Council. A site investigation undertaken in 2017 shows a number of different contaminants located on the site and these need to be neutralised or removed prior to any development of the site.
2. As the first stage in redeveloping the site, Council agreed at its meeting on 25th September 2018 to demolish the depot and decontaminate the site. A total budget of £1.975m was approved with £0.98m to be funded by a DHCLG (Department for Housing, Communities and Local Government) Land Release Fund grant and £0.995m of matched funding from the Council's capital receipts.
3. In order to undertake this work a Prior Approval Consent application was approved by the City Council's Planning Committee on 18 September 2018 along with a detailed method statement for the demolition. This includes details of how noise and dust produced will be mitigated and also details of how the demolition will take place to allay any safety concerns.
4. Council also agreed on 25th September 2018 to approve a budget to secure the site pre and post demolition by an independent security firm. There is now added security to the front gate and CCTV towers have been strategically placed around the site with built in motion sensors that alert a central control to any trespass. There is also voice transmission via speakers from the control station and site visits are undertaken at regular intervals during the day and more intensively at night to ensure the site remains secure.
5. It is planned that the demolition of the depot will commence in January 2019 and finish early April 2019. The decontamination will finish at the latest by January 2020.

Development options investigated

6. A council led project team have considered 5 main options for redeveloping the Mile Cross Depot site. The full Options Appraisal is on this Cabinet's agenda but is a below the line report.
 - **Option 1: Do nothing or Base Case:** leave the Mile Cross site empty, cleared and secured with no redevelopment.
 - **Option 2: Redevelop the site for housing:** The land is sold or transferred for shares into the Council's wholly owned company, Norwich Regeneration Limited (NRL), for it to construct housing, with 33% of the units being affordable homes and the remainder divided into private rental sector (PRS) and open market sales.

- **Option 3: Redevelop the site for housing and for leisure / community facilities:** Part of the land is sold or transferred for shares into the Council's wholly owned company, Norwich Regeneration Limited (NRL), for it to construct housing, with 33% of the units being affordable homes and the remainder for open market sale. The rest of the land is retained by the Council who would construct leisure and other community facilities. The development profit realised by NRL from the sale of the private housing would be given to the Council to part fund the construction costs of the new facilities. The Council is currently in discussion with potential partners (including the NHS, the CCG, and Sport England) to either obtain an up-front contribution to the cost of the new facilities and/or a commitment to rent part of the new facilities on a long term basis to provide a revenue income return. That return can then be used by the Council to cover the borrowing costs required if there is a gap in funding the construction of the new facilities.
- **Option 4: Sell to a developer with a Planning and Development Agreement in place for housing:** The Council would incur the costs to get outline planning permission for the site and to draw up a Development Agreement. The site is then sold and the Council receives a capital receipt from the transaction.
- **Option 5: Sell the site on the open market.** The council advertises the site after the demolition and decontamination have finished on site and would receive a capital receipt from the transaction.

7. The options have been reviewed using central government's recommended five case methodology for producing Business Cases in the public sector. The project team have looked at each option to assess whether it:

- provides **business synergy** with other parts of the organisation and a **strategic fit** with the Council's corporate priorities– the "strategic case";
- represents best **public value** – the "economic case": a discounted cash flow giving a Net Present Value (NPV) of each option has been estimated along with the risks associated with each option;
- is attractive to the market place, can be procured and is **commercially viable** – the "commercial case";
- is **affordable** – the "financial case": this is the impact on the Council's budget (either revenue and/or capital); and
- is **achievable** – the "management case".

8. The option appraisal concludes that whilst option 3 at this point in the project exposes the Council to significant planning, construction, market, and financial risks which need to be better understood or eliminated before the Council makes a final decision, this option is potentially the strongest option as analysed under the five case methodology described above.

9. The recommended way forward is for part of the site to be sold or vested into Norwich Regeneration Limited (for an increased shareholding in the company) so that it can start to design and cost the housing development for part of the site and submit a planning application.
10. The Council's project team would continue to have discussions with potential partners to assess the viability of using the remainder of the site for leisure and community facilities or for further housing development.
11. A specialist leisure consultant will be appointed to undertake a public consultation of the requirements needed in a new leisure centre and also to produce a feasibility and design study.
12. The next steps in terms of Council decision making would be as follows:
 - May 2019 – The Council to decide whether to sell or vest part of the site to Norwich Regeneration Limited to construct housing and whether it will lend the company the money to fund the development.
 - September 2019 – The Council to decide whether the remainder of the Mile Cross site is used to construct leisure / community facilities or whether the land is sold or vested into Norwich Regeneration Limited to develop further housing on the site.

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with the completion of the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	Cabinet
Committee date:	14 November 2018
Director / Head of service	Chief Finance officer
Report subject:	Mile Cross depot redevelopment
Date assessed:	31/10/18

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Apart from option 1, the redevelopment options show positive Net Present values over the longer term
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	New leisure / community facilities if developed would provide employment
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	New leisure / community facilities if developed would contribute to the government's Sporting Future strategy and Sport England's Towards an Active Nation strategy

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Mile Cross currently has mostly social housing. Creating a mix of housing with some for market sale and PRS rent will help to achieve a more balanced community in the area
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	There is likely to be increased traffic to Mile Cross Road, although this will be managed by road improvements, additional traffic along Vale Green serving the new housing, again can be managed.
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Increase in green space within the development that does not exist currently, more trees will be planted outweighing the few that may be removed at the boundary of Sloughbottom Park, better connectivity to Sloughbottom park is also expected and also improved green space along Marriott's Way. Poor quality buildings will be replaced with more ecological minded buildings that are more energy efficient.
Waste minimisation & resource use	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Recycling of existing materials on site during construction (where appropriate). Asbestos to be removed and treated. Possible use of modular construction will dramatically reduce waste during construction

	Impact			
Pollution	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Possible increase due to more vehicles in the vicinity. No significant change expected as a result of the proposals in other regards but an air quality report will be provided to verify this.
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Unknown at this stage of the design,
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Unknown at this stage of the design,
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Options 2 and 3, the latter in particular, expose the Council to planning, construction, market and commercial risks as outlined in the options appraisal

Recommendations from impact assessment	
Positive	
Negative	
The risks potentially involved by pursuing option 3 need to be further understood and reduced before the Council makes a final decision on the redevelopment in September 2019	
Neutral	

Issues