

Cabinet

Date: Wednesday, 15 March 2017

Time: 17:30

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

Committee members:

Councillors:

Waters (chair)
Harris (vice chair)
Bremner
Kendrick
Ryan
Stonard
Thomas (Va)

For further information please contact:

Committee officer: Andy Futter
t: (01603) 212029
e: andyfutter@norwich.gov.uk

Democratic services
City Hall
Norwich
NR2 1NH

www.norwich.gov.uk

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AGENDA

- 1 Apologies**

To receive apologies for absence
- 2 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)
- 3 Public questions/petitions**

To receive questions / petitions from the public (notice to be given to committee officer in advance of the meeting in accordance with appendix 1 of the council's constitution)
- 4 Minutes** 5 - 12

To approve the accuracy of the minutes of the meeting held on 8 February 2017
- 5 Greater Norwich Local Plan - Sustainability Appraisal Scoping Report** 13 - 24

Purpose - To agree the Greater Norwich Local Plan Sustainability Appraisal Scoping Report.
- 6 Anglia Square Policy Guidance Note - KEY DECISION** 25 - 94

Purpose - To consider the adoption of the Anglia Square Policy Guidance Note (ASPG).
- 7 Revenue budget monitoring 2016-17 - Period 10** 95 - 114

Purpose - To update Cabinet on the provisional financial position as at 31 January 2017, the forecast outturn for the year 2016-17, and the consequent forecast of the General Fund and Housing Revenue Account balances.
- 8 Quarter 3 2016 - 17 performance report** 115 - 130

Purpose - To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 3 of 2016 - 17.
- 9 Pay Policy Statement 2017-18** 131 - 148

Purpose - To consider and recommend to full council the pay policy statement for 2017-18.
- 10 An overview of external relationships, contracts and grants 2017-18 - KEY DECISION** 149 - 166

Purpose - To consider commissioned services for the period 2017-18.

These are both planned and current relationships with external organisations including partnerships, grants, contracts and shared services.

- 11 Award of contracts for structural repairs to council homes - KEY DECISION** 167 - 174
Purpose - To seek approval for award of contracts for structural repairs and improvements to council homes and to consider the award of the contracts.
- 12 Exclusion of the public**
Purpose - 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.

- *13 Procurement of access control systems in housing flats - KEY DECISION (paragraph 3)**
- 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.
- *14 Purchase of new build housing for social rent - KEY DECISION (paragraph 3)**
- 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.

***15 Neighbourhood model service review - KEY DECISION (paragraph 3)**

- 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, 07 March 2017**

Cabinet**17:30 – 18:50****8 February 2017**

Present: Councillors Waters (chair), Harris (vice chair), Kendrick, Ryan, Stonard and Thomas (Va)

In Attendance: Councillor Schmierer

1. Apologies for absence

An apology was received from Councillor Bremner

2. Public questions/petitions

There were no public questions.

3. Declarations of interest

There were no declarations of interest.

4. Minutes

The democratic services manager said that item 9 of the previous minutes needed to be changed to insert the words "...in the two months since the referendum." after "...raw data indicated a rise in reporting of hate incidents and hate crimes."

RESOLVES, subject to the amendment above, to agree the accuracy of the minutes of the meeting held on 18 January 2017.

5. Corporate Plan refresh 2017-18

The Leader of the Council introduced the report and added that the refreshed corporate plan emphasised that the council was committed to supporting a more equal society with opportunities for all. It would need to continue to be a creative council, working with key partners in the city, to overcome the challenges of financial constraints imposed by central government and the uncertainty of Brexit.

The chief executive added that the council had done well to maintain frontline services and deliver on its corporate priorities whilst making significant savings. However, the future challenges it faced meant that it would become increasingly difficult to meet future aspirations.

Councillor Schmierer said that in line with the Paris Climate Change Agreement the council needed to be ambitious with climate change targets and asked if there was

confidence that air pollution in the city would have reduced in three years' time? The Strategy manager, said that this was a transitional year with revised targets and the corporate priorities, including performance measures, would be reviewed after one year. The Leader of the Council said that the council would continue to do its best to deliver climate change targets in the context of what happens at the national and international level.

RESOLVED to recommend council to approve the 2017-2018 refresh of the 2015-2020 Corporate Plan.

6. General Fund Revenue Budget and Non-Housing Capital Programme 2017-18 to 2021-22

The cabinet member for resources and business liaison introduced the report. He said the recommendations reflected the financial constraints imposed on the council by the continued reduction in revenue support grant and the reduction in New Homes Bonus in the provisional financial settlement for 2017/18 which the government had presented to parliament.

The chief finance officer said that usually the provisional financial settlement was known when cabinet considered the budget proposals and the final settlement was then known in advance of budget council. She said there was uncertainty this year whether the government would provide the final settlement in the same timescale and council might be in a position of not knowing the final figures at budget council.

RESOLVED to exclude the public to enable debate on Appendix 5, which appears on the agenda as item *15, because it would disclose information relating to the financial or business affairs of any particular person as in paragraph 3 of schedule 12A to the Local Government Act 1972.

Following the debate the public were invited back into the committee room.

The cabinet member for resources and business liaison proposed that line 21 of the transformation plan 2017-18 to 2018-19 in Appendix 3 be re-worded slightly to more accurately reflect what this item represented. He suggested the following revised words – “rationalisation of the property portfolio and investment in new assets to increase returns”. With all cabinet members in agreement this was **RESOLVED** accordingly.

RESOLVED, subject to the amendment above, to recommend to council:

- (1) that the council's budgetary requirement for the 2017-18 financial year be set to £16.152m (paragraph 6.1 of the report);
- (2) that the proposed general fund budgets for 2017-18 and transformation plan for 2018/19 be approved, taking into account the savings, income and other budget movements set out in the report (paragraph 6.3 and and Appendix 3);
- (3) that the council's council tax requirement for 2017-18 be set at £9.029m and that council tax be set at £249.01 for Band D, which is an increase

of £5 (2.05%) (paragraph 7.1) the impact of the increase for all bands is shown in table 7.2;

- (4) that the precept on the council tax collection fund for 2017-18 be set at £8.732m calculated in accordance with Sections 32-36 of the Local Government Finance Act 1992 as amended by the Localism Act 2011 (paragraph 7.1);
- (5) that the prudent level of reserves for the council be set at £4.161m in accordance with the recommendation of the Chief finance officer (paragraph 8.11);
- (6) that the proposed non-housing capital programme 2017-18 to 2021-22 (paragraph 10.3) be approved; and,
- (7) that cabinet delegates to the director of regeneration and development and the chief finance officer, in consultation with the cabinet member for resources and income generation, the authority to agree the asset maintenance programme and the final scheme details, including any adjustment to the financial allocations of the section 106 works, provided that this investment is contained within the total budgetary provision shown in Table 10.3.

7. Housing Rents and Budgets 2017-18

Councillor Harris, the cabinet member for council housing, introduced the report. She added that clearly she was unhappy at having to recommend a 1% rent reduction as imposed by government. Despite providing modest savings for tenants this would have severe implications for the council's housing stock in the future when the council's own tenants' forum had already indicated it understood and supported slight rent increases moving forward.

In reply to a question from Councillor Schmierer, the associate director of operations at Norfolk Property Services confirmed that there were measures in place to make him confident that £800,000 per annum was a sufficient budget for supported independent living.

The cabinet member for council housing commented on the proposed cuts by Norfolk County Council on its supporting people budget. She said the council needed to work with other partners and organisations to engage with the county council to highlight how these savings could lead to huge increased cost pressures elsewhere.

RESOLVED to exclude the public to enable debate on Appendix 3, which appears on the agenda as item *16 because it would disclose information relating to the financial or business affairs of any particular person as in paragraph 3 of schedule 12A to the Local Government Act 1972.

Following the debate the public were invited back into the committee room.

RESOLVED to:

- (1) recommend to council, for the 2017-18 financial year, to:
 - (a) implement the minimum 1% rent reduction in accordance with legislation set down in the Welfare Reform and Work Act 2016. (paragraph 5.8).
 - (b) approve the proposed Housing Revenue Account budgets (paragraph 3.1).
 - (c) approve the prudent minimum level of housing reserves (paragraph 6.6).
 - (d) approve the proposed housing capital programme 2017-18 to 2021-22 (paragraph 8.1).
 - (e) approve that garage rents increase by 2% (paragraph 5.12)
- (2) note that service charges will be determined under delegated powers in compliance with the constitution (paragraph 5.13).

8. Neighbourhood Community Infrastructure Levy (CIL)

The Leader of the Council introduced the report.

In response to a question from Councillor Schmierer, the City growth and development manager said that criteria would be set to look at crowdfunding projects and the impact on the community was part of CIL requirements for project assessment. This would include consideration to ensure that communities less able to make bids had a "level playing field". She emphasised this was a pilot scheme with a relatively small amount of funding aimed at making CIL funding go further.

RESOLVED to:

- (1) approve proposals for Community Infrastructure Levy neighbourhood funding for 2017-18 as follows:

	£
Contribution to Crowdfunding pool:	50,000
Match for Norfolk Parish Partnership fund :	20,000
Mile Cross cycle/pedestrian links:	25,000
Car Club:	5,000
- (2) agree the proposed changes to the process for allocating funding for the neighbourhood element of CIL. These include:
 - (a) Allocation of 50,000 as match for a Crowdfunding pot into which community groups may bid; and,
 - (b) Allocation of 20,000 as match for Norfolk County Council's Parish Partnership transport fund.

9. Revenue budget monitoring 2016-17 – Period 9

Councillor Stonard, the cabinet member for resources and business liaison, introduced the report.

RESOLVED to note:

- (1) the financial position as at 31 December 2016 and the forecast outturn 2016-17; and,
- (2) additional unbudgeted grant awarded for 2016-17.

10. Capital budget monitoring 2016-17 – Quarter 3

The cabinet member for resources and business liaison introduced the report.

RESOLVED to:

- (1) note the position of the housing and non-housing capital programmes as at 31 December 2016;
- (2) approve the addition to the non-housing capital programme of spend funded by ring fenced grant from Norwich Town Close Estate charity, as set out in paragraph 9 of the report; and,
- (3) approve the proposed capital virements within the housing capital programme as detailed in paragraphs 15-18 of the report.

11. Procurement of Various Housing Stock Upgrade Contracts – KEY DECISION

(A supplementary report comprising the completed integrated impact assessment was circulated at the meeting.)

The cabinet member for council housing introduced the report.

In reply to a question from Councillor Schmierer, the head of service—operations at Norfolk Property Services said that United Living had been a new contractor this year having recently been added to the EPL framework. The contractor had been responsive to the need to understand what the council required from contractors and would not be recommended as the proposed contractor for a second year if it had not responded accordingly.

RESOLVED to:

- (1) award the contract for electrical rewires, upgrades and periodic inspections to United Living; and,
- (2) delegate authority to the director of neighbourhoods, in consultation with the cabinet member for council housing, to award to the best value supplier for domestic heating upgrades after a mini tendering exercise is complete.

12. Award of Contracts for Structural Repairs to Council Homes- KEY DECISION

The cabinet member for council housing introduced the report.

RESOLVED to:

- (1) award the following structural repair and improvement contracts –
 - (i) Somerleyton Gardens and Wilberforce Road – concrete repairs and deck membrane replacement to Thomas Sinden Ltd;
 - (ii) West Pottergate – concrete repairs and deck membrane replacement to JB Specialist Refurbishments Ltd;
 - (iii) Omnia Ph.4 (William Mear Gardens) – concrete repairs and staircase replacement to Thomas Sinden Ltd

13. Pedalways – Appropriation of Council Owned Land for Adoption as Highway– KEY DECISION

Councillor Kendrick, the cabinet member for neighbourhoods and community safety, introduced the report.

RESOLVED to approve the appropriation of sections of pathway and associated infrastructure on city council-owned land for adoption as public highway to form part of the pedalway network.

14. Exclusion of the public

RESOLVED to exclude the public from the meeting during consideration items 15 to 19 (below) on the grounds contained in the relevant paragraphs of Schedule 12A of the Local Government Act 1972 (as amended).

15.* General fund Revenue Budget 2017-18 and Non Housing Capital Programme 2017-18 to 2021-22 – Appendix 5 (Paragraph 3)

RESOLVED to note that this item was considered during item 6 above.

16.* Housing Rents and Budgets 2017-18 – Appendix 3 (Paragraph 3)

RESOLVED to note that this item was considered during item 7 above.

17.* Managing Assets (non-Housing) (A) - KEY DECISION (Paragraph 3)

The cabinet member for resources and business liaison introduced the report.

RESOLVED to:

- (1) agree in principle to dispose of the parcel of land as set out paragraph 15 of this report on the basis of conditions described in paragraphs 25-27; and,
- (2) ask the director of regeneration and development to present a further report to cabinet following negotiations to confirm the disposal and the proposed terms.

18.* Managing Assets (Housing) (B) - KEY DECISION (Paragraph 3)

The cabinet member for council housing introduced the report.

RESOLVED to approve:

:

- (1) the disposal of the freehold interest in the land detailed in plan No S6722-1; and,
- (2) that the capital receipt from the disposal be reinvested in the housing capital program for improving, repairing and maintaining our housing stock or for enabling new affordable housing.

19.* Managing Assets (Housing) (C) - KEY DECISION (Paragraph 3)

The cabinet member for council housing introduced the report.

The head of city development services said that since the report had been drafted an opportunity had arisen to sell the property to a partner organisation who would restore the property and hope to sell at a profit taking on all development risk. Any profit would be shared with the council on a 50/50 basis. The offer would only be accepted if it exceeded an independent valuation of the property.

RESOLVED to:

- (1) approve the disposal of the freehold interest in the asset; 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

CHAIR

Report to	Cabinet	Item
	15 March 2017	
Report of	Head of planning services	5
Subject	Greater Norwich Local Plan: Sustainability Appraisal Scoping Report	

Purpose

To agree the Greater Norwich Local Plan Sustainability Appraisal Scoping Report.

Recommendation

To agree the Greater Norwich Local Plan Sustainability Appraisal Scoping Report and its subsequent use as the basis for appraising policy options and choices in the Greater Norwich Local Plan.

Corporate and service priorities

The report helps to meet the corporate priority to provide a prosperous and vibrant city and the service priority to implement the local plan for the city.

Financial implications

None directly.

Ward/s: All Wards

Cabinet member: Councillor Bremner – Environment and sustainable development

Contact officers

Mike Burrell, Greater Norwich local plan team manager 01603 222761

Background documents

None

Report

Introduction

1. The purpose of this report is to update Cabinet on the responses to the consultation representations, and relevant adjustments to the Sustainability Appraisal (SA) Scoping Report, which it previously considered and approved for consultation at its meeting on 8 June 2016. The representations and changes have been considered by Greater Norwich Local Plan officers assisted by a specialist SA consultancy and were reported to Sustainable Development Panel on 25 January 2017.
2. It is recommended that Cabinet should note the proposed changes to the draft SA Scoping Report and agree that the finalised version should be used as the basis for appraising policy options and choices in the Greater Norwich Local Plan. The proposed final version of the SA Scoping report, including all the changes referred to in this report, is available here.:

https://www.norwich.gov.uk/downloads/file/3749/final_sustainability_appraisal_scoping_report_march_2017

3. Similar reports have been considered by members at South Norfolk and Broadland district councils as the agreement of each of the Greater Norwich authorities is required to finalise the SA Scoping Report. Both Broadland and South Norfolk have now agreed the proposed changes, including those resulting from the consideration of Sustainable Development Panel.

SA stages

4. The three Greater Norwich councils (South Norfolk, Broadland and Norwich, working with Norfolk County Council) agreed in late 2015/early 2016 to jointly prepare a Greater Norwich Local Plan (GNLP), as a successor document to the Joint Core Strategy and the various other local plan documents allocating sites.
5. One of the earliest pieces of work for any local plan is to prepare a Sustainability Appraisal Scoping Report, which summarises the social, economic and environmental “baseline” of the area, identifies the most significant sustainability issues, and develops a framework of sustainability appraisal (SA) objectives.
6. The key stages of preparing local plans and their relationship to the Sustainability Appraisal are described in the Planning Practice Guidance (<http://planningguidance.communities.gov.uk/blog/guidance/strategic-environmental-assessment-and-sustainability-appraisal/sustainability-appraisal-requirements-for-local-plans/>). These are:
 - i) Setting the context and objectives, establishing the baseline and deciding on the scope;
 - ii) Developing and refining alternatives and assessing effects;
 - iii) Preparing the Sustainability Appraisal Report when the Local Plan is published;
 - iv) Seeking representation on the Sustainability Appraisal Report from consultation bodies and the public; and
 - v) Post adoption reporting and monitoring.

7. The SA Scoping Report covers the first of the stages above.

Consultation

8. GNLP officers, assisted by a specialist SA consultancy, prepared the draft SA Scoping Report which can be viewed at <http://www.greaternorwichgrowth.org.uk/dmsdocument/2166>.

9. Consultation on the draft SA Scoping Report ran from 20 June to 15 August 2016.

10. Representations were received from a total of 11 different organisations or individuals. Typically each respondent made a number of separate comments on different elements of the Scoping Report, and only some of the more significant representations made are highlighted below: a copy of the full representations made is available at:

https://www.norwich.gov.uk/downloads/file/3679/sustainability_appraisal_scoping_report_representations.

11. Natural England, the Environment Agency and Historic England are statutory consultees for SA Scoping Reports.

12. Natural England is generally content with the document, but makes a number of detailed recommendations on amendments to some SA objectives, for example in relation to green infrastructure and biodiversity.

13. The Environment Agency is also “broadly satisfied”, but suggests, amongst other points, a small number of changes to better reflect the most recent required allowances for climate change in relation to flood risk (i.e. increased rainfall and river flows) and recognise the ecological importance of key watercourses.

14. Historic England has highlighted a number of additional plans and programmes that it says should be referenced. It is concerned that there is no reference to non-designated heritage assets and unidentified heritage assets, and would also like to see opportunities for improvements to development that the historic environment can bring being identified.

15. Other groups and individuals also commented on the SA Scoping Report.

16. The Campaign to Protect Rural England (CPRE) Norfolk responses raise a number of concerns, including: the need for better consideration of flood risk and water supply issues; inadequate account of water-dependent wildlife sites; the impact of visitor pressure on sensitive environmental sites; and that higher priority should be afforded to public transport measures and maintaining public footpaths.

17. A member of the Wensum Valley Alliance (WVA) makes similar points on public transport and footpaths, but feels particularly strongly that the housing figures in the Central Norfolk Strategic Housing Market Assessment should be re-appraised “radically”, with a view to being reduced. The WVA member also states that allocations of new employment land should be minimised, with a criteria-based policy being used instead.

18. The main matter of concern raised by Hempnall Parish Council is the “elevated housing targets”, and the “severe environmental consequences” that would, it asserts, occur in delivering such housing.
19. A small number of minor comments on infrastructure delivery, archaeology and minerals and waste were made by Norfolk County Council.
20. Separate detailed representations were lodged by three different local members of the Green Party as well as an official representation from the Norfolk Green Party. Although all different in precise details, some common themes are raised. The representations contend that the Scoping Report is flawed and inadequate on a number of matters, particularly:
 - air quality in Norwich (reference is made to the recent Government defeats in the Courts on the matter of the National Air Quality Plans, and (it is asserted) inadequate measures taken in recent years to deal with the existing Air Quality Management Area (AQMA) in Norwich, and air pollution more generally);
 - the need for the GNLP to play its full part in contributing to carbon dioxide reductions required by the country as a signatory to the international Paris Agreement, through a quantitative assessment of CO₂ emissions and greater energy efficiency measures;
 - the need for public transport improvements and a “modal shift” away from car travel; and
 - that a stronger focus on promoting healthy communities is needed.

Proposed changes

21. Officers assessed and responded to the representations made including by recommending that a number of adjustments be made to the SA Scoping Report.
22. In almost all cases, the amendments sought to address the matter raised. However, it is important to note that some of the matters raised were not thought appropriate to make changes to, in most cases because a particular approach sought relates more to policy options; this is not a matter within the remit of the SA Scoping Report, but for the GNLP itself to assess (although clearly reasonable alternative policies will need to be considered and evaluated through the SA).
23. Another key issue was clarifying where certain matters are more appropriately addressed as part of a review of the Local Transport Plan and/or Transport for Norwich rather than as part of the GNLP.
24. A number of appropriate amendments were proposed to some of the SA objectives and proposed monitoring indicators to reflect representations made by Natural England, the Environment Agency, Historic England and Norfolk County Council.
25. Some changes and clarifications were made to reflect some points made by CPRE Norfolk, but much of their representation related more to policy options and a critique of the level of need for housing, neither of which are directly within the scope of the SA Scoping Report to consider. The CPRE’s concern that the allocation of sites will only being subject to superficial environmental considerations is not accepted.
26. No changes were proposed in response to the WVA member’s comments, as few of the points relate specifically to matters within the remit of the SA Scoping Report.

Many of the assertions made (on the level of housing need, for example) will be more appropriately considered during the consideration of options in the GNLP itself.

27. The representations raised by the various members of the Green Party have been given careful consideration. In relation to air quality, a number of changes were proposed to better reflect the current situation with regards to the latest legal situation (such as the implications of the Government's Supreme Court defeat) and the latest information in relation to the Norwich AQMA. Consideration of some matters – such as tougher targets for nitrogen oxide (NO_x) and fine particulates (PM10s and PM2.5s) – are not matters for the SA Scoping Report to consider, although they will need to be considered through the Norfolk Local Transport Plan, Transport for Norwich and the City of Norwich Air Quality Management Plan. Amendments were also proposed in relation to climate change, following the Green Party members' request for fuller information on the implications of the Climate Change Act 2008. However, GNLP officers remain unconvinced that it is a reasonable requirement of the SA process to undertake a full carbon audit of GNLP alternatives.
28. Details of the representations made and changes proposed were considered by Sustainable Development Panel at its meeting on 25 January 2017 papers for which are still available [CMIS > Meetings calendar](#)). This meeting resolved to suggest a number of further minor amendments to the SA Scoping Report. Most of these amendments proposed, related to electric and diesel vehicles, green infrastructure and typographical errors have now been incorporated into the final version of the SA Scoping Report. However, on further investigation some suggestions for changes for changes on the monitoring of carbon dioxide emissions and of community cohesiveness did not prove practicable to make. Details of changes made and reasons for not taking forward the other issues are set out in Appendix 1.
29. It is important to note that the baseline and consideration of other issues will need to be ongoing throughout the preparation of the GNLP, so any significant changes (in Government policy, for example) would need to be reflected in the ongoing process of SA, and so the SA baseline will need to be updated regularly prior to submission of the GNLP for independent examination in 2019.
30. Sustainability appraisal is a legal requirement when preparing any Local Plan document. Having taken advice from SA consultancy Lepus on the contents of representations made to the SA Scoping consultation (and made some appropriate modifications), officers are satisfied that the finalised SA Scoping Report is an improvement and addresses all the key elements required.



Report author to complete

Committee:	Cabinet
Committee date:	15 March 2017
Director / Head of service	Head of Planning Services
Report subject:	Greater Norwich Local Plan: Sustainability Appraisal Scoping Report
Date assessed:	6 th March 2017
Description:	<p>To agree the Greater Norwich Local Plan Sustainability Appraisal Scoping Report and its subsequent use as the basis for appraising policy options and choices in the Greater Norwich Local Plan</p> <p>It is a statutory requirement to produce a local plan and to produce a Sustainability Appraisal as part of the process of plan preparation to ensure that reasonable alternative options are properly appraised as part of plan preparation and this is done against an accurate and up to date baseline of information.</p> <p>Therefore there is little effective choice about whether to produce the scoping report or not. The choice revolves around how to respond to the comments made to its consultation to ensure that the baseline and the appraisal process is as robust as possible. Therefore all impacts have been assessed as neutral although it should be noted that the SA process will mean that a number of matters listed below are systematically considered and addressed in the plan making process..</p>

	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	
None	
Negative	
None	
Neutral	
All assessed as neutral for reasons outlined above	
Issues	
None identified. Recommendation effectively is for a stage in the plan making process to be completed following consultation and consideration of the responses made. As both the plan making process and the SA process are statutory requirements there is no effectively choice of this. IIA process is not designed to assess whether all of the matters listed above are adequately addressed in the SA scoping exercise.	

Appendix 1

Sustainability Appraisal Scoping Report: Schedule of Additional Corrections and Changes Proposed by Norwich City Council's Sustainable Development Panel

The following schedule sets out the proposed minor amendments to the Greater Norwich Local Plan Sustainability Appraisal Scoping Report proposed by Norwich City Council's Sustainable Development Panel.

Reference	Page	Paragraph	Proposed Amendment
SDP1	20	1.3.9	... ultra low emission vehicles during the lifetime of the GNLP. <u>Norwich City Council has recently agreed a motion that policies over provision of electric car parking points when planning permission is granted should be updated where appropriate.</u> This may ...
SDP2		1.3.1	... Road traffic is the most significant source of NO2 and, more specifically, <u>diesel vehicles including many</u> buses and taxis ...
SDP3	22	2.2.4	...budgets. The first five budgets, leading to 2032, have not <u>now</u> been set in law. The ...
SDP4	28	2.3.3	<p>...transport. In regards to Ttransport, it is acknowledged that the Examining Authorities Report into the Northern Distributor Road (NDR) found that the scheme will “lead to an immediate and ongoing increase in carbon emissions as compared with the “Do-Minimum” scenario”. Although <u>However</u> it was also acknowledged that these may be “mitigated by efficiency improvements promoted in future carbon budget rounds and that evidence submitted to the examination did not show that, in isolation, the scheme would affect the ability of the Government to meet its carbon reduction targets, nor the fulfilment of the overarching national carbon reduction strategy”¹.</p> <p>¹ The Planning Inspectorate, The Norfolk County Council (Norwich Northern Distributor Road (A1067 to A47(T) Order, Examining Authorities Report of Findings and Conclusions and Recommendation to the Secretary of State for Transport, paragraph 4.283.</p>
SDP5	84	9.5	<p>Amend first bullet point:</p> <p>It will be important to maintain and enhance links, <u>including green infrastructure links</u>, to the countryside and semi-natural open spaces to encourage physical activity and mental well-being.</p>

Reference	Page	Paragraph	Proposed Amendment
SDP6	84	9.5	<i><u>It will be important to</u></i> ensuring new development is well related to green infrastructure

In addition to the amendments listed above the Sustainable Development Panel also requested that consideration was given to the following points where no change is proposed to the SA Scoping Report:

1. Investigate whether there could be an indicator identified for “cohesiveness of communities” under the People and Communities section.

There is no single measure of community cohesion. Whilst it may be technically possible to measure community cohesion it is a complex and involved process which requires the consideration of a range of measures including subjective matter such as resident surveys and objective administrative data such as ethnicity, faith, age, culture, educational attainment and unemployment. An initial investigation has not uncovered any existing monitoring that is undertaken to understand levels of community cohesion. Undertaking the investigation required to develop measures from first principles is currently considered to go beyond that reasonably required for the purposes of Sustainability Appraisal. Whilst further investigation will continue, it appears that an indicator(s) on community cohesion cannot be incorporated.

2. Considered whether future text could be added at 2.3.2. to make it more nuanced in terms of interpreting the data. Amend the related issue on page 36 if necessary.

Further investigation will be undertaken to establish the extent to which further, or more nuanced interpretation of the CO2 emissions data can appropriately and reliably be provided as part of the Sustainability Appraisal.

3. Consider adding the Issue “Facilitation of zero carbon transport” under 2.5 on page 36.

The first bullet point under 2.5 seeks consistency with the interventions proposed in the forthcoming emissions reductions plan. This sets an appropriate basis for consideration of matters relating to carbon emissions within the Sustainability Appraisal, and in a manner which will be consistent with the intention of Government. The forum to consider whether policy interventions intended to facilitate zero carbon transport are appropriate will be the GNLP plan making process and this issues is considered to be best addressed in this way.

Report to Cabinet
15 March 2017
Report of Head of planning services
Subject Anglia Square Policy Guidance Note

Item

6

Purpose

To consider the adoption of the Anglia Square Policy Guidance Note (ASPG).

Recommendation

To adopt the Anglia Square Policy Guidance Note as non-statutory guidance for the comprehensive redevelopment of the Anglia Square site.

Corporate and service priorities

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

Financial implications

None

Ward/s: Mancroft

Cabinet member: Councillor Bremner - Environment and sustainable development

Contact officers

Judith Davison, planning policy team leader (projects) 01603 212529

Graham Nelson, head of planning services 01603 212530

Background documents

None

Report

Introduction

1. The regeneration of Anglia Square and surrounding vacant land is the most significant development opportunity in the northern city centre area, and is one of the council's most important regeneration priorities. The comprehensive redevelopment of the Anglia Square site has the potential to radically transform both the site and the wider area.
2. The Anglia Square site was purchased by Columbia Threadneedle in 2014 and the new owner is working with its development partner Weston Homes to develop proposals for the comprehensive redevelopment of the site.
3. Since the expiry of the Northern City Centre Area Action Plan in March 2016 there is no site specific policy for Anglia Square in the current local plan, although the adopted Joint Core Strategy for Broadland, Norwich and South Norfolk supports the comprehensive development of the site. The current Local Development Scheme envisages production of a supplementary planning document to guide development of this site, however following discussions with the site owner it was considered more appropriate to address policy issues separately from detailed design issues. The policy guidance note (PGN), attached at Appendix 1, has therefore been produced to respond to the developer's emerging proposals for the site, setting out the relevant planning policy and broad principles for the development of the site and surrounding area.
4. Once adopted, the PGN will provide non-statutory guidance in response to the outline proposals, and will be a material planning consideration in the determination of any subsequent planning application for the site, albeit with less weight than an adopted planning policy.

Public consultation and consideration by Sustainable Development Panel

5. At its meeting on 7 November 2016, the head of planning services consulted the sustainable development panel prior to the public consultation on the draft PGN. The public consultation took place between 18 November and 9 January. Responses were received from 28 individuals and organisations within the consultation period, comprising a total of 88 specific comments.
6. Responses were made by a wide range of individuals and organisations. Statutory consultees which have responded include Norfolk County Council (including comments from education, infrastructure, minerals and waste, and economic development service areas, and as Lead Local Flood Authority), Norfolk Historic Environment Service, Norfolk Fire and Rescue, Norfolk Constabulary, Historic England, and Anglian Water. In addition comments have been received from a range of local interest groups, individuals, organisations and businesses, including the Norwich Society, St Augustine's Community Together (ACT), and Magdalen Street Celebration.

7. Sustainable development panel considered the responses to the public consultation at its meeting on 22 February 2017.
8. Comments were made on a wide range of issues covered in the PGN and in response to the specific consultation questions. A summary of the comments made are set out in the SD Panel report. The majority of consultees welcome the proposed redevelopment of Anglia Square, particularly in terms of redeveloping vacant land and buildings, enhancement of public spaces, and improving its connectivity with the surrounding area and city centre. The site's suitability for high density residential development is also supported by a number of consultees. There was also strong support for enhanced community facilities including the area under the flyover.
9. However a number of consultees, particularly local residents and businesses, highlight the need to reflect the existing diversity and vitality of the surrounding area within the PGN and to ensure that the development will not impact negatively on its character and existing community. Also many consultees stress that the delivery of significant affordable housing on the site is a priority, to meet local need. In relation to employment, the inclusion of some live/work units is proposed by some consultees and specifically some provision for local artists and craftspeople and for small business start-ups. In relation to heritage and views, some comments stress the need to ensure that appropriate viewpoints are taken into consideration in the design of the development, and others highlight the importance of acknowledging existing heritage assets in this area including locally listed buildings. Some concerns were raised about viability issues, proposing that any assessment of the scheme's viability should be made public and subject to independent scrutiny.
10. A number of changes were proposed to the emerging PGN in the light of the consultation response including:
 - Amendment of the vision and objectives to clarify that, in seeking development of a balanced community, the development of the site should complement the existing local community and uses already within this part of the northern city centre. Several other references to the existing diversity and vitality of the wider area are also proposed elsewhere in the document including the Introduction;
 - Encouragement for provision of artists' accommodation and some live-work units within the development to enable the retention of some artists and craftspeople on site and to assist small local businesses;
 - Inclusion of a new section on specific design considerations including amenity, fire and safety, permeability, and air quality;
 - Map 3 (Key viewpoints and vistas) is updated to show additional viewpoints, and a new Map 4 added (Heritage assets);
 - Amendment to the viability section to clarify the expectation that sufficient information will need to be provided in the public domain to enable the public to understand the reasons for decisions made by the council on the planning application.
11. In relation to community provision, Norfolk County Council proposed that provision should be made within the development for a site for a new primary sector school. No change was proposed to the PGN in response to this comment. The document already states that the need for educational provision

will be determined by the nature of the development (which will become clearer when more detailed proposals are available), and will also be informed by viability considerations.

12. Members of sustainable development panel generally welcomed the proposed changes to the PGN as set out in the panel report of 22 February, and recommended some additional changes which are now incorporated in the revised document set out at Appendix 1. These include some minor typos and factual updates, however also included the further changes set out below:
 - Add reference in the Objectives to the need to improve accessibility for those with mobility issues.
 - Add reference in the Public realm section to encourage involvement with local disability groups at an early stage in the design process;
 - In the Retail section, make reference to encouraging links between Anglia Square and the rest of the Large District Centre particularly Magdalen Street;
 - Amend the section about the area under the flyover to ensure that any proposals retain the character and culture of the area and do not over-sanitise this public space.

Conclusion and next steps

13. The proposed final Policy Guidance Note is set out at Appendix 1. The document reflects the responses made to the recent public consultation and the recommendations of Sustainable Development Panel. Members are asked to authorise its adoption. The adopted PGN will provide non-statutory guidance in response to the outline proposals, and inform the detailed design process for the comprehensive redevelopment of this key regeneration site.
14. Alongside the development of the PGN the developer has conducted its own consultation on its outline proposals and has commenced participation in a process of Design Review, which will help inform the detailed development proposals.
15. This process is continuing and it is expected that further consultation on the detailed emerging proposals will commence shortly. It is anticipated that a planning application will be submitted in late spring 2017.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	15 March 2017
Director / Head of service	Dave Moorcroft / Graham Nelson
Report subject:	Anglia Square Policy Guidance Note
Date assessed:	27 February 2017
Description:	Members are asked to adopt the PGN as non-statutory guidance for Anglia Square.

	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"/>	No impact identified
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No impact identified
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No impact identified
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The adoption of this PGN should provide greater certainty for the developer of the site and assist with bringing forward development on the site which should have a positive impact on the local economy.
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No impact identified
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"/>	No impact identified
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No impact identified
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No impact identified
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No impact identified

	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"/>	The guidance note positively addresses local concerns regarding the impact of the redevelopment of Anglia Square on community cohesion.
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No impact identified
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No impact identified
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Adoption of the PGN should have a positive impact on transportation matters relating to the redevelopment of Anglia Square, as the document will be a material consideration in the planning application process.
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Adoption of the PGN should have a positive impact on the built environment aspects of the redevelopment of Anglia Square, as the document will be a material consideration in the planning application process.
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There are no direct impacts on waste minimisation and resource use arising from the adoption of this PGN.

	Impact			
Pollution	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Adoption of the PGN should have a positive impact on pollution impacts arising from the redevelopment of Anglia Square, as the document will be a material consideration in the planning application process.
Sustainable procurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There are no direct impacts on sustainable procurement from the adoption of the PGN.
Energy and climate change	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Adoption of the PGN should have a positive impact on energy and climate change, as the document will be a material consideration in the planning application process.
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Likely to be neutral if the PGN is adopted.

Recommendations from impact assessment	
Positive	
The PGN should have some positive impacts following adoption as it will be a material planning consideration.	
Negative	
No negative impacts have been identified.	

Neutral

Impact is assessed to be neutral in relation to the majority of issues.

Issues

Non adoption of the PGN is likely to result in uncertainty for the site's developers and delay to the process of bringing forward a planning application or applications for this key site, with potential impacts on the local economy and environment.

Anglia Square and surrounding area: Policy Guidance Note

March 2017

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1. Introduction

- 1.1 Anglia Square is the most significant development opportunity in the northern part of the city centre and one of Norwich City Council's most important priorities for regeneration. Its redevelopment has the potential to regenerate both the site itself and act as a catalyst to the regeneration of this quarter of the city centre.
- 1.2 This area surrounding the site (the 'northern city centre') is historically one of the longest settled parts of Norwich and contains a wealth of heritage, as well as functioning as part of Norwich's retail and leisure centre. Despite its location and heritage the area has experienced physical and economic decline for several decades, including closure of large scale offices at Sovereign House and Gildengate House, a decline in retail and public realm quality, and the closure of the multi-storey car park. Recent highways improvements including a new one-way traffic gyratory system for St Augustine's Street / Magpie Road / Edward Street and improvements to Gildencroft Park have benefitted the area but significant additional investment is required to deliver its regeneration. In recent years however, partly due to relatively low property values, the northern city centre area has developed into one of the most culturally diverse parts of the city, with distinctive local shopping and leisure facilities and a vibrant local community, and is a growing location for small start-up businesses.
- 1.3 Anglia Square was purchased by Columbia Threadneedle plc in 2014. The council's vision goes beyond Anglia Square itself and therefore this policy guidance note also sets out the council's aspirations and expectations for the wider area. It should be noted that although Columbia Threadneedle's ownership includes most of the land between Pitt Street and Magdalen Street there are two small parcels that remain in third party ownership. Two other parcels of land to the north of Edward Street and north-west of New Botolph Street are also in the same ownership and are covered by this guidance note. A further parcel of land to the east of Edward Street is also within the ownership of Columbia Threadneedle and covered by this note given that it is a potential development opportunity closely related to the Anglia Square site, however this parcel of land is not included in the emerging proposals outlined below. The wider area covered by the guidance note is illustrated on Map 1. The land within the planning application boundary is approximately 4.28 hectares in size.
- 1.4 Columbia Threadneedle have identified Weston Homes PLC as their preferred development partner to lead the redevelopment of the site, and together with their planning advisers are developing proposals for the comprehensive redevelopment of the square. An initial outline of their proposed approach to redeveloping the square was produced in November 2016. It proposes a dense, urban redevelopment including a reinforced retail and leisure offer at the ground floor level with significant potential for residential and other uses at higher levels. This concept was the subject of

public consultation, which was held in December 2016. In the light of that and other consultations, including with the City Council, Weston Homes and Columbia Threadneedle are working up a detailed scheme for submission as one or more planning applications.

- 1.5 The Council revised its Local Development Scheme in June of this year. This contained reference to the intention to produce a Planning Policy and Design Framework for Anglia Square to assist bringing forward the comprehensive redevelopment of the square. However, as discussions proceeded it was considered appropriate to separate out policy matters from the consideration of more detailed design issues and the Council produced a draft policy guidance note (PGN) in November 2016 for consultation.
- 1.6 The PGN has been revised following a successful public consultation between November and January. A total of 28 individual responses were received from statutory organisations, local interest groups and the local community, comprising 88 specific comments. Following consideration at Sustainable Development Panel in February 2017, the PGN was approved by Cabinet in March 2017¹ as non-statutory guidance for the comprehensive redevelopment of Anglia Square. It will be used to inform the detailed design process and submission of a planning application, or applications, in Spring 2017.
- 1.7 The council's aim in producing the PGN is to assist with the delivery of a viable and deliverable form of comprehensive development on the site which is acceptable in policy terms, which delivers the council's long-held aspirations for the site and stimulates the regeneration of the wider northern city centre area. This document sets out the broad principles of development for the site, identifies constraints, provides specific policy guidance on a range of issues relevant to the proposed development, and specifies the range of supporting documentation required in support of the planning application.

¹ Subject to the decision of Cabinet on 15th March 2017.

Map 1: area covered by the Policy Guidance Note



2. Status of document

- 2.1 Anglia Square was allocated for comprehensive mixed use development in the 2004 Replacement Local Plan and subsequently allocated in the Northern City Centre Area Action Plan (NCCAAP, 2010). However the NCCAAP expired in March 2016. The adopted Joint Core Strategy for Broadland, Norwich and South Norfolk (JCS) supports the comprehensive regeneration of the Northern City Centre and Anglia Square.
- 2.2 There is a wide variety of possible forms of redevelopment of the square that may be acceptable. This policy guidance note has been produced in response to the particular form and nature of development that has been proposed by the market. It is not an attempt to revise the development plan or to provide comprehensive advice on the full range of development possibilities that this site could accommodate.
- 2.3 The PGN is proposed as non-statutory guidance in relation to a particular development which will be a material consideration in the determination of any subsequent planning application for the site, albeit with somewhat less weight than an adopted supplementary planning document (SPD). The current Local Development Scheme envisages production of a SPD for this site, however the advantage of a non-statutory guidance note is that it can be produced more quickly and enable the submission of a planning application sooner than would otherwise be the case.

3. Background and Site Analysis

3.1 Anglia Square is situated within Norwich city centre as defined in the Development Management Policies Plan and Joint Core Strategy. However it is separated from the primary shopping area by the Inner Ring Road (St Crispin's Road), which acts as a barrier to movement to and from the core city centre. Anglia Square acts as a key gateway to the city centre when arriving from the north. However, the site is significantly under-utilised and sits partially vacant, with the remaining buildings in a state of decline. The layout and design of the site is dated and some of the previous development has severed clear routes through Anglia Square and has a negative impact on permeability, to the detriment of the surrounding area.

Large District Centre role

3.2 Anglia Square is part of the designated Large District Centre including St Augustine's Street and Magdalen Street in Greater Norwich's hierarchy of centres, serving an important role in terms of the convenience and comparison needs of the northern part of the city, yet complementary to the primary retail area in the centre of the city. Anglia Square also currently provides a limited community and leisure role, with the central square developed in the 1970s and a four screen cinema.

3.3 Whilst a significant centre, it provides a different and more localised retail offer to the primary retail functions and fashion-led shopping centres of Castle Mall and intu Chapelfield, serving the convenience needs of the largely residential areas to the north, east and west.

Existing Land Uses

3.4 Currently there are multiple retail units fronting onto all sides of Anglia Square itself, including Iceland, Boots and a variety of discount and local retailers. A four screen cinema is also situated within the shopping centre, elevated above the retail units on the ground floor. The physical fabric of the shopping centre is dated and the retail units provide a more localised offer than other district centres within the city, representing its role in the hierarchy as below and 'supplementary' to the primary shopping role of the city centre. However, Anglia Square remains a popular retail and leisure destination and the retail units retain a relatively high level of occupation.

3.5 The existing seven storey Sovereign House, an example of brutalist architecture, runs in a north-south direction along Botolph Street, was last used for office purposes, and has been vacant since Her Majesty's Stationary Office (HMSO) pulled out in the late 1990s. Currently, this particular building stands in the way of a clear connecting route running east-west through the site. It does not lend itself to conversion and makes a poor impression on the surrounding landscape.

- 3.6 The existing Gildengate House, is six storeys in height and built over shops beneath and was also used for office purposes. This building is currently underused and only temporarily occupied in part by artist studios.
- 3.7 The northern part of the site comprises a multi-storey car park, which was closed in 2012, with two further surface level car parks occupying the vacant western part of the site, providing approximately 600 parking spaces across the site. The eastern part of the site also acts as a public transport hub, with bus stops located along Magdalen Street reinforcing Anglia Square's role as a northern gateway to the city.
- 3.8 Within the southwestern corner of the site is Surrey Chapel Free Church, alongside a number of locally listed buildings some of which are occupied by temporary uses such as the Men's Shed, Print to the People and the car wash.

Urban Grain and Topography

- 3.9 The site comprises an island of development physically separated from the surrounding city by the existing road infrastructure surrounding Anglia Square on all sides, including St Crispin's Road dual carriageway to the south, which rises to form a flyover above Magdalen Street at the south-eastern corner of the site. This currently presents a significant barrier to permeability and connectivity from the site to the wider city centre, particularly for pedestrians and cyclists. The comprehensive redevelopment of Anglia Square in the 1960s and 1970s disconnected the site from the surrounding traditional street pattern, and reduced the legibility of the area.
- 3.10 The ground level falls noticeably from the highest points of the site to the west, down towards the lowest point within the south-eastern portion of the site, around which the shopping centre is focussed.

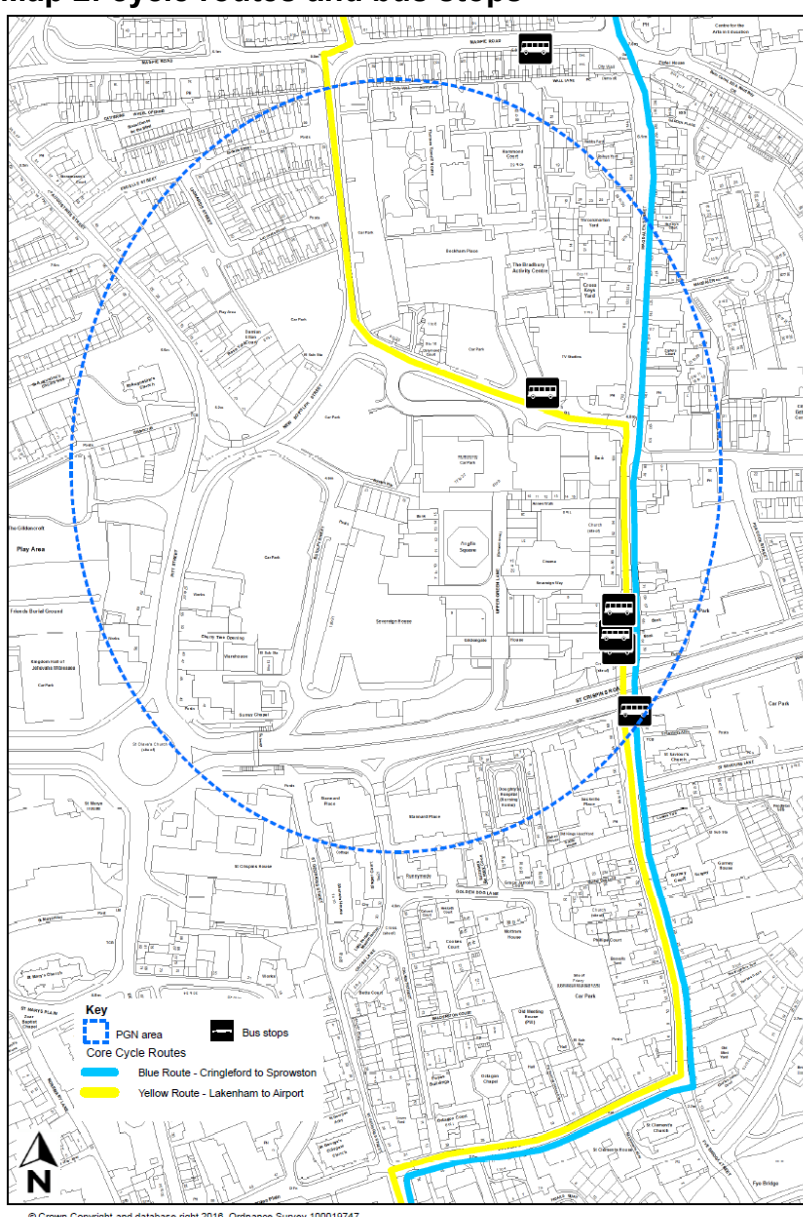
Pedestrian, Cycle and Vehicle Movement

- 3.11 Anglia Square is accessible on foot from much of the surrounding area, with Magdalen Street providing the primary pedestrian route to and from the historic city centre. St Crispin's Road however effectively isolates the site from the south other than via the underpass from St George's Street or under the flyover at Magdalen Street. Both provide low quality experiences when approaching the site from the south. To the west, Pitt Street is a hostile pedestrian environment, although crossing is possible from St Augustine's Street. Traffic contributes significantly to poor air quality in the area, although the gyratory system was delivered to deal with air quality issues in this area. The area covered by the PGN falls within a 20 mph zone.
- 3.12 With regard to cycle accessibility, the blue pedalway uses Magdalen Street to connect the north of the city to the centre. This access was recently improved by allowing southbound cyclists to enter Magdalen Street from Magdalen Road. The yellow pedalway branches off from Magdalen Street into Edward Street before heading north via Heath Road and Angel Road.

There are plans to re-route the yellow pedalway on a more direct alignment from St George's Street to Edward Street via Botolph Street. This is currently frustrated by the barrier of St Crispin's Road. See Map 2 below which shows cycle routes and bus stops in the vicinity of the site.

- 3.13 The site is readily accessible by bus and car, and comprises a northern gateway to Norwich City Centre. Magdalen Street at the eastern edge of the site in particular comprises the principal north-south bus route from the north of the city into the centre and is a major node for public transport in the north of the City. The St Crispin's Road dual carriageway to the south of the site provides vehicular access to Anglia Square at two points, located adjacent to Surrey Chapel and leading underneath Gildengate House.

Map 2: cycle routes and bus stops



Existing Building Heights

- 3.14 Whilst the majority of the existing buildings within Anglia Square are 3 to 4 storeys in height, the dominant structures of Sovereign House, Gildengate House and the multi-storey car park range from 7 to 8 storeys, thereby providing a significant element of height and mass to the existing development.
- 3.15 The buildings surrounding the site to the north and east are largely of a traditional character forming terraced streets of two to three storeys in height although there are some four storey flats directly opposite the site off Edward Street. The taller buildings currently on the site are some distance from these buildings. Additionally, there are also some taller office buildings located on the southern side of St Crispin's Way.

Constraints

- 3.16 **Historic environment:** The Anglia Square site sits within a sensitive historic environment. It is located within the City Centre Conservation Area (Anglia Square character area) and is in the vicinity of the Northern City and Colegate character areas. It also falls within the Main Area of Archaeological interest. The conservation area character appraisals provide an overview of each character area, including its significance in terms of the historic environment, identify landmarks, views and key characteristics, and appraise positive and negative features of the area.
- 3.17 The site lies in the vicinity of a number of statutorily and locally listed buildings, including several buildings in Magdalen Street and at the junction of Pitt Street and St Augustine's Street. The closest Listed Buildings are Doughty's Hospital (Grade II, located immediately to the south of St Crispin's Road, opposite Upper Green Lane), and 75 Magdalen Street (Grade II, located immediately adjacent to the site on the opposite side of Magdalen Street), St Augustine's Church (Grade I) and the Gildencroft cottages (Grade II, adjacent to St Augustine's Street). Buildings 43-45 Pitt Street are locally listed. There are two Grade I listed churches nearby, to the south of St Crispin's Road: St Martin at Oak and St Mary's Coslany.
- 3.18 The height and traditional character of buildings and streets to the north and east of the site (most immediately Magdalen Street, St Augustine's Street and Gildencroft) needs to be respected in the redevelopment to ensure the buildings, streets and their settings are not unduly dominated or harmed by the new buildings.
- 3.19 Anglia Square is highlighted as 'negative' within the city centre conservation area appraisal (2007). It is considered to be of low heritage value and significance but nevertheless it should be acknowledged that the

area benefits from some limited aesthetic, historic and communal heritage value in terms of Historic England guidance². These attributes are explored in paragraphs 3.20 to 3.23 below. However, it is ultimately a failure in townscape terms with buildings of low quality design and materials, inactive and defensive street frontages and complicated circulation arrangements both within the development, but also poor connectivity with the wider townscape and city. The council considers Anglia Square's aesthetic value and significance to be low. The wider development is of poor townscape and architectural quality. Its design is now extremely dated with poor building materials, featuring concrete roof tiles and low quality red brick. The Magdalen Street frontage lacks inspiration and the upper floor levels crudely overhang the pavement, which is oppressive for pedestrians. The scale of buildings on Magdalen Street largely corresponds to the surrounding townscape. Edward Street is fronted by a large ugly service yard and a looming multi-storey car park that is unused. The inactive frontage creates another dark and unwelcoming street. The whole Anglia Square development is considered unsuccessful from an urban design perspective, with high level and covered walkways and stairwells that are confusing to the user and feel insecure and potentially unsafe. The development served to disrupt and erode the historic road network and effectively severed links between the city and its northern suburbs and between Magdalen and St Augustine's Streets. The scale and location of Sovereign House blocks views of Norwich Cathedral. This presents an opportunity for improvement.

3.20 The development covers one of the oldest north-south routes in the city (currently named Botolph Street) and the site of three lost churches – St Botolph, St Olave and St Margaret Combust meaning there is some archaeological value to the site. The applicant would need to address the archaeological implications for the site as a result of any re-development upon application.

3.21 The development, which was constructed by Alan Cooke Associates between 1966-68, is of some historic heritage value as an interesting example of an ambitious re-development project of the 1960's and as an example of provincial brutalism. It is the only development of its kind in Norwich. Sovereign House is an example of Brutalism architecture with robust concrete buttressing at the lower levels to its starkly horizontal emphasis and long ribbon windows and angular glazed stair towers. It divides opinion locally but the majority view is that its overall appearance is oppressive and undermined by a later re-cladding in corrugated panels. The bulk of the building and its awkward protruding lift plant on the roof undesirably dominates its surroundings. Having now been vacant for almost a decade, with no sign of re-use or re-occupation, Sovereign House is in a

² Historic England: Conservation Principles, Policies and Guidance
(<https://content.historicengland.org.uk/images-books/publications/conservation-principles-sustainable-management-historic-environment/conservationprinciplespoliciesguidanceapr08web.pdf/>)

very poor state of repair, to the detriment of the appearance of the conservation area.

3.22 The wider Anglia Square development is a highly visible element within the city and an area of well-utilised public space. It has some social/communal value as a result of its former use as an HMSO office, and provides retail/ leisure services that are well used and well regarded despite its rather tired appearance. However, the positive aspects of the public space in Anglia Square could be improved in a new scheme and the space has the potential to be even better used, and connected with the surrounding townscape.

3.23 The buildings surrounding the site (other than the office buildings immediately bordering the site to the south) are of a traditional character forming terraced streets of two to three storeys in height, with new four storey flats opposite Edward Street. The taller buildings currently on the site are some distance from these buildings. The relationship between the buildings on St Augustine's Street and Gildencroft, including St Augustine's Church, needs to be carefully considered so that their setting is respected in any redevelopment.

3.24 **Contamination:** the site has been used for a variety of uses in the past, including industrial, and may be subject to contamination. Given this and its underlying geological conditions, it is anticipated that proposals for redevelopment of Anglia Square will need to be accompanied by a program of groundwater monitoring and reporting, as well as soil investigation, sampling and chemical analysis to assess the risk from potential underlying contaminants. Ground gases are likely to be present in the sub-soil underlying the site, and thus gas monitoring, assessment and reporting are likely to be required to characterise the site in relation to the gas regime. Any subsequent planning application(s) should be accompanied by a suitable Contaminated Land Assessment.

3.25 **Flooding and drainage:** Anglia Square is located relatively close to the existing watercourse of the River Wensum that flows through the City Centre. The underground hydrology of the site will be impacted by the presence of the river which will complicate the future construction of the site, and in particular the foundation design, where it will be required to support taller buildings. Based on the Environment Agency's flood risk mapping data, the site is located within Flood Zone 1 and thus has a low probability of flooding. It is also located in the Norwich Critical Drainage Catchment Area.

3.26 **Landscape and trees:** the site includes a group of ten London Plane trees and two lime trees fronting onto St Crispin's Road which soften the impact of both the road and the existing dominant buildings of Anglia Square. The wider group is designated as Open Space under Local Plan policy DM8.

3.27 **Key Views:** the site presents a visual gateway to the city, however the existing approach from the north provides an aspect over surface level car parks and the dated, partially vacant buildings of Sovereign House and the shopping centre.

4. Recent Planning History

- 4.1 The site now occupied by Anglia Square was originally cleared as part of the construction of the inner ring road (St Crispin's Road) in the 1960s and included the clearance of land to the west of the shopping centre across to Pitt Street and St Augustine's Street. The original planning consent for Anglia Square included the shopping centre, cinema, car park and offices. Additional phases of development were designed for the western part of the site but never built, and much of this land is still undeveloped.
- 4.2 There have been a number of consents granted for the Anglia Square site in recent years.
- 4.3 Planning consent was granted in October 2009 (08/00974/F) for comprehensive regeneration of Anglia Square and environs for mixed use development, including approximately 200 residential units, a foodstore (clarify size), a bridge link from St. Crispin's, a health centre, the potential relocation of Surrey Chapel, and enhancement of landscaping including an enlarged square. The proposal for redevelopment included the demolition of all the units along Pitt Street (including the locally-listed buildings), Surrey Chapel, Sovereign House, Gildengate House, some of the units around the Square, and the removal of Botolph Street and the twelve trees and open space adjacent to St Crispin's Road.
- 4.4 A phased planning consent was granted in March 2013 for the comprehensive redevelopment of Anglia Square including land and buildings to the north and west of the Square (applications reference 11/00160/F, 11/00161/F). The first phase proposals were for mixed use development, including an enlarged Anglia Square, a new 7,792 sqm foodstore, supported by 507 car park spaces, amendments to the current access arrangements including enhanced pedestrian, cycle, public transport accessibility, a bridge link from St Crispin's Road, and closing of subway. Also, additional retail and other town centre uses (Class A1, A2, A3, A4) totalling 3,565 sqm net, a creche (Class D1) and up to 91 residential units (Class C3) in mixed private/housing association use. Outline planning permission was also granted for 16 housing association units on land west of Edward Street.
- 4.5 Planning consents were also granted for latter phases of development in this area and included additional retail and food and drink uses (Class A1/A3) totalling of 2,985 sqm; rooftop parking providing 99 spaces and 29 private flats with temporary car parking; external refurbishment of Gildengate House offices and improvement to existing office entrance; additional retail and food and drink uses (Class A1/A3) of 2,094 sqm and the provision of a gym (Class D2) of 1,478 sqm.
- 4.6 Two further planning permissions were also granted to facilitate the delivery of the development as set out above (references 11/00162/O and 11/00163/C).

4.7 The St Augustine's gyratory system, as required by condition 15 of planning permission 08/00974/F was completed resulting in the commencement of this consent. All the other planning permissions have expired.

5. Vision and objectives

5.1 The council is committed to ensuring the comprehensive redevelopment of Anglia Square which has the potential to act as a catalyst for wider change within the wider northern city centre area in combination with the redevelopment of other key sites including Duke's Wharf, the former Jarrold's printwork site on Whitefriars and the adjacent Barrack St site, St Mary's Works on Duke Street, and St George's Works.

5.2 Anglia Square affords the potential to deliver a significant and positive addition to the City. The current retail centre is easily accessible and well located but lacks a critical mass, diversity of tenants and is influenced by the degraded physical environment in the area. Café and restaurant offers are limited, the cinema is poorly integrated and much of the development is below market standard. Furthermore the night-time economy is limited with few shops/services open after standard shopping hours limiting natural surveillance and offering the potential for anti-social behaviour. Potential exists to deliver a significant mixed use quarter and to transform the existing retail offer with more and improved format stores, alongside the addition of an enhanced leisure role and a greater provision of food and drink outlets that operate across a far wider period of time than exists at present.

5.3 The NCCAAP contained a considerable amount of information about the aspirations and vision for the regeneration of the wider area. This included much that is specific to Anglia Square. Much of this vision is considered to remain relevant to date notwithstanding the time that has lapsed since the plan's adoption. The following vision and objectives reflect and update those in the NCCAAP, and provide a high level overview of the Council's aspirations for the redevelopment of the site and surrounding area. They also have been updated to address concerns raised through the public consultation about the impact of any future development on the diverse character and communities which exist in the surrounding area.

5.4 Proposed vision:

A rejuvenated Anglia Square, with a distinctive identity that compliments the neighbouring area and reflects its location in the heart of the historic northern city centre. The development will have a clear relationship in built form with the surrounding area, and a safe and attractive public environment, including enhanced public spaces. Enhancement of a strong and diverse District Centre function, serving the wider suburban areas of North Norwich, an improved convenience offer, and enhanced leisure offer with a new cinema, cafes and restaurants to continue the use of area into the evening. A surface link will cross the existing St Crispin's Road improving walking and cycling connections into the core city centre, and there will be an enhanced public transport offer. All this will be supported by new residential development to create additional footfall, natural surveillance and activity that will enhance the vitality and viability of the Large District Centre and help to meet the housing needs of Greater Norwich.

5.5 Proposed objectives:

The development of the site should:

- regenerate its physical environment, including open spaces and public areas, and help to preserve or enhance the historic character of the surrounding area and key views;
- achieve sustainable, energy efficient and high quality design and create an attractive environment for people living in, working in and visiting the area;
- reinvigorate the local area's economy, including providing for new employment opportunities;
- revitalise the retail and service provision of Anglia Square as a key element of the Large District Centre serving the wider area of North Norwich, with commercially attractive retail units based around an appropriate shopping circuit to maximise footfall to all units and thus ensure the long term viability of the retail offer, and acting as a catalyst for the wider economic regeneration of the northern city centre;
- provide significant levels of residential development in order to make effective use of this sustainable city centre location, thereby assisting in the delivery of new homes to meet Norwich's needs and creating a vibrant, sustainable community which will support the viability of the enhanced retail and leisure provision;
- provide enhanced tourism, arts and cultural provision including potential for hotel and student accommodation, as well an enhanced evening economy that will include restaurants, cafes, bars and a cinema;
- provide for improved public transport facilities in the immediate vicinity of the site;
- enhance opportunities for pedestrian and cycle movement through the site suitable for all, including those with disabilities, and linking with the wider area; and
- encourage the development of a balanced community including contributing to the provision of enhanced community facilities and recreational opportunities to meet local needs and complement the existing local community and the diverse mix of uses that already exist within this part of the city centre.

6. Policy context

National Planning Policy Framework (NPPF)

6.1 The National Planning Policy Framework (NPPF, 2012) emphasises the importance of delivering a wide choice of high quality homes and creating sustainable, inclusive and mixed communities. It attaches great importance to good design, enhancing the historic environment, and promoting competitive town centre environments, and stresses the important role that residential development can play in ensuring the vitality of centres. The NPPF states at paragraph 11 that applications for planning permission must be determined in accordance with the development plan unless material considerations indicate otherwise, in accordance with planning law³.

6.2 It should be noted that the Government proposes to amend the NPPF, although the timescale for this is not yet clear.

Joint Core Strategy (JCS)

6.3 The adopted JCS provides the policy context for Anglia Square until 2026 and provides a framework for future development of the site. JCS Policy 11 promotes an enhanced regional role for the city centre, as the main focus for retail, leisure and office development, with housing and educational development reinforcing its vibrancy. Redevelopment of brownfield sites will contribute to the economic, social, physical and cultural regeneration of the city centre. The policy states that housing densities in the city centre will generally be high but that family housing will also be provided to achieve a social mix.

6.4 JCS 11 identifies the Northern City Centre in particular for comprehensive regeneration, with the objective of achieving physical and social regeneration, facilitating public transport corridor enhancements, and utilising significant redevelopment opportunities. The City Centre key diagram specifically identifies Anglia Square as an 'Area of change' for mixed use development (residential, commercial and retail) with an improved public realm.

6.5 JCS 11 also highlights the importance of improvements to the public realm, open spaces, walking and cycling provision and sustainable transport access. In particular the city centre key diagram proposes improved public realm linking Anglia Square with the city centre.

6.6 In addition, JCS policy 19 identifies Anglia Square/Magdalen Street as a Large District Centre, where new retailing, services, offices and other town centre uses will be encouraged at a scale appropriate to its form and

³ Section 38(6) of the Planning and Compulsory Purchase Act 2004 and section 70(2) of the Town and Country Planning Act 1990.

function. The Large District Centre is intended to meet the shopping needs of residents of north Norwich and provide for a mix of activities. Currently the Centre lacks a sufficient diversity of stores to meet this role.

Norwich Development Management Policies Plan (DMPP)

- 6.7 Many of the DMPP policies are relevant to the Anglia Square site; these are set out in Appendix 1. Section 7 below (Policy Guidance) makes reference to the most relevant local plan policies.

Northern City Centre Area Action Plan

- 6.8 The Northern City Centre Area Action Plan was adopted in March 2010 to guide the regeneration of the northern city centre area. This plan allocated Anglia Square for a comprehensive mixed use development. The area action plan was based on extensive public and stakeholder consultation and many of its key principles are reflected in the current policy framework, so still have relevance. See Appendix 1 for a summary of the NCCAAP proposals relating to Anglia Square.
- 6.9 Following the expiry of the NCCAAP in March 2016 there is now limited direction to support the development of this important area within Norwich. This document however, provides important baseline information with regards to the potential for development in this area and the previous policy contains some principles which remain relevant today. However, the overall vision for the area has changed to reflect changes in planning policy and the current economic and market context.

Emerging Greater Norwich Local Plan (GNLP)

- 6.10 Broadland District Council, Norwich City Council and South Norfolk Council, working with Norfolk County Council have agreed to produce the Greater Norwich Local Plan. The GNLP will have an end date of 2036. The production of the GNLP is at an early stage, with the Call for Sites recently completed. It is anticipated that an allocation will be included in the GNLP to reflect the potential of the site and to encourage its redevelopment should the particular scheme under consideration not be pursued. However, the GNLP is not expected to be adopted until 2020 and it is not considered necessary to have the GNLP in place before planning permissions are issued to facilitate the comprehensive redevelopment of the area.

7. Policy Guidance

Housing

- 7.1 The emerging proposals for Anglia Square published in November 2016 (see <http://www.angliasquare.com/>) suggest that in excess of 1,000 residential dwellings will be provided as part of a comprehensive redevelopment of the site.
- 7.2 The policy context for housing provision is provided by Joint Core Strategy policy 4, whilst DM12 in the Development Management Policies Plan sets out the policy principles that apply to all residential developments, including the need to contribute to a diverse mix of uses in the locality, to have regard to the housing delivery targets in the JCS, and to provide for a mix of dwellings in terms of size, type and tenure.
- 7.3 JCS policy 4 reflects evidence on housing needs and seeks that between 2008 and 2026, 33,000 net additional homes (1,833 per year) will be provided within the Norwich Policy Area (NPA - this area comprises all of the City Council area plus parts of Broadland District and South Norfolk District Councils) of which at least 8,500 were to be provided in the City Council's administrative area. Since adoption of the JCS, due to market conditions, delivery of new housing has been running at levels below that necessary to achieve the levels set in the JCS both within the City Council area and across the wider NPA notwithstanding a very large stock of unimplemented planning consents.
- 7.4 JCS policy 4 requires that 33% of all housing on larger development sites is delivered in the form of affordable housing. It also requires proposals for housing to contribute to the mix of housing required to provide balanced communities and meet the needs of the area.
- 7.5 As required by government the local authorities keep housing needs under review. The latest housing needs assessment (the Strategic Housing Market Assessment for Central Norfolk) was published in January 2016 and is available [here](#). This looks across a longer period than the Joint Core Strategy (to 2036) but in general terms it shows the need for a similar annual rate of development across the NPA (1,700 dwellings per year). This has yet to be tested and incorporated into the development plan so will not carry full weight in the decision making process.
- 7.6 The study suggests that a very considerable proportion of housing need in the NPA is derived from the City's population as this tends to grow more rapidly than other parts of the NPA due to both in-migration and natural growth. Almost a half of the entire housing need of the NPA (47%) is derived from the City and, given the limited capacity of the City Council's area to accommodate new development, it is likely that provision will need to be made through the GNLP to meeting some of these needs outside its

boundary. The redevelopment of Anglia Square provides the opportunity to meet a significant element of this need within the city centre.

7.7 The study also looks at property size and tenure issues. Of the predicted needs for market housing arising from the City, approximately 38% of the needs will be for 1 and 2 bedroomed properties. 35% of all housing needs of the City are generated by households who are not able, or predicted to be able, to meet their own needs in the housing market (either by private rented or owner occupied housing) and therefore are in need of affordable housing. Of these households, 60% will have a need for 1 and 2 bedroomed properties.

7.8 It is also relevant to note the position on housing land supply as this has been clarified following a recent decision of the Secretary of State in relation to a planning appeal at Wymondham (in the South Norfolk part of the NPA – see appeal ref APP/L2630/W/15/300704, dated 8th September 2016). This concluded that the total land supply in the NPA demonstrated was 4.22 years, and that the shortfall amounts to some 2,189 dwellings. This is a significant planning consideration which effectively limits the weight that can be applied to policies constraining housing supply in planning judgements. However, it should be noted that the shortfall is not especially great in the context of the wider NPA and it is possible that the shortfall may be recovered within the next year, especially with a contribution from this site.

7.9 In relation to the specific issue of housing in Anglia Square, the policies in the NCCAAP set appropriate targets for the delivery of housing in the plan area: policy LU3 setting a minimum of 900 dwellings to be delivered across the area as a whole and policy AS1 requiring at least 250 of these to be provided within the mixed use allocation at Anglia Square. Such targets not only reflected the overall housing needs at the time, but also the benefits that residential development would bring to Anglia Square in particular.

7.10 Taking the above into account there is clearly no policy constraint on proposals for Anglia Square that would deliver significantly more housing than previously envisaged either in the Northern City Centre Area Action Plan or in previously consented schemes. However, without further analysis to determine the practical capacity of the site to accommodate development, it is not considered appropriate or possible to set a maximum dwelling figure at this stage. In practice the residential capacity of the site will require careful balancing of the following considerations:

- The constraints on the scale of development (both in terms of height and massing and the infrastructure that is needed to support a sustainable development whilst respecting local heritage and retaining a balanced community);
- The need to deliver an appropriate mix of accommodation sizes and tenure types;
- The desirability of including other land uses as part of the mix proposed (such as employment generating uses, community and leisure facilities); and

- The need to ensure that any proposed redevelopment is capable of being delivered.

7.11 Recent government announcements highlight a continuing focus on housing delivery including a pledge to ‘take unprecedented steps’ to boost housing delivery and to radically increase brownfield development. The Secretary of State for Communities and Local Government announced on 3rd October 2016 the intention to “bring forward a package of measures to encourage urban regeneration and to build on brownfield land. We want to radically increase brownfield development and bring life back to abandoned sites. That means delivering high quality housing for families, bringing new energy to our high streets and town centres abandoned shopping centres being transformed into new communities and increasing density of housing around stations to build homes that people want to live in.” The Housing White Paper Fixing our broken housing market was published in February 2017, and sets out a range of measures to enable more new homes to be built. Its aims include planning for new homes in the right places to meet demand, building homes faster, and diversifying the housing market. The White Paper is currently subject to public consultation ending in May.

7.12 Various other forms of residential accommodation may also be appropriate within the Anglia Square development, in addition to general market housing and affordable housing. Given its sustainable location and the proposed high density form of development, the site could be suitable for an element of student accommodation or specialist housing for the elderly, in accordance with the criteria in policy DM13.

7.13 In summary, alongside the enhanced retail function of Anglia Square, this site is considered to be a suitable location for a significant amount of residential development, having regard to its sustainable location within the city centre and its identification as an ‘area of change’ in the 2011 Joint Core Strategy.

Employment

7.14 The emerging development proposals include a range of retail and leisure uses on the Anglia Square site with the potential to generate employment opportunities in the area, but do not include the provision of office development or other forms of employment development.

7.15 The Northern City Centre Area Action Plan previously supported office development as a component of mixed use regeneration in this area, but did not necessarily prioritise it. Policy DM19 of the Norwich Local Plan implements the strategic priorities of the Joint Core Strategy (Policies 9 and 11) in identifying land to deliver a net increase at least 100,000 sq.m of new office floorspace in the city centre and to secure provision of high quality office premises. It seeks to protect high quality office space and encourage the upgrading of poor quality and smaller offices, as well as identifying an

Office Development Priority Area for office development which is analogous to the area in the east of the city centre for mixed use and commercial led regeneration, as outlined on the JCS city centre key diagram. The employment growth strategy for the city centre draws on evidence of need from the 2008 Greater Norwich Employment Growth and Employment Sites and Premises Study prepared by Arup and Oxford Economics to support the JCS (the Arup study)⁴.

7.16 The long term future of office employment in the city centre rests on the availability of modern office floorspace of exceptional quality in attractive and accessible locations, as well as the retention and upgrading of existing office premises where feasible. Recent commercial market intelligence suggests a current lack of market demand for large scale offices, a shortage of smaller office suites, and a substantial pool of hard to let, poor quality office floorspace in the city centre. Sovereign House is a vacant former office building located on the Anglia Square site which has been vacant since the late 1990's and is now in a state of considerable disrepair. The NCCAAP envisaged the demolition of Sovereign House as part of the comprehensive development of the site and the previous planning consents also included its loss. The building is considered to be unsuitable for conversion or retention for office use and its demolition as part of a comprehensive redevelopment of the site is supported.

7.17 An element of employment development is appropriate on this site, and would be supported as part of the mix of development. However the level of provision is very unlikely to replace that of the previous onsite offer. Thus whilst offices would be acceptable, their inclusion will be subject to local market demand. Indeed, the designated Office Development Priority Area (ODPA) includes a zone in the south-east of the city centre between the railway station and Queens Road, taking in Rose Lane/Mountergate and King Street/Rouen Road, which benefits from sustainable transport links and a high level of pedestrian accessibility. Thus although it had been considered as an area with some potential for office growth in the 2008 Norwich Area Employment Study, Anglia Square was not considered to offer the facilities nor the degree of market attractiveness necessary to support high quality office development and was consequently excluded from the ODPA. The undeveloped part of the St James Place development at Barrack Street/Whitefriars was however identified as part of the ODPA and provides the opportunity for new high quality, centrally located office floorspace.

7.18 Despite Anglia Square's location outside the OPDA it does provide a significant opportunity to connect to other local sites and deliver other desirable uses which would support local facilities, city centre services and employment opportunities in the area. On this basis the emerging proposals

⁴ Greater Norwich Employment Growth and Sites & Premises Study, Arup/Oxford Economics, June 2008. Link: <http://www.greaternorwichgrowth.org.uk/dmsdocument/270>

for the site including convenience and comparison retail, cafes, restaurants, leisure uses, and an increased residential offer, would be complemented by an element of offices within the scheme. The artistic community currently based in Gildengate House and the surrounding area has potential to bring some benefits to the redevelopment in terms of complementing the cultural and leisure offer. The developer, subject to demand and viability, will be encouraged to provide some flexible studio/workspace accommodation as part of the overall mix of uses, to enable a number of artists or makers to be accommodated within the development to complement the existing cluster within the wider northern city centre area. The development also offers the potential to include some live/work units for this and other live/work requirements.

Retail

- 7.19 The emerging development proposals include new retail units to provide an enhanced retail offer in terms of quality and quantity.
- 7.20 The area comprising Anglia Square, Magdalen Street and St Augustine's Street was originally allocated as a Large District Centre in the 2004 Replacement Norwich Local Plan. This was carried forward into the NCCAAP, now expired, and is retained in the adopted Development Management Policies Local Plan and JCS. Policy LU2 in the NCCAAP envisaged the large district centre to be anchored by a new foodstore development, along with small specialist shops, cafes and cultural uses throughout the centre, in addition to residential, office, replacement car parking, and leisure provision.
- 7.21 The adopted Norwich Local Plan (2014) carries forward the Large District Centre designation, identifying it on the Policies Map. Policy DM20 in the DMPP manages change in primary and secondary retail areas and large district centres, and DM21 manages uses within district and local centres. The DMPP policies are supplemented by Main town centre uses and retail frontages SPD (December 2014). The SPD sets out a number of requirements for planning applications, that seek to maintain and support the viability of the Large District Centre which include: seeking to maintain a minimum of 60% of defined retail frontage in retail use; and supporting the further expansion of hospitality uses supporting the evening economy complementary to main town centre uses, and community uses.
- 7.22 The Large District Centre designation is reflected in the adopted Joint Core Strategy's hierarchy of centres where the development of new retailing, services, offices and other town centre uses is supported at a scale appropriate to its form and function (JCS Policy 19).
- 7.23 The Large District Centre has a principal catchment area serving Norwich's northern suburbs and extends out as far as the outer ring road. The Greater Norwich retail and town centres study (GVA Grimley, 2007)

identified the need for a new supermarket and for further comparison floorspace to promote the centre's viability and enable it to fulfil its role as a Large District Centre. This evidence is now dated and a study (the Greater Norwich Employment, town centres and retail study) has been commissioned as part of the emerging Greater Norwich Local Plan to provide up-to-date evidence on retail provision and wider employment issues. The updated evidence is expected to be published in spring 2017 and is likely to inform consideration of any planning application for the anticipated development at Anglia Square, dependent on the date of final publication.

7.24 Anglia Square currently comprises a limited, predominantly value-led retail offer. It lacks the diversity of uses required to fulfil its role as the focus of the Large District Centre and has limited capacity to serve the day to day convenience shopping needs of the local community. There is significant scope to improve the quality and mix of the existing retail offer to not only better suit local needs, but to create a new destination retail and leisure location for the City that will compliment rather than compete with the City Centre, significantly enhancing the vibrancy of the large district centre and contributing to a revitalised physical environment. An enhanced retail offer at Anglia Square would be distinct from the primary retail functions of the city centre and would have a greater focus on supporting the convenience shopping needs of its catchment area thus helping to underpin the viability of existing businesses and future investment in the area.

7.25 The NCCAAP envisaged a maximum of 3,600 sq m of convenience floorspace in Anglia Square which reflected its position and role in the retail hierarchy at the time. However in the planning consent issued in 2013 it was considered more appropriate to secure, by condition, a minimum convenience floorspace of 2,350 sq.m, to be located within a single unit, in order to ensure the presence of an anchor foodstore and to underpin the viability of the large district centre. The JCS also envisages a major new foodstore at Anglia Square as the main contributor to planned convenience floorspace growth in Norwich city centre over the plan period. However given the recent provision of a number of small scale convenience stores in the city centre, the JCS identified need for convenience floorspace (based on the assumptions of the 2007 retail study) has largely been met. In addition, the grocery sector has evolved significantly since 2013, with operators pulling back from superstore formats, meaning such formats are unlikely to be deliverable at the site, although discount retailers, such as Aldi and Lidl, are continuing to expand. The level of provision of convenience floorspace within the proposed development should be sufficient to ensure the viability of the large district centre and enable it to serve its wider catchment, with the proviso that it should reflect market demand and the findings of the updated retail study which is expected in early 2017, prior to the submission of a planning application.

7.26 There is potential for additional comparison retailing in Anglia Square as part of the overall retail offer. JCS policy 11 seeks opportunities for an

additional 20,000 sqm of comparison floorspace in the city centre by 2016, which has not been realised, largely as a result of a lack of impetus for major retail floorspace growth and the trend for greater diversification of uses, in particular a marked increase in the number of supporting services especially restaurants, bars and cafes at the expense of shops, and an expansion of convenience retailing focused on the high street. The city council's latest retail monitor shows that there has been relatively little change in the overall quantum of city centre retail floorspace over the period of the JCS since 2008, showing a net loss of floorspace of some 2.2% or just over 5100 sq.m over that period⁵.

7.27 The Council will encourage the provision of a higher quality retail environment with additional retail floorspace, whilst acknowledging that Anglia Square will continue to perform a different role to the primary retail area of the City Centre, with a greater focus on serving the convenience needs of the largely residential areas to the north, east and west. An enhanced retail offer at Anglia Square will enhance the vitality and viability of this sustainably located site with greater footfall that will underpin the viability of existing businesses and future investment in the area both in terms of new leases and physical improvement. This will build investor confidence in the role of the centre that will in turn create the right environment for a high quality development that reinforces Anglia Square's role as a destination in its own right, as well as creating a positive gateway to the City Centre.

7.28 The redevelopment of Anglia Square therefore provides a major opportunity to create a new shopping area alongside complementary leisure and other main town centre uses, with linkages to and regeneration benefits for the northern city centre area as a whole. As part of this the Council will expect the developer to enhance the linkages between the redeveloped Anglia Square and businesses in the wider area, through detailed design and provision of appropriate signage for example.

7.29 Improvements to the quality and mix of retail, leisure and other main town centre uses at Anglia Square will be supported. These uses should be of a scale and nature proportionate to the role of a Large District Centre, as set out in the Joint Core Strategy. They should primarily serve the needs of the existing local community and residents of the new housing but also act as a recognised retail/ leisure destination in its own right that complements the surrounding area and the city centre offer. The offer does not need to replicate other District Centres within Norwich but can create its own distinct offer by the types of uses offered and the quality and diversity in the design of buildings and spaces and streets around them,

⁵ Norwich City Centre Shopping Floorspace Monitor & Local & District Centres Monitor, Norwich City Council, October 2016

- 7.30 As part of the wider and comprehensive redevelopment of Anglia Square it is envisaged that much of the existing retail accommodation will be either demolished, reconfigured or refurbished to provide new, modern retail and leisure accommodation. The amount and quality of the new housing will influence the quality and mix of the retail and leisure offer, as will modern trends in retailing including the growth of online shopping and changing store formats. However, it is essential that the retail offer will at least match that of the existing retail offer, retaining and preferably enhancing the convenience offer with purpose built units which meet modern needs, in an improved environment.
- 7.31 The enhanced retail and leisure provision at Anglia Square will also assist in creating a sustainable community with new jobs, shops and services available for the future residents catering for their everyday needs on site. Meanwhile the creation of a new residential neighbourhood will generate additional footfall to underpin the viability and long term sustainability of the retail function of the Large District Centre giving it a clear financial injection that will boost investor confidence and attract new tenants to the area.
- 7.32 NCCAAP policy AS2 required at least 25% of new retail units to be smaller than 200 sq.m in order to promote a mix of retail provision. It is still considered desirable that redevelopment proposals include a range of retail unit sizes to ensure a mix of retail provision and help to provide jobs and support a distinctive and independent local shopping character.
- 7.33 It will be important to take a flexible approach to the future redevelopment of Anglia Square in order to maximise the prospects for a viable, deliverable scheme. It is further recognised that residential and non-retail uses are playing an increasingly important role in ensuring the vitality and viability of centres, and will be necessary to create a comprehensive mixed use scheme that can meet the aspirations of the local community and the City Council.

Transport and movement

- 7.34 Policy DM28 of the adopted DMPP encourages sustainable travel, including cycle and pedestrian links, and maximising accessibility to and permeability of development sites for pedestrians.
- 7.35 The redevelopment of Anglia Square has the potential to achieve the council's aspirations for sustainable travel, originally set out in the NCCAAP and taken forward in the DMPP, which still remain valid. These include improvements to cycling, walking and public transport infrastructure as a means to reduce the impact of traffic in the northern city centre area. Currently, there are poor connections through the area for all modes of transport. The historic streets of St George's Street and Calvert Street were severed by construction of the inner ring road. Routes linking the inner ring

road with the major radial routes pass through historic streets which are significantly harmed by the volumes of traffic on them, whilst the inner ring road acts as a barrier to cycling and walking and hinders efficient connections to the city centre. Public transport routes are also relatively convoluted, particularly those linking to the north–west of the city.

7.36 The redevelopment of Anglia Square will be expected to deliver, amongst other things, enhanced pedestrian and cycle movement within the proposed development to tie into existing routes including the strategic cycle route network, and to facilitate enhanced public transport facilities adjacent to the site. It is especially important to enable the yellow pedalway to be re-routed onto a direct alignment between St George's Street and Edward Street through the development and for an appropriate design for the new route to provide sufficient space so as to minimise delay to cyclists and conflict between cyclists and pedestrians. A continuous, well designed and appropriately surfaced and delineated pedestrian and cycle route through the development will assist in connecting this part of the yellow pedalway in an appropriate way. To the north, the existing shared path on Edward Street is insufficiently wide to suitably continue this route and this development could help to facilitate improvements to the wider cycling and walking connections and create more space for cycling, walking and tree planting. The cycle route along Pitt Street will continue to be available for people to cycle on the existing shared path but the creation of a new enhanced pedalway through the site means it is unlikely to increase cycle users along Pitt Street. Therefore, there would be no requirement for significant enhancements to this route and landscaping should be priority along this road.

7.37 These improvements will complement the improved traffic flows achieved as a result of the completion of the St Augustine's Gyratory scheme including the New Botolph Street link road between Pitt Street and Edward Street.

7.38 The redevelopment will need to be designed in the light of the existing St Crispin's flyover. Following consultation with Norfolk County Council as highway authority it has been concluded that it is not appropriate to seek removal of the structure which has considerable design life remaining. Whilst removal of the structure would have some design advantages, it is not considered viable as:

- no funding exists for this proposal;
- the costs of removing the structure and putting in a replacement are likely to be so great that they would seriously jeopardise the viability of redevelopment of Anglia Square;
- the disruption caused by removing the structure would be huge; and
- the capacity of any at-grade road would be less than the current elevated flyover.

- 7.39 It is therefore considered unreasonable to seek removal of the flyover structure via the proposed development. However some works of improvement to the central reservation in terms of widening and landscaping will be undertaken as part of proposals to provide an at grade crossing of St Crispin's Road (see paragraph 7.53). The new development will need to find ways of addressing the flyover to improve the quality of the landscape adjacent to it at its current level.
- 7.40 In particular, it is expected that the following broad issues will be considered within a comprehensive Transport Assessment (TA) to support a future planning application:

- **Access:** Access to the site should be considered alongside the development of the masterplan to ensure the site is fully accessible to all modes of travel, both to and from the site. The NCCAAP anticipated that vehicular access would be taken from the inner ring road and egress integrated with the traffic gyratory system. However there may also be potential for vehicular access to parking areas for residential and servicing areas for the commercial uses from St Crispins Way, Edward Street, Pitt Street and New Botolph Street. Specific access proposals will need to be supported by detailed analysis and modelling of the scheme.
- **Movement:** A strategy will be required within a Framework Travel Plan to set out the movement principles for future residents, employees and visitors. Pedestrian and cycle links should be created within the proposed development to tie into and strengthen connections with existing routes both north-south and east-west, which maximise footfall to the entire retail frontage with greater permeability through the development to enhance the connectivity with other key attractions within the city centre. Access should be provided for taxis and the mobility impaired in accordance with current design standards. The presence of the Norfolk and Norwich Association for the Blind (NNAB) facility to the north of the site means that considerations for the visually impaired in surface treatments will be particularly important.
- **Servicing:** A comprehensive servicing strategy will need to be developed with provision of street level servicing during a core period and accessibility to bespoke service yards to cater for the demand of future retail and leisure occupiers which must tie in with the location of the proposed pedestrian and cycle crossing of St Crispin's Road on the alignment of St George's Street. Common areas which are required to accommodate service vehicles should be designed to accommodate the swept paths of larger vehicles and encourage manoeuvres which are safe and practicable
- **Public Transport:** The need for additional bus stop facilities on Magdalen Street should reviewed and assessed. The desirability of improving the existing bus stops on Magdalen Street and retaining the central bus hub rather than splitting the services between Magdalen Street and Edward Street should be examined, and pedestrian and

cycle links through the proposed development should be carefully developed to tie in with this key public transport node as appropriate.

- **Parking:** The overall level of parking provision to serve the development will need to be reviewed in line with the future movement characteristics of the proposed development and the physical constraints of the site, and should comply with Norwich City Council parking standards and guidance as set out in Appendix 3 of the DMPP. The level of public parking provision in a replacement multi-storey car park must be assessed against the overall capacity of public off-street parking across the city centre in accordance with policy DM29, and the need to provide parking to support the role of the Large District Centre. Space should be provided for car club vehicles within the site and provision made for electric car charging points, in accordance with policy DM31.
- **Travel planning:** A Framework Travel Plan will be important in managing and influencing future travel behaviour and encouraging the use of more sustainable travel modes, and should include measures and objectives to promote cycling, walking and the use of public transport.

Design

- 7.41 Design issues are covered in a number of areas within this Policy Guidance Note including Transport and Movement, Public Realm and Open Space, Heritage and Views, and Environment. This section however deals with several specific design issues not included elsewhere in the document, including amenity, fire and safety, permeability and air quality.

Amenity

- 7.42 Policy DM2 is concerned with protecting the amenity of existing and future occupiers and the provision of external amenity space within residential developments.
- 7.43 Any future planning application should seek to balance a good standard of amenity for all existing and future occupiers taking account of the need to deliver a dense, urban development and the nature of existing development, which is concentrated away from the western edge of the site .. It should ensure that the development will not unduly result in unacceptable impacts on the amenity of existing and future occupants in terms of overlooking, overshadowing, overbearing, noise and loss of privacy for example, and will provide for a good standard of amenity for future residents including adequate levels of light and outlook. In particular the development should seek, where possible to maximise both the number of double aspect apartments, and the amount of useable external amenity space, ensuring that the latter is well-designed, has access to natural light and is accessible to the new residents.

Fire and safety

- 7.44 The design of development for Anglia Square will also have to take account of fire hydrant requirements. Norfolk Fire and Rescue Service (NFRS) states that the level of hydrant provision for residential development will be in accordance with standing arrangements (normally one per 50 dwellings although this will have to be clarified once the mix, type and layout of housing is clear) and their location must ensure that no apartment is more than 150 metres from a fire hydrant. Fire hydrants may also be sought in respect of commercial development; again the requirement will be clarified once the mix and type of commercial uses is clear. The NFRS also encourages the installation of sprinklers in all domestic and commercial development.

Permeability

- 7.45 The design of the development and public realm should also seek to provide permeability to and from all surrounding directions and achieve legibility of these routes, whilst ensuring that footfall is maximised past key frontages, having regard to the commercial requirements of the retail element. This is an important objective in design terms and is referred to in more detail in the Transport and Public Realm and Open Space sections (see paragraphs 7.40 and 7.61-7.62 in particular). A permeable and legible development will not only reinforce pedestrian and cycle movements throughout the wider area but will increase usage of routes within Anglia Square resulting in increased natural surveillance, with benefits for crime reduction.
- 7.46 Natural surveillance should be maximised through the design of the development including the design of communal areas and the developer is encouraged to seek Secured by Design certification for each stage of development.

Air Quality

- 7.47 The site is surrounded by a number of busy roads which are heavily trafficked. The site lies in an Air Quality Improvement area, the gyratory system was introduced to deal with air quality issues in this location. Proposals should be accompanied by an Air Quality Assessment which will assess the potential impact of the development and will set out appropriate mitigation measures which could include green walls, trees and landscaping, a reduction in traffic generation and maximise opportunities for residents not to use the private car, to ensure an appropriate standard of amenity.

Leisure

- 7.48 Policy DM23 is concerned with supporting and managing the evening and late night economy, and encourages a diverse range of complementary leisure, evening and night-time uses which appeal to a wide range of ages and social groups. It also seeks to ensure that development does not harm

the character and function of the city centre and district and local centres, undermine their vitality and viability or lead to significant problems of crime, disorder and noise nuisance which would impact unacceptably on the amenity of those living and working in the area or threaten public safety and security. This is reflected in national policy which encourages safe and accessible environments where crime and disorder, and the fear of crime, do not undermine quality of life or community cohesion (NPPF paragraph 69).

7.49 The Norwich sub region retail and town centres study estimates that a substantial amount of space may be required for supporting service related uses, such as leisure and tourism. The study identifies a possible need for 3,000 sq. m of new café, restaurant and bar space to be provided by 2016 (based on a typical proportion of 15% of floorspace in mixed use retail schemes being devoted to such services). Although the post-2008 recession has curtailed the expansion of the retail sector to some extent, there remains significant impetus for development for new evening and night uses, diversification of pubs and bars into new formats and expansion of the leisure offer into additional areas of the centre.

7.50 The NPPF requires that Local Planning Authorities should apply a sequential test to planning applications for main town centre uses that are not in an existing centre and are not in accordance with an up-to-date development plan. Anglia Square, being part of a Large District Centre, is therefore a sequentially preferable location for main town centre uses, including leisure and entertainment facilities.

7.51 The strategic approach is set out in policy 11 of the JCS which states that the city centre's role will be promoted by expanding the use of the city centre to all, in particular the early evening economy and extending leisure and hospitality uses across the centre with late night activities focused in identified areas. The Norwich city centre key diagram within the JCS includes an indicative map of the main leisure areas and the late night leisure areas. Policy DM23 provides additional detail and defines the city centre leisure area and late night activity zone on the Policies map. Anglia Square falls within the city centre leisure area so is a preferred location for new leisure and hospitality uses. It does not fall within the Late Night Activity Zone, therefore late night activities such as nightclubs, sexual entertainment venues and drinking establishments which routinely open beyond 12 midnight are unlikely to be acceptable in this location. However, new hospitality uses, such as cafes, restaurants and pubs are acceptable as well as D2 leisure uses.

7.52 In accordance with policy DM23 the intention to provide a new cinema in a central location within the site to form a focal point for an extended evening economy is welcomed. New uses surrounding the cinema will need to be compatible with proposals for wider residential development and complementary to the remainder of the retail-led large district centre. Previously there was a nightclub in the area. It is considered that

replacement of this use should be avoided due to impact on character of the area and the potential for conflict with the proposed residential uses.

- 7.53 The emerging development proposals include the introduction of cafes, restaurants and bars to surround the proposed squares and the relocated cinema. This is supported in principle and will extend activity, along with the proposed accompanying residential use into the evenings to the benefit of the wider area. Other onsite leisure uses are likely to be acceptable such as, hotel, gym, crèche uses and exhibition and community spaces.

Public realm and open space

- 7.54 Policy DM8 of the Norwich Local Plan (Open space) requires the provision of informal publicly accessible recreational open space onsite and provision for younger children's play space in developments with in excess of 100 child bed spaces. Policy DM3 (Design Principles) sets out requirements for layout and siting, and for built and natural environment features. Policy DM2 (Amenity) requires provision of external amenity spaces within residential developments. New areas of public open space will be key to the development, acting as a new focal point that is recognised across the City as a place to meet.

- 7.55 These areas should be well-planned spaces which complement future uses with a landscaping scheme which integrates the site with the wider area, providing legible as well as green links. Depending on the mix of housing and the number of child bedspaces provision will need to be assessed. Any additional provision needed may be better delivered by enhancement to existing provision in Gildencroft Park rather than direct provision within the redevelopment. Gildencroft Park is separated from the development by the busy road of Pitt Street. Here road crossings and signage will need to be improved to direct local people to the park, as well as improved landscaping to make it an attractive route. Also, connections to Leonards Street play area need to be improved.

- 7.56 There are two key priorities for this site: firstly, the provision of an enhanced public realm well provided for in terms of hard and soft landscaping and which provides opportunities for local entertainment and socialising; and secondly, to re-connect this site with neighbouring areas, removing buildings which restrict permeability in order to improve access to neighbouring areas whilst creating new attractive and landscaped routes across the site.

- 7.57 The development should be supported by an overarching 'landscape strategy' which could encompass 'green links', architectural greening, public realm, and set out principles for an emerging detailed landscape scheme.

Squares

- 7.58 The provision of public spaces is supported provided they are clearly linked, complement future uses, and have a combined strategy in terms of

design, landscaping and function, and integrate the site with the wider area. Public open spaces have considerable potential to contribute to creation of a sense of place in the light of the vibrant and mixed community that live in the area.

7.59 The current emerging development proposals include a new principal public square at the heart of the site and a retail focussed secondary space at the location of the existing Anglia Square. Surrounding the main square would be cafes, restaurants and bars creating the focal point of a new north-south route through the site linking to the rest of the city. The cinema would be located with principal frontage to the main square helping to increase activity in this location into the evening. Detailed proposals will be required to demonstrate the landscaping and function of each of these public spaces. Any public space should be well surveyed, and through the use of landscaping, trees and multi-purpose street furniture. They should encourage people to stop and spend time and be designed to sustain a mix of activities and entertainment which could include festival activities, dances, farmers markets, and exhibitions.

7.60 New enhanced squares with clear function should be a focal point for the wider area. These spaces should be purpose built to accommodate multiple uses and act as potential entertainment space. Pedestrian movement should dominate, but the spaces must also be designed to account for cycle movement north-south through the site. The squares will be surrounded by active frontages with a range of complimentary uses, as previously set out. The hard and soft landscaping within the squares should serve to visually enhance the area, provide seating and activities for a range of users including children and enable environmental enhancement via measures such as trees, to improve air quality and tree pits to aid sustainable drainage.

7.61 The provision of community noticeboards/screens and clear signage and directional landscaping will also be used to provide information to future users.

Connections

7.62 A key priority is to connect the redesigned Anglia Square, for pedestrians, to neighbouring areas. Currently, the dual carriageway of St Crispin's Road (A147) severs the site from the city centre and prevents it from being effectively integrated into the historic street pattern of Norwich. There are current proposals for a surface level crossing, which will link the city centre core to the south via St Georges Street crossing into Anglia Square. This will greatly improve pedestrian accessibility to the site from the south. Future development proposals need to provide clear lines of sight along this crossing from the south and through the site, with appropriate hard and soft landscaping to enhance this link, and tactile paving and other appropriate measures to aid the visually impaired. The developer will be

encouraged to work with the Norwich Access Group on the detailed design of the development to maximise accessibility for those with disabilities.

- 7.63 The development should then continue the quality of this link through the site and across Edward Street to the north, from where the Council is seeking negotiation with landowners to accommodate pedestrians and cyclists along a new enhanced route via Edward Street and Heath Road beyond. Similarly, street linkages running east/west across the site (including a route reflecting the old alignment of Botolph Street between Magdalen Street and St Augustine's Street and other east-west linkages that enhance the permeability of the development) will also be encouraged with a green link connection along St Crispin's Road and Pitt Street to Gildencroft Park following the old alignment of Botolph Street. This will in turn maximise footfall in this area. New primary links should be ground level, wide streets, suitable for pedestrians and cyclists with a good mix of hard and soft landscaping, which should positively link key places and green spaces, but with potential for less wide secondary routes. Routes for pedestrians, cyclists and vehicles should be integrated to provide a network of supervised areas, in order to reduce crime and anti-social behaviour, in accordance with Secured by Design.

Public realm

- 7.64 The future redevelopment of this site should recognise that Anglia Square is a key gateway into the city centre.
- 7.65 The incorporation of taxi drop off points, premises servicing, provision for cyclists, cafe outdoor seating and activity areas within a simple pedestrian priority streetscape will require a robust technical solution to ensure that a safe environment is provided for all users. In addition, within the existing wider area there are numerous examples of street surfaces, street furniture, signage, green areas and trees or shrubs, which give the area its character and enhance its heritage. Such items can be very small in scale or can be prominent and high profile. High quality street furniture will significantly contribute to the overall quality of the development and could help to blend the development with the wider historic landscape. Further information about the specification of new streetscape works features can be found in the city council's streetscape design manual. Appropriate public art will be encouraged to create a sense of place.

Land under the flyover

- 7.66 The land underneath the flyover on Magdalen Street currently blights the street scene and discourages people from visiting Anglia Square and the northern part of Magdalen Street. The enhancement of this area for the benefit of local residents is a long-standing aspiration of the city council and would help underpin regeneration of the wider Anglia Square area. It also presents an opportunity to reconnect both ends of Magdalen Street through the provision of an active use. There is an opportunity for the development to facilitate future improvements to this area, which should where possible be

designed into the scheme. This could include a visual and functional link between the area under the flyover and Anglia Square which could potentially create the appropriate environment for investment that can act as a catalyst for developer confidence to also enhance this area.

7.67 Many ideas have been proposed for use of the area under the flyover over past years, ranging from provision of an active frontage by infilling the space with buildings, provision of market stalls, a landscaped open space with seating and interactive lighting, and use as an open air cinema. The Northern City Centre Area Action (NCCAAP) proposed that the area under the flyover to the west of Magdalen Street be landscaped up to the buildings of Anglia Square with provision for some market style stalls to be located here. On the east side, which is currently a city council owned surface car park, it proposed a retail unit (or units) underneath the flyover to reinstate a continuous frontage onto Magdalen Street. It also proposed that on both sides of Magdalen Street there should be improved waiting and information facilities for bus passengers. There is currently sufficient space for buses to pick up and drop off passengers. However, the additional demand for bus use generated by the development of Anglia Square may necessitate the redesign of the bus stops near the flyover to provide greater capacity.

7.68 The 2013 consent addressed the need to improve this long-term derelict and vacant area and made provision for a commuted sum to improve the area under the flyover to the west of Magdalen Street through enhancements to the public realm and inclusion of an element of informal open space.

7.69 A number of potential uses were suggested for the area under the flyover during the consultation on the draft Policy Guidance Note, which strongly reflect previous ideas set out above including a space for performances, market stalls, and built-under retail, plus suggesting its use for units for start-up businesses. The emerging development proposals will facilitate the enhancement of land under the flyover to the west of Magdalen Street and detailed exploration of an appropriate scheme will be necessary, in order to deliver a high quality urban environment in this area which will benefit the businesses in Anglia Square and the local community, ensuring a vibrant use for this space which reflects the character of the local area. The Council is exploring what is feasible in order to inform any planning application for the new development at Anglia Square, which will need to indicate how it would address or assist the objective to improve the quality, use and appearance of this area.

Private spaces

7.70 A residential-led redevelopment of Anglia Square has the potential to include a number of roof gardens where this would not impact on amenity or the provision of renewable energy or other necessary infrastructure. Any such provision would need to allow for sufficient soil depths to support appropriate scale planting schemes, whilst the irrigation and drainage of

these areas will be vital to the ongoing success of the planting scheme. This will assist with surface water drainage and run-off attenuation.

- 7.71 These spaces should also be useable for residents and should provide access to natural light.

Trees

- 7.72 Policy DM7 of the DMPP requires significant trees and shrub masses to be retained unless there are exceptional circumstances.

- 7.73 There is a limited amount of greenery, landscaping and trees across the Anglia Square area. The majority of small trees are self-sown and do not contribute to the overall character of the area, which is largely dominated by high buildings and hardstanding, with limited amenity value. However, there is a row of London Plane trees within the grassed area adjacent to St Crispin's Road to the south of the application site. These trees provide significant landscape value to the surrounding area and are good quality, healthy trees, which should, where feasible be retained in the redevelopment of the site due to their significant amenity value within the Conservation Area.

- 7.74 There is an opportunity, across the development, including within the squares, to incorporate a number of additional trees to provide amenity and ecological value as well as to help to manage surface water drainage, through the provision of tree pits. Further guidance with regards to landscaping and tree planting can be found in Norwich City Council's adopted Landscaping and Trees SPD (2016).
https://www.norwich.gov.uk/downloads/download/1882/trees_and_landscape_spd_adopted_june_2016

- 7.75 Any subsequent planning application should be accompanied by an appropriate tree survey, comprehensive landscaping scheme and ecological assessment for the whole site, showing clear links to the surrounding area.

Community

- 7.76 The NPPF encourages local planning authorities to plan positively for community facilities and other local services to enhance the sustainability of communities and residential environments. The principle of supporting improved community facilities is reflected in JCS policy 7 (Supporting Communities), and set out in DMPP policy DM22 (Planning for and enhancement of community facilities). Policy DM22 encourages the development of new or enhanced community facilities where they contribute positively to the well-being and social cohesion of local communities, and gives preference to locations within or adjacent to the city centre or local and district centres.

- 7.77 NCCAAP policy LU4 required enhanced community and leisure facilities to serve the community in the northern city centre and policy AS1

required new community facilities to be provided as part of the redevelopment of Anglia Square. These measures were subject to public consultation through the plan development process and reflect stakeholder views. Survey work carried out in 2011 identified provision of meeting facilities for community and voluntary local groups as the key local community priority. The 2013 consent supported the provision of improved community facilities and concluded that the most appropriate approach at that time was to secure a commuted sum, through a Section 106 agreement, to enhance the nearby St Augustine's church hall to serve residents of the new development and existing residents in the area.

7.78 The requirement for enhanced community facilities in the NCCAAP is still relevant to the current development proposals. However the scale of the proposed housing development, with at least 1,000 residential units envisaged (as compared to 250 units envisaged in the NCCAAP) would justify consideration of significantly enhanced community provision over that envisaged in the NCCAAP.

7.79 The level and nature of community provision should relate to the viability, scale, layout and range uses of the proposed development. Provision of certain community facilities would be appropriate within the development itself, for example the relocation of a doctor's surgery which would be welcomed in principle. Ideally the location and nature of enhanced facilities should assist existing local facilities which serve both the established community and future new residents. This could potentially be achieved by enhancing an existing local facility.

7.80 Given the scale of the emerging proposals and the changing nature of the existing local community (the Magdalen Street community is now one of the most ethnically and culturally diverse in the city) the previous requirement to enhance St Augustine's Church Hall may no longer be appropriate. There is a need for early community engagement by the developer to clarify what new community facilities may be appropriate. This may include some off-site improvements to St Augustine's Church Hall in addition to other enhancements, dependent on the evidence. This engagement would also inform the nature of community provision within the development itself, for example not only medical facilities referred to above but also an element of office space which could be used by local community groups potentially affected by the development proposals.

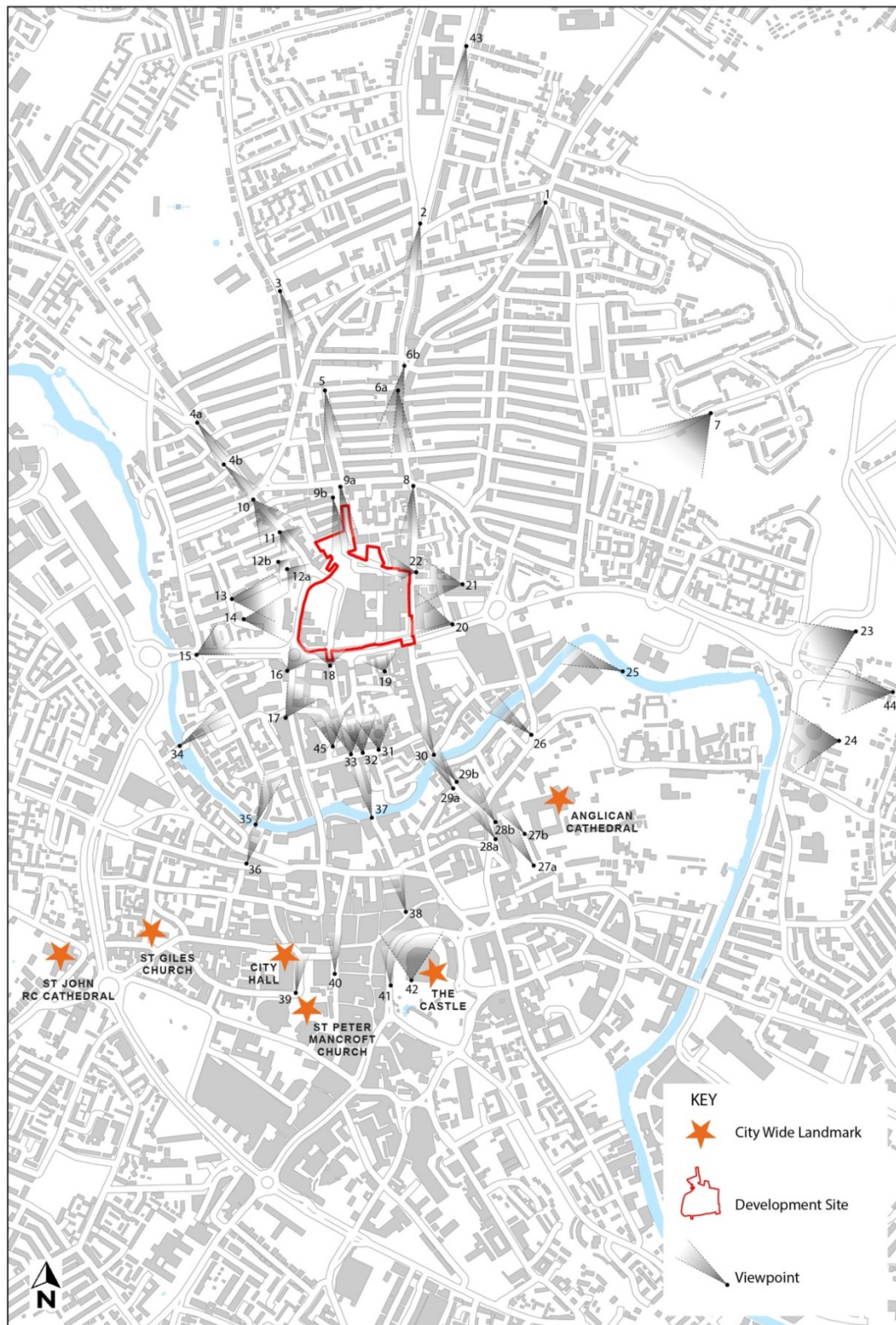
7.81 In terms of educational provision, the additional number of children generated by the development who will require school places will be determined by the nature of the development, and how this will be met will depend on the outcome of viability work (see paragraphs 7.114-7.124).

Heritage and views

- 7.82 Policy DM3 in the Development Management Policies Plan gives significant weight to a number of key design principles including the need to protect and enhance significant long views of major landmarks identified in Appendix 8 of the local plan, including the St John's Roman Catholic Cathedral, Norwich Cathedral, and City Hall. The NCCAAP also identified major local landmarks and key strategic views in the northern city centre in figure 11A. This includes a key strategic view of Norwich Cathedral which is interrupted by Sovereign House, and several existing strategic views of St John's RC Cathedral and St Giles Church.
- 7.83 Policy DM9 aims to ensure that development has regard to the historic environment and takes account of the contribution heritage assets make to the character of an area and its sense of place. This policy is supplemented by the adopted Heritage interpretation SPD (December 2015) setting out best practice for development in historic areas where heritage interpretation may be required.
- 7.84 In addition the NPPF seeks high quality sustainable design and positive improvements through new development proposals in conservation areas, and provides guidance in respect of significance, heritage assets and setting. Policy 2 in the Joint Core Strategy requires the use of Building for Life as a way of assessing design quality. Building for Life 12 is the current version and this will be used to structure the pre-application discussions. The NPPF expects councils to ensure an independent design review is conducted for proposals of this scale. The Council expects to work with the developer to commission an independent design review at an early stage of design development and prior to the submission of the planning application.
- 7.85 The Anglia Square site falls within the City Centre Conservation Area (Anglia Square character area) and is also within the vicinity of the Northern City and Colegate character areas. The site is in the vicinity of a number of statutorily and locally listed buildings and also falls within the Main Area of Archaeological Interest. The NPPF states that the presence of heritage features and conservation areas are not in themselves a barrier to high density or innovative solutions, provided that the impact of proposed development on them is demonstrated to be acceptable. Accordingly, a future planning application will need to be accompanied by a Heritage Impact Assessment which recognises Anglia Square's history and role in the city, and addresses what effects the proposals will have on the identified heritage assets, and the surrounding townscape. The Anglia Square character area appraisal states that the Anglia Square complex is of poor townscape quality (identifying the structures as 'negative buildings') which has limited association with its immediate surroundings. Sovereign House is identified as a negative landmark and has permission for demolition through planning consent granted in 2009. Overall the character area appraisal site identifies the site as currently being of low significance.

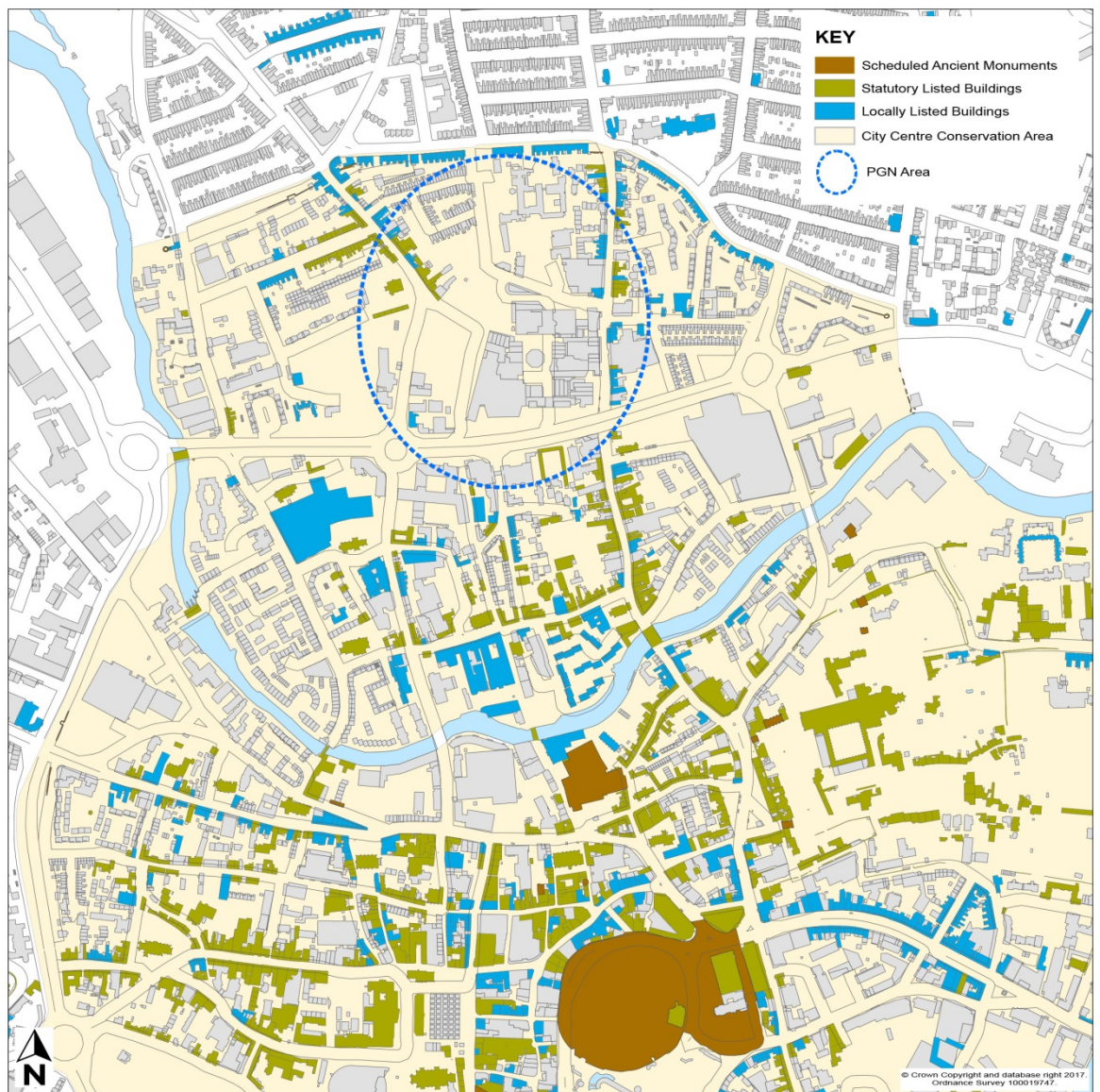
- 7.86 The site provides an opportunity for significant enhancement to the character of the conservation area as well as to the setting of local heritage assets. The character area appraisal provides guidance for redevelopment of the site, including the need to respect the existing scale of development on Magdalen Street and St Augustines Street, and states that large-scale buildings would be appropriate near the ring-road.
- 7.87 A future planning application will need to address how the proposals can successfully integrate and improve upon the existing townscape character. It should also have regard to all local heritage assets and their settings and make reference to relevant heritage guidance documents including Historic England's guidance in respect of tall buildings and the setting of heritage assets. Opportunities should also be taken to include heritage interpretation of this important site in the redevelopment, in accordance with the adopted Heritage Interpretation SPD.
- 7.88 The redevelopment of Anglia Square offers opportunities to reinstate and improve views from the north of the site to major city landmarks including the Anglican Cathedral, as well as to new higher quality architecture as part of the redevelopment of the site. Sitting at a low point relative to the surrounding area, long distance views exist towards and across the location from elevated positions on several routes that approach the area from the north and east. There are also many views towards the site from within the city centre conservation area to the south. These are illustrated in map 3. The visual impact of development proposals on the site will need to be tested from each of these viewpoints to establish whether the proposals will be visible. Where the proposals will be visible and affect historically and aesthetically sensitive viewpoints, fully rendered images will need to be supplied with a planning application.
- 7.89 Views from the public spaces within the development to landmark buildings surrounding the site, such as St Augustine's Church, are also important. Such views give aesthetic pleasure, celebrate the surrounding heritage and act as waymarkers to orientate people as they move through the city. In addition, the development provides an opportunity to create a publicly accessible viewing platform or similar at the highest point of the development to maximise views of the surrounding city from within the site.

Map 3: Key viewpoints and vistas



7.90 New development should be sensitive to the scale of existing buildings in its vicinity and must respect the setting of historic assets. Certain vistas and viewpoints within this part of the conservation area may determine where development can occur in the site boundary, without negatively affecting the setting and significance of the identified heritage assets. Map 4 shows the heritage assets in the vicinity of Anglia Square.

Map 4: Heritage assets



7.91 The local plan identifies the main gateways to the city including at St Augustine's Street and at St Crispin's roundabout. Policy DM3 states that these may be appropriate locations for new landmark buildings of exceptional quality. There may be scope to provide a landmark building within the site, in order to reinforce the sense of place and make effective use of this highly sustainable urban site. A landmark building does not necessary need to be a landmark as a result of its height and particular attention must be paid to

such proposals in view of the highly sensitive townscape of the St Augustine's Street area which falls within the Northern City character area. Moreover the Anglia Square character area assessment within the conservation area appraisal states that taller buildings are likely to be more appropriate near the southern end of the site, adjacent to the St Crispin's gateway. Any proposed tall buildings will need to be carefully designed, positioned and oriented to complement the historic streetscape and respect key views across the city centre from and through the site. It will also be essential that it is submitted as a fully detailed application rather than in outline so that its impact can be accurately evaluated.

7.92 A planning application will be required to provide an architectural solution that recognises the 'gateway' nature of the site, particularly in terms of arrival from the north of the city – where the site acts as the specific interface between the city centre and the lower scale suburbs. The architectural treatment to Edward Street represents a significant opportunity.

7.93 A future planning application must be supported with a Heritage and Townscape Assessment to include:

- A full assessment of the site including existing structures proposed to be demolished, and providing justification for demolition;
- An analysis of the visual impacts of the proposed built form on the wider views of the site, and how the site affects identified local and strategic views;
- An analysis of the impact of the proposed development on identified historic assets in the city centre conservation area, and especially those in the Anglia Square, Northern City and Colegate character areas.

7.94 There are no designated archaeological heritage assets as defined in the NPPF recorded on the study site, but Anglia Square is located within an Area of Main Archaeological Interest.

7.95 The archaeological evidence from the study area recorded in the Norfolk HER and other resources suggests a low potential for archaeology of the early Prehistoric and Roman periods, whilst the potential for late Prehistoric archaeology is uncertain.

7.96 The site has a high archaeological potential for the Anglo-Saxon, Medieval and Post Medieval periods, however past post-depositional impacts as a result of previous nineteenth and twentieth century developments are considered to have had widespread negative archaeological impacts on the area. However, evidence from the previous planning applications submitted on this site suggests that 19th and 20th century ground disturbance is not as widespread as one might think. Therefore, further archaeological mitigation is likely to be required and this is expected to include supplementary evaluation, excavation, post-excavation and publication works. This information should be submitted in support of any future planning

application(s). It is anticipated that archaeological remains relating to St Botolph's and St Olave's Church and the Late Saxon city defences would be of regional importance, whilst any other archaeological remains now present on the study site would be of local importance.

Environment

Energy Efficiency

7.97 Policy 10 of the NPPF supports the delivery of renewable and low carbon energy and associated infrastructure and states that this is central to the economic, social and environmental dimensions of sustainable development. Policy 3 of the Joint Core Strategy aims to minimise reliance on non-renewable high-carbon energy sources and maximise the use of decentralised and renewable or low-carbon energy sources and sustainable construction technologies.

7.98 It is now widely understood that reducing energy and water use is of primary importance in order to reduce carbon emissions. Accordingly, this development should, where possible:

- Demonstrate sources of 'decentralised and renewable or low-carbon energy' to provide at least 10% of the schemes expected energy requirements, and where possible exceeding this provision and/or use building construction efficiency to reduce energy requirements and thus carbon emissions by 10% or greater;
- Demonstrate how the scheme has seized opportunities to make the most of any available local economies of scale to maximise provision of energy sources of 'decentralised and renewable or low-carbon energy sources';
- Maximise opportunities for sustainable construction; and
- Be designed and built to meet, as a minimum, regulation 36 2(b) requirement of 110 litres/person/day water efficiency set out in part G2 of the 2015 Building Regulations for water usage. All new development should adhere to the surface water management hierarchy outlined in Part H of the Building Regulations.
- Orientate new buildings, where possible, to allow for solar gain.
- Consideration should be given to the use of passivhaus standards, taking into account viability.

Flooding

7.99 Policy 10, Paragraph 99 of the NPPF states 'Local Plans should take account of climate change over the longer term, including factors such as flood risk, coastal change, water supply and changes to biodiversity and landscape. New development should be planned to avoid increased vulnerability to the range of impacts arising from climate change. When new development is brought forward in areas which are vulnerable, care should be taken to ensure that risks can be managed through suitable adaptation measures, including through the planning of green infrastructure'. Policy 11

goes on to say 'when determining planning applications, local planning authorities should ensure flood risk is not increased elsewhere'. Paragraph 103 of the NPPF states that when determining planning applications, local planning authorities should ensure flood risk is not increased elsewhere and only consider development appropriate in areas at risk of flooding where, informed by a site-specific flood risk assessment following the Sequential Test, and if required the Exception Test.

7.100 Policy DM5 of the Norwich Local Plan requires 'All development proposals will be assessed and determined having regard to the need to manage and mitigate against flood risk from all sources'.

7.101 The Norfolk County Council Flood Risk Management Strategy includes a number of policies which are relevant to this development, including Policy UC 10: Planning, which states that 'the Lead Local Flood Authority will raise objection to any developments or plans that might lead to an increase in flood risks' and Policy UC 11: Securing Sustainable Drainage that states 'the Lead Local Flood Authority shall, using all available legislative and regulatory measures, seek to secure the implementation of Sustainable Drainage Systems (SuDS).'

7.102 Mitigation measures to deal with the existing risk of surface water flooding to the development from offsite and surface water arising from development proposals should be proposed to manage and minimise the risk of flooding on the development site and where possible reduce the risk. The development will need to provide a robust demonstration that the risk of flooding elsewhere is not increased.

7.103 Sustainable drainage (SuDS) measures appropriate to the scale and nature of the development shall be incorporated in all development proposals. There are multiple benefits to incorporating SuDS within the development, such as the presence of landscaping and green spaces.

7.104 The site is also located within Norwich's Critical drainage catchment area. Policy DM5 goes on to state that 'within the critical drainage catchments . . . development proposals involving new buildings, extensions and additional areas of hard surfacing should ensure that adequate and appropriate consideration has been given to mitigating surface water flood risk. Developers will be required to show that the proposed development:

- a) would not increase the vulnerability of the site, or the wider catchment, to flooding from surface water run-off from existing or predicted water flows; and
- b) would, wherever practicable, have a positive impact on the risk of surface water flooding in the wider area'.

7.105 Policy DM5 recommends that 'development must, as appropriate, incorporate mitigation measures to reduce surface water runoff, manage

surface water flood risk to the development itself and to others, maximise the use of permeable materials to increase infiltration capacity, incorporate on-site water storage and make use of green roofs and walls wherever reasonably practicable . . . and development proposals will be required to maximise the use of soft landscaping and permeable surfacing materials'.

- 7.106 Any future application must be accompanied by a suitable Flood Risk Assessment (FRA) to properly assess the risks of all sources of flooding to the site and sustainable drainage strategy for disposal of surface water from the site. Existing surface water flow paths exist in the area and need to be maintained and separated from any proposed sustainable drainage scheme (to prevent it being overwhelmed). The development will need to consider appropriate flood management and resilience such as raised floor levels and entrances and positively manage flow paths (i.e. along main routes through the site) which do not affect any emergency access or egress. Further guidance with regards to drainage is outlined in the 'Sustainable Drainage Systems non-statutory technical standards for sustainable drainage systems' (March 2015). This document states that runoff rates from new developments on previously developed land should be as close as reasonably practicable to the greenfield runoff rates, but should never exceed the rate of discharge from the development prior to redevelopment for that event. Sustainable drainage techniques and measures such as SUDs, green walls/roofs, tree pits, rainwater harvesting, permeable paving and attenuation, amongst others, should be designed into the scheme at an early stage and maintained throughout to prevent the risks of flooding, including surface water flooding in this location. The majority of these measures will also provide enhancements in terms of ecology.

Ecology and biodiversity

- 7.107 Policy DM3 requires new development to make appropriate provision for green infrastructure as an integral part of the overall design. Where reasonably practicable this should include safeguarding and enhancing wildlife habitats, habitat links and creating a biodiversity rich environment through design of the buildings and landscaping. There is potential for biodiversity enhancement through the proposed development which should be addressed in the Ecological Assessment submitted with the application. The County Ecologist has raised the potential existence of a swift population just north of Anglia Square, which should be further investigated within the Ecological Assessment. Please note that there are also references to ecology and biodiversity issues in the Public Realm and Open Space section (for example at paragraphs 7.59, and 7.72 - 7.73), and under Flooding (paragraph 7.106).

Minerals and Waste

- 7.108 The land covered by the draft PGN is underlain by a Mineral Safeguarding Area (sand and gravel). However, it is considered that prior extraction of minerals would not be appropriate for the redevelopment of Anglia Square and the surrounding area due to:

- the constrained site location within an urban area, and
- the likelihood that any mineral resources underlying the site would have been removed or sterilised by the original Anglia Square development.

7.109 The redevelopment of Anglia Square and the surrounding area would be likely to produce a substantial amount of secondary aggregate from the demolition of the existing buildings, which will however need to be appropriately dealt with during the course of the development. Re-use of this on site as part of the construction process would be supported.

Phasing

7.110 A proposed approach to the phasing of redevelopment is set out in the developer's emerging proposals (see <http://www.angliasquare.com/>).

7.111 Because of the size of the potential development area it is inevitable that a comprehensive redevelopment of the area will involve a degree of phasing. This has also been true of previous planning approvals for the site which have both been phased.

7.112 It may take several years to complete the development that is proposed and during this period the market may change considerably. For this reason it is considered appropriate for some degree of flexibility to exist in the level of detail on the nature of uses and detailed design that will come forward in the later phases of the development. Longer term redevelopment options include the potential demolition of Gildengate House.

7.113 The following are suggested as appropriate objectives as to what the Council will seek with regard to the phasing:

- To maximise the prospects of the vision for the comprehensive redevelopment of the site being achieved by completing much of the site clearance and demolition works in the early phases;
- To minimise disruption to the operation of the large district centre by maintaining appropriate levels of car parking and safe and convenient pedestrian links from St Augustine's St to Magdalen St via Anglia Square throughout as much of the period of redevelopment as possible; To minimise the disruption to the operation of existing shops and community facilities throughout the phases of the redevelopment; and
- To ensure that infrastructure is provided in a timely and sustainable manner.

Viability

- 7.114 Anglia Square itself was purchased by Columbia Threadneedle plc in 2014.
- 7.115 Ensuring that the proposed redevelopment of Anglia Square will be viable will be a key consideration affecting the deliverability of what is proposed. In the absence of public ownership or significant public funds to support redevelopment of the site, development proposals must prove sufficiently attractive for private sector investment or development will not happen.
- 7.116 There is considerable national planning policy and guidance available on viability in planning. This requires that considerable attention is given to ensuring that development proposals brought forward through Local Plans are viable and deliverable but advises that decision-taking on individual applications does not normally require consideration of viability. However, where the deliverability of a development may be compromised by the scale of planning obligations and other costs, a viability assessment may be necessary.
- 7.117 No information has been received by the Council yet in relation to the viability of the proposed redevelopment. However, it is anticipated this will be necessary, as there are clearly very significant demolition and clearance, infrastructure and build costs that will be faced by the developer before any residential properties can be sold. It is also possible that the scale of works remaining may serve to suppress values that are obtained in the early phases of the development. These factors alone suggest that the full range of Community Infrastructure Levy payments and planning policy requirements may render the scheme unviable and therefore it may be necessary to go through an open book viability assessment exercise.
- 7.118 National planning policy guidance suggests that in assessing viability of development proposals decision taking should normally be based on current costs and values. However it acknowledges, “where a scheme requires phased delivery over the medium and longer term, changes in the value of development and changes in costs of delivery may be considered.” Consideration of such issues are likely to be very important in any viability assessment in relation to Anglia Square. Not only will the development proposed take several years to complete but also current sales values achieved in the residential areas around Anglia Square may not reflect sales values that will be achieved in the redevelopment, particularly in its latter phases. If the development is delivered as proposed the values achieved may be far closer to values seen elsewhere in the City Centre rather than those currently seen in areas to the north of the inner ring road. Any viability assessment will need to include provision for review in the latter phases.

- 7.119 The Council has published further guidance on its approach to assessing viability in its Affordable Housing Supplementary Planning Document (SPD) in 2015. This is available via the following link: https://www.norwich.gov.uk/info/20022/planning_policy/1622/affordable_housing_supplementary_planning_document. It contains further information on the level of information needed in support of viability exercises and the approach to be taken towards prioritisation of objectives where schemes are not able to meet all policy requirements.
- 7.120 The SPD was produced following the adoption of the Community Infrastructure Levy (CIL) by the Council. Effectively the current approach to CIL is that CIL payments take priority over securing other planning policy objectives on developments where viability does not allow both to be achieved. This applies in all cases as under CIL regulation 55 the Council has resolved not to grant exceptional circumstances relief from the liability to pay CIL on any chargeable development (although when it adopted this approach it should be noted that it also resolved this approach would be subject to a future review).
- 7.121 This is potentially significant in relation to the redevelopment of Anglia Square insofar as there is a very significant amount of vacant floorspace currently on the site. Under the CIL regulations existing buildings with a lawful use can effectively be offset against the level of CIL payable on a redevelopment. However, the definition of a lawful use for these purposes is as follows: “a building which contains a part that has been in lawful use for a continuous period of at least six months within the period of three years ending on the day planning permission first permits the chargeable development”. Therefore, unless a lawful re-use is introduced for a period of six months prior to the granting of planning permission for the redevelopment of Anglia Square this definition means that not only would the redevelopment have to bear the costs of demolition and clearance of some of the existing buildings on Anglia Square but also there would be no ability to offset much of the floorspace lost (such as Sovereign House) against CIL liabilities. It is possible that this will impact significantly on the viability and deliverability of the redevelopment proposals.
- 7.122 If it is necessary, in order to avoid prejudicing the redevelopment of Anglia Square, Council officers’ have indicated a willingness for the Council to consider whether it may be appropriate to either review its current approach to granting exceptional relief from CIL or seek to revise its CIL charging schedule that is applicable to the Anglia Square area.
- 7.123 Such an approach may allow more flexibility in the approach to negotiating planning obligations needed for the development and may allow an approach similar to that applied prior to the adoption of CIL. Attention is drawn to the approach to the prioritisation of planning obligations that was adopted by Cabinet in March 2011 but was superseded following the

adoption of CIL and the new SPD. For information this previous approach is attached as Appendix 2. This suggests that site specific critical requirements (such as the delivery of a high quality public realm within the scheme, provision of a new surface crossing of St Crispin's, improvements to land under the flyover and other matters needed to link the development into the urban fabric of Norwich) should take priority over other policy requirements.

- 7.124 Irrespective of the approach that is taken towards viability it is clear that unless the development is capable of meeting the current requirement for CIL and planning policy requirements in full it will be necessary to go through an open book viability exercise. Attention is drawn to the latest guidance [note](#) from the information commissioner about the tests for determining whether information submitted through this process can be treated in confidence in the light of the Environmental Information Regulations. In view of the potential significance of the approach to CIL and the negotiating a sec 106 agreement it is anticipated that sufficient information will need to be published into the public domain to enable the public to understand the reasons for decisions the Council are making on this matter. This may not be available at the time any application is submitted but it is anticipated that at least a summary of viability information will need to be published in advance of a decision being made on any planning application.

8. Information required to support a planning application

8.1 The full range of plans and documentation required to support a planning application is set out in the Council's validation requirements, available on the city council's website

(https://www.norwich.gov.uk/info/20017/planning_applications/1141/apply_for_planning_permission). The following documents are specifically required to support a future planning application for Anglia Square.

- Design and Access Statement
- Illustrative masterplan
- Planning Statement
- Statement of Community Involvement
- Heritage and Townscape Assessment
- Transport Assessment
- Framework Travel Plan
- Open space assessment
- Arboricultural assessment
- Landscape and Design Strategy
- Ecological assessment
- Air Quality Assessment
- Noise Assessment
- Contaminated Land Assessment
- Archeological Assessment
- Flood Risk Assessment
- Surface and Foul Water Drainage Strategy
- Energy Water and Construction Statement
- Daylight and sunlight studies

8.2 Applicants are also encouraged to submit a Health Impact Assessment in accordance with the Greater Norwich Development Partnership [Health Impact Advice Note](#), 2012.

8.3 Any application will be subject to an EIA Screening Request to determine whether an Environmental Statement is required to assess the likely impacts of development.

9. Conclusions and Next Steps

- 9.1 The comprehensive redevelopment of the Anglia Square site has the potential to regenerate not only the site itself but also to act as a catalyst to radically transform the northern city centre.
- 9.2 The council is committed to working to bring forward a viable mixed use development on the site, and to this end has produced this PGN with input from the site owner / developer. The guidance provided in the main body of this document sets out key planning principles to guide the redevelopment of Anglia Square and surrounding land, and accords with the existing planning policy framework - the NPPF, JCS and DMPP - whilst reflecting many of the aspirations and principles of the expired NCCAAP where relevant.
- 9.3 New development in this location has the potential to make a positive contribution to the local area including the delivery of affordable housing, public realm enhancements, pedestrian and cycle links, enhanced public transport, community facilities, an improvement to existing spaces including the land under the flyover. However, as previously discussed in this report, there may be issues of viability which would affect delivery and these matters will need to be carefully balanced when considering the potential redevelopment of this site.
- 9.4 Weston Homes and Columbia Threadneedle are currently involved in detailed design discussions with the local planning authority and key stakeholders, leading to the development of detailed plans which will then inform an additional public consultation likely to be in March/April, prior to submission of a planning application or applications in late Spring 2017.

Appendix 1: Relevant planning policies

The following policies are considered the most relevant, however this is not an exhaustive list as the relevance of certain policies will depend on the precise nature of proposals coming forward.

Joint Core Strategy for Broadland, Norwich and South Norfolk adopted March 2011 amendments adopted Jan. 2014 (JCS)

- JCS1 Addressing climate change and protecting environmental assets
- JCS2 Promoting good design
- JCS3 Energy and water
- JCS4 Housing delivery
- JCS5 The economy
- JCS6 Access and transportation
- JCS7 Supporting communities
- JCS8 Culture, leisure and entertainment
- JCS9 Strategy for growth in the Norwich policy area
- JCS11 Norwich city centre
- JCS19 The hierarchy of centres
- JCS20 Implementation

Norwich Development Management Policies Local Plan adopted Dec. 2014 (DM Plan)

- DM1 Achieving and delivering sustainable development
- DM2 Ensuring satisfactory living and working conditions
- DM3 Delivering high quality design
- DM4 Providing for renewable and low carbon energy
- DM5 Planning effectively for flood resilience
- DM6 Protecting and enhancing the natural environment
- DM7 Trees and development
- DM8 Planning effectively for open space and recreation
- DM9 Safeguarding Norwich's heritage
- DM12 Ensuring well-planned housing development
- DM13 Communal development and multiple occupation
- DM18 Promoting and supporting centres
- DM19 Encouraging and promoting major office growth
- DM20 Protecting and supporting city centre shopping
- DM21 Protecting and supporting district and local centres
- DM23 Supporting and managing the evening and late night economy
- DM28 Encouraging sustainable travel
- DM29 Managing car parking demand in the city centre
- DM30 Access and highway safety
- DM31 Car parking and servicing
- DM32 Encouraging car free and low car housing

- DM33 Planning obligations and development viability

Relevant sections of the National Planning Policy Framework March 2012 (NPPF):

- NPPF0 Achieving sustainable development
- NPPF1 Building a strong, competitive economy
- NPPF2 Ensuring the vitality of town centres
- NPPF4 Promoting sustainable transport
- NPPF6 Delivering a wide choice of high quality homes
- NPPF7 Requiring good design
- NPPF8 Promoting healthy communities
- NPPF10 Meeting the challenge of climate change, flooding and coastal change
- NPPF11 Conserving and enhancing the natural environment
- NPPF12 Conserving and enhancing the historic environment

Supplementary Planning Documents (SPD)

- Heritage Interpretation SPD, adopted December 2015
- Landscape and Trees SPD, adopted June 2016
- Affordable housing, adopted March 2015
- Main town centres and retail frontages, adopted December 2014
- Open space & play space SPD, adopted October 2015

Northern City Centre Area Action Plan (2010, now expired)

The NCCAAP allocated Anglia Square in Policies AS1-4 for comprehensive redevelopment including:

- a convenience retail foodstore with maximum net convenience floorspace of 3,600 metres as well as further small scale retail development (also referred to in policy LU2);
- a minimum of 250 residential units;
- a community hub (also referred to in policy LU4);

- employment provision comprising offices or live-work units;
- a cinema together with restaurants and bars;
- enhanced open space, including the enlargement or replacement of the square (also referred to as policy PR1).

The policies also outlined some generic requirements on the scale of buildings, the need to provide for decentralised and renewable or low carbon energy, the need to incorporate highway measures including the gyratory system (now provided) and the consolidation and replacement of car parking on the site. The document also highlighted a need for a new enlarged central square to be used for events, and improved accessibility, safety and views in the area.

Other non-site specific policies of relevance were LU3 which identified a need for 900 residential units in this area over the plan period (256 were delivered); MV1 which identifies a need for improved pedestrian and cycling facilities as well as a new bus interchange on Edward Street; PR2 which sought enhanced open space under the flyover with potential for permanent retail units; and policies TU1 and TU2 which provided some urban and design context including strategic views.

Appendix 2:

Planning Obligations- A Framework for Prioritisation (as agreed at Cabinet on 16th March 2011)

A) Criteria for determining priorities for Developer Contributions (In event of a development proposal being proven to be unviable)

The following criteria provide a framework (for use by Officers and Planning Applications Committee when determining individual planning applications) for ranking requirements for developer contributions which may be covered by planning conditions, s.106 agreements or planning obligations. The Framework is based on attributing a ranking of requirements based on the following categories, listed in priority order.

1. **Site Specific Critical Requirements** – Irrespective of the regeneration benefits of a particular scheme there are certain requirements that must be delivered in full. Without these being delivered planning permission cannot be granted.
 - Where the requirement is a vital component or integral part of the scheme
E.g. on/off-site highway improvements
 - Where implementation can only happen as part of development e.g.
riverside walk
 - Requirements which provide a “once and for all opportunity” e.g. bridges
 - Where the ability to provide the requirement is lost once the site is developed e.g. restoration of historic buildings as part of the scheme
2. **Essential policy requirements** – The following requirements are important, are set by policy and required in order for development to go ahead. However, it is recognised in the current financial climate that development may not be viable where all these requirements are met in full. Where development brings with it a considerable benefit to the existing environment and regeneration objectives it may be considered desirable to compromise on one or more of these requirements where necessary in order to deliver wider benefits. The normal list of Policy Requirements (below)
 - General transportation contributions/enhancements
 - Affordable housing
 - Education
 - Libraries
 - Play/open space
 - Way finding/signs
 - Heritage interpretation
 - Shop mobility

- Energy
- Sustainable construction
- Water usage

Where it can be demonstrated that wider regeneration benefits would occur and these would outweigh contributions foregone requirements will be ranked according to the following criteria. Higher priority will be given to requirements where there is:

- A site specific requirement identified in a Local Plan policy or a SPD e.g. community provision in the North City Centre Area Action Plan
- Evidence of need or existing deficiency in provision e.g. is the development in a particular part of the City deficient in open space provision; is there a high level of affordable housing already in this part of the City?
- A defined need for a particular amount of funding exists to deliver or complete a defined project well related to the site.

Lower priority will be given to requirements where there is a reasonable expectation that they may be able to met through contributions from other developments or other funding sources

3. Other related requirements – these would usually be scheme specific benefits, which are beneficial, but are not a policy requirement and could potentially be capable of being financed by other means (as in Circular 5/05)

Assessment Process.

The process will also take account of:

Deferred payments

As part of the open book process an assessment of the scope to defer payments and achieve full contributions at a later stage in the development will be made. This needs to be balanced against the risk of not securing contributions.

On site provision v commuted sums

The on site requirements will be considered against the potential to secure commuted payments in lieu.

Note: it is not intended to compromise the quality of design of development proposals.

B) S.106 –Process for Negotiations.

1. Case officer draws up comprehensive list of s.106/related requirements (in accordance with Circular 5/05) (which impose a cost on development) at “informal” or pre planning application stage. This list should include those requirements secured on behalf of other agencies e.g. education and library contributions for Norfolk County Council (in accordance with County Council standards and protocol)

2. In the event that:

- the developer claims the scheme will not be viable if the full list of planning obligations is to be provided, and
- where it is considered that the development may be needed to meet the aims of the development plan.

The City Council may instruct an independent valuation expert, such as the District Valuer to undertake an “open book” appraisal of the scheme to verify the viability of the full scheme including all s.106 requirements (for simpler and smaller cases there may be sufficient experience in-house). The appraisal should be based on residual valuation methodology and for housing schemes the Homes and Communities Agency model will be used unless otherwise agreed. Costs of this work to be met by the developer. The results of the appraisal will be shared with the developer but the detail will remain confidential and summarised in any report to planning applications committee

3. Case officer refines list as a result of discussions with spending departments to coordinate corporate input and alerts local members and portfolio holder to fact that exercise is being conducted to see if any relevant views exist on local priorities.

4. The appraisal process will include:

- An assessment of all costs and values based on **current** prices and valuations (at the time of the appraisal) and may not therefore reflect the actual price that the developer has paid for the site)
- a reasonable level of profit which is acceptable from the development in the light of development risks, which may require private housing to be dealt with separately from affordable housing e.g. 18-20% (on capital value) and affordable housing (6% of cost.)
- clarification about the level of developer contributions which can be met from the development and allow the scheme to be economically viable, including the impact of deferred payments
- more than one iteration of data may be required. One should include the “normal” s106 requirements and 40% affordable housing (with an assumption of nil grant aid from the HCA and affordable rents⁶). Planning officers will advise of other iterations that would be required to be submitted.

5. Following receipt of appraisal report and understanding of the viability of the scheme, case officer prioritises list of s.106 requirements according to the criteria in the framework to determine whether or not it is appropriate to

⁶ Practice regarding affordable housing contributions is subject to considerable uncertainty at present. However, it is understood that providing grant to secure increased provision of affordable rented housing on private residential led schemes will be a very low priority for HCA funding. If grant is likely to be forthcoming it is likely that obligations will need to be renegotiated.

recommend approval for the scheme without the full requirements being met. The appraisal report will be shared with the developer/applicant.

6. Corporate officer discussion (Including County Council officers where appropriate) to reach agreement about priorities, and if agreement cannot be reached to recommend a proposal, in particular to:
 - Determine the proportion of the needs arising from the development that can be delivered through potential commuted sums and
 - Ensure that any commuted sums will also be capable of delivering worthwhile community benefits (through identifying works that will be delivered, costs involved and other sources of funding).
7. Agree with the developer to secure requirements in priority order according to overall level of contribution that can be provided on the basis of economic assessment of whole scheme. If the developer does not agree and will not sign the s.106 agreement then there is little point in pursuing further, and a report for refusal of planning permission would then be drafted.
8. Report to Planning Applications Committee (which should be prepared in consultation with the Portfolio holder for Environment) to include:
 - An explanation of the exceptional circumstances and how the proposal will meet the needs of the development plan, in order to justify a recommendation of approval with reduced s.106 requirements. This principle should be established first before any consideration of the relative priorities that should be given to specific planning contributions
 - The recommendations about planning obligations priorities based on an assessment of needs the costs of identified improvement works or provision of new facilities and the ability of the development to contribute to meeting these. This should set out the implications of accepting reduced contributions, including those collected on behalf of the County Council.
 - The timeframe that the viability assessment remains valid, if the scheme does not commence immediately. This will normally be 18 months after planning permission is granted or a longer time to be agreed with the local planning authority where it is agreed that there has been no change in market conditions.
 - Consideration of deferred payments to secure the full level of contributions at a later stage in the development.
 - Consideration of an “overage” clause to allow Council to “clawback” funding in the event of developer achieving larger profit than anticipated at the time of the appraisal. The overage clause would be capped to a maximum based on the balance of contributions the site is liable for after deduction of any contribution already made. If a “short dated” commencement condition is imposed and development is completed in a timely manner then this element would not normally be necessary.

9. The detailed assumptions and background information in the appraisal will remain confidential (shared only with the developer/applicant and where relevant other agencies such as Norfolk County Council, where contributions are secured on their behalf).

Report to	Cabinet	Item
	15 March 2017	
Report of	Chief finance officer	7
Subject	Revenue budget monitoring 2016-17 – Period 10	

Purpose

To update Cabinet on the provisional financial position as at 31 January 2017, the forecast outturn for the year 2016-17, and the consequent forecast of the General Fund and Housing Revenue Account balances.

Recommendations

To note the financial position as at 31 January 2017 and the forecast outturn 2016-17.

Corporate and service priorities

The report helps to meet the corporate priority value for money services and the service plan priority to provide accurate, relevant and timely financial information.

Financial implications

The General Fund budget is forecast to underspend by £1.096m. The Housing Revenue Account budget is forecast to underspend by £2.587.

Ward/s: All wards

Cabinet member: Councillor Stonard – Resources and business liaison

Contact officers

Justine Hartley, Chief finance officer	01603 212440
Hannah Simpson, Group accountant	01603 212561

Background documents

None

Report

1. Council approved budgets for the 2016/17 financial year on 23 February 2016.
2. The attached appendices show the forecast outturn and year-to-date positions for the General Fund and the Housing Revenue Account:
 - [Appendix 1](#) shows the General Fund by Corporate Leadership Team responsibilities, and by Subjective Group
 - [Appendix 2](#) shows the Housing Revenue Account in (near) statutory format, and by Subjective Group
 - [Appendix 3](#) shows budget and expenditure for the year to date in graphical format

General Fund

3. Budgets reported include the resources financing the Council's net budget requirement (which includes a contribution of £0.451m to reserve balances as allowed for in the Medium Term Financial Strategy) so that the net budget totals zero:

<i>Item</i>	<i>Approved Budget £000s</i>
Net Budget Requirement	16,120
Non-Domestic Rates	(4,870)
Revenue Support Grant	(2,756)
Council Tax precept	(8,494)
Total General Fund budget	0

4. The General Fund has been forecast to underspend by **£1.096m** at year end compared to a forecast underspend last month of **£0.680m**. Key forecast variances from budget are set out below:

<i>Forecast Outturn P9 £000s</i>	<i>General Fund Service</i>	<i>Forecast Outturn P10 £000s</i>	<i>Commentary</i>
(316)	Business Services	(345)	Additional grant income not yet allocated related expenditure (£229k) and movement in bad debt provision (£81k).
488	Finance	493	Variance mainly due to: <ul style="list-style-type: none"> • reduction of £163k in forecast interest income from Housing Company as planned loan not yet made • £50k reduction in expected interest income from investments • £44k higher MRP charges than budgeted • additional debit card charges of £60k • £88k housing benefits audit repayment and higher than budgeted bad debt provision. • £100k reduction in forecast retained business rates offset by £187k higher transfer-in from the Section 31 reserve than budgeted.

Forecast Outturn P9 £000s	General Fund Service	Forecast Outturn P10 £000s	Commentary
(139)	Human Resources	(119)	Vacant posts and current training spend less than budgeted.
(142)	Strategy & Programme Management	(170)	Vacant posts and higher than budgeted second homes income.
(237)	City Development	(306)	Variance mainly due to: <ul style="list-style-type: none"> • rent reviews taking place on asset properties, increasing the forecast income • bus shelter income higher than budgeted • staff savings
(90)	Citywide Services	(378)	Unbudgeted smoothing mechanism receipt relating to waste contract and vacant posts.
70	Neighbourhood Housing	105	Variance mainly relates to private sector leasing. Current expenditure on rental forecasted to be lower than budgeted (£229k) due to less rental properties being available, resulting in lower than expected forecast income from rents & fees £318k.
(49)	Neighbourhood Services	(102)	Variance mainly due to salary underspends and movement in bad debt provision.

5. The General Fund shows an underspend against budget to date of **£6.835m**. This underspend to date is made up of multiple debit and credit figures where various income and expenditure lines are ahead of or behind budget profile. Significant overspends and underspends to date are:

General Fund Service	Variance To Date P10 £000s	Commentary
Business Services	(1,656)	<ul style="list-style-type: none"> • (£835k) relating to additional government grants received and other grants received ahead of profile or related expenditure. • (£496k) behind profile on contingency budget to date. • Remainder due to timing differences on income and expenditure against the budget profile.
Finance	(2,094)	Variance between profiled and actual housing benefit expenditure and subsidy payments.
Customer Contact	(288)	Timing mismatch between Transformation Challenge grant funding received and related expenditure being incurred.

General Fund Service	Variance To Date P10 £000s	Commentary
City Development	(1,216)	Current underspend mainly due to: <ul style="list-style-type: none"> • income from bus lane enforcement and on-street yet to be paid over to County; • Highways grant income received but not yet spent or returned (section 38); • bus shelter income received higher than budgeted for • general works on properties yet to be invoiced; • NPS invoices yet to received; • additional rental income above budget due to rent reviews; • additional grants and income from County not budgeted for.
Property Services	(592)	Centralised repairs and maintenance costs running behind profile.
Citywide Services	(274)	Vacant posts and timing differences related to allocation of contract and repairs costs.

6. Since setting the 2016/17 budget additional amounts of grant income have been confirmed during the course of the year. In Period 10 an additional £3k of Section 31 grant has been confirmed. This grant is ring-fenced to meet the costs of dispatching letters to ratepayers in relation to the Business Rates Revaluation 2017 and will be applied in line with the terms of the grant.

Housing Revenue Account

7. The budgets reported include a £16.3m use of HRA balances, so that the net budget totals zero:

<i>Item</i>	<i>Approved Budget £000s</i>
Gross HRA Expenditure	60,372
Gross HRA Income	(44,091)
Contribution from HRA Balance	(16,281)
Total net HRA budget	0

8. The Housing Revenue Account has been forecast to underspend by **£2.587m** at year end compared to a forecast underspend last month of **£3.190m**. Key forecast variances from budget are set out below:

Forecast Outturn P9 £000s	HRA Division of Service	Forecast Outturn P10 £000s	Commentary
(2,881)	Repairs & maintenance	(2,975)	<p>Overall variance reflects a reduction in forecast responsive repairs works (in line with recent years' outturns) and savings from renegotiated contracts. Key individual variances include:</p> <ul style="list-style-type: none"> major/minor repairs forecast based on current activity levels (£900k); stair lift repairs forecast reflects reduced number of repairs (£80k); underspends on water testing (£30k) and lift & fire alarm maintenance (£41k) and water mains renewal (£50k); central heating servicing based on activity to date (£238k); asbestos removal estimate based on current activity (£200k); asphalt balconies major work covered under capital projects therefore less revenue expenditure required (£100k); fire prevention work carried out when identified rather than planned (£70k); no internal wall insulation planned for 2016 (£180k); estate repairs forecast based on reduced number of repairs (£179k) and reduced garage repairs (£60k) lower current spend on void properties (£275k) due to increase in number of properties eligible for capital whole house upgrades and higher than budgeted tenant contributions (£227k).
(246)	General management	(283)	<p>Key variances include:</p> <ul style="list-style-type: none"> vacant posts (£75k); lower repairs & rates on area offices (£50k) due to changes in accommodation use; reduced leave it tidy & decoration allowances (£38k); forecast underspends on legal and banking costs (£35k) and software (£48k)
(288)	Special Services	(283)	District heating gas forecast adjusted to reflect lower expenditure to date this year.
0	Depreciation & Impairment	805	Actual depreciation calculated for the year.
(222)	Provision for bad debts	(283)	Based on Q3 bad debt provision calculation on outstanding rent arrears forecast to the year end.

Forecast Outturn P9 £000s	HRA Division of Service	Forecast Outturn P10 £000s	Commentary
299	Dwelling Rents	359	Rental income forecast to be lower than budget due to delays on new-build projects.

9. The Housing Revenue Account shows an underspend against budget to date of **£5.607m**. This underspend to date is made up of many debit and credit figures where various income and expenditure lines are ahead of or behind budget profile. Significant overspends and underspends to date are:

HRA Division of Service	Variance To Date P10 £000s	Commentary
Repairs & maintenance	(4,053)	These variances have arisen due to invoice delays which is usual for work of this nature. Also reflects overall reduced year-end forecast (see detail in previous table).
General Management	(431)	Reduced rates on area offices (£30k), government grant received ahead of profile (£25k) and staff vacancies. Remainder due to smaller profiling differences split over a number of cost centres and the forecast underspends (see detail in previous table).
Special Services	(918)	District heating gas and fuel oil costs less than profile (£282k). Sheltered housing gas costs also less than profile (£181k). Reduced sheltered alarm contract costs (£88k). Remainder due to small timing differences between actuals and profile.
Service charges - General	(356)	Annual leasehold service charges applied in October, but leasehold contribution to capital not processed until year end.

Risks

10. A risk-based review based on the size and volatility of budgets has identified key budgets where inadequacy of monitoring and control systems could pose a significant threat to the council's overall financial position. These are shown in the following table.

Key Risk Budgets	Budget £000s	Current Variance	Current Var %	Current RAG	Forecast Variance	Forecast Var %	Forecast RAG
Housing Benefit Payments & Subsidy	-30	-2,350	7709%	RED	317	-1039%	RED
HRA Repairs - Tenanted Properties	11,848	-3,244	-27%	RED	-2,262	-19%	RED
HRA Repairs - Void Properties	2,639	-591	-22%	RED	-275	-10%	RED
Multi-Storey Car Parks	-1,442	131	-9%	RED	78	-5%	GREEN
City Hall	1,067	-142	-13%	RED	-47	-4%	GREEN
HRA Rents - Estate Properties	-59,223	-169	0%	GREEN	272	0%	GREEN
Corporate Management including Contingency	-2,804	-1,152	41%	RED	-281	10%	RED
Private Sector Leasing Costs	-286	64	-22%	GREEN	146	-51%	RED

11. The red/amber status of items in the “Forecast RAG” column is explained below.

Key Risk Budgets	Commentary
Housing Benefit Payments & Subsidy	Variance to date due to timing differences between expenditure and subsidy receipts. Year-end variance due to unbudgeted £88k housing benefits audit repayment and higher forecast bad debt provision.
HRA Repairs - Tenanted Properties and Void Properties	In-year variance mainly due to lower than budgeted responsive repair demand to date and invoicing delays. Year-end variance reflects a reduction in forecast responsive repairs works (in line with recent years’ outturns) and savings from renegotiated contracts. Further detail provided in HRA variance table (point 8).
Multi-storey car parks	Reduced forecast income from new Rose Lane car park.
City Hall	In-year variance mainly due to repairs and maintenance costs running behind profile (£109k).
Corporate Management including contingency	Due to higher grant income receipts than budgeted (£229k). Year to date variance also due to only £13k contingency spend up to period 10.
Private Sector Leasing	Current expenditure on rental forecasted to be lower than budgeted (£229k) due to less rental properties being available, resulting in lower than expected forecast income from rents & fees £318k.

12. The 2016-17 budgets approved by Council were drawn up in the expectation of reduced resources as announced by the previous government. There are risks to the current and medium term financial position from:

- Further reductions in government grant – the localisation of Business Rates and of Council Tax reductions has increased the risks to the council’s financial position arising from economic conditions and policy decisions. In addition, recent Government announcements indicate that further reductions in Government funding are likely.
- Changes in policy – if further “empowerment” of local authorities is not matched by devolved resources
- Delivery of savings – the budget incorporates both savings measures already in place, and those planned for implementation during the year. If these savings are not achievable in full, overspends will result. With appropriate approvals these may be mitigated through provision made in the corporate contingency, up to the level of that contingency
- Identification of further savings – work is continuing on developing proposals for additional savings to bridge the medium-term budget gap. If

these proposals fall short, or are not implemented fully and in a timely manner, further budget shortfalls will result.

13. Forecast outturns are estimates based on management assessments, formulae, and extrapolation. They may not adequately take account of variables such as:
 - Bad debts – budget reports show gross debt, i.e. invoices raised. While allowance has been made in the budget for non-collections, the current economic climate may have an adverse influence on our ability to collect money owed.
 - Seasonal factors – if adverse weather conditions or a worsening economic climate depress levels of trade and leisure activities in the city, there may be a negative impact on parking and other income.
 - Housing repairs and improvements – the rate of spend on void properties, though closely managed, is heavily influenced by void turnaround, since transfers can create a chain of voids involving significant repair costs.

Financial Planning

14. Overall levels of overspend and underspend will have an ongoing impact on the budget for following years and the size and urgency of savings requirements.
15. Net overspends and underspends will be consolidated into the General Fund and Housing Revenue Account balances carried forward to 2017/18. These are reflected in periodic updates to the Medium Term Financial Strategy and Housing Revenue Account Business Plan.

Impact on Balances

16. The prudent minimum level of General Fund reserves has been assessed as £4.273m. The budgeted and forecast outturn's impact on the 2015/16 balance brought forward, is as follows:

<i>Item</i>	<i>£000s</i>
Balance at 1 April 2016	(12,158)
Budgeted contribution to balances 2016/17	(451)
Forecast outturn 2016/17	(1,096)
= Forecast balance at 31 March 2017	(13,705)

17. The General Fund balance is therefore expected to continue to exceed the prudent minimum.
18. The Medium Term Financial Strategy assumes that the reserves are further built up in 2016-17 ahead of drawing them down in future years to offset known and anticipated grant reductions and ensure a balanced budget.
19. The prudent minimum level of HRA reserves has been assessed as £5.968m. The budgeted and forecast outturn's impact on the 2016/17 balance brought forward, is as follows:

<i>Item</i>	<i>£000s</i>
Balance at 1 April 2016	(26,190)
Budgeted use of balances 2016/17	16,281
Forecast outturn 2016/17	(2,587)
Reduced revenue contribution to capital (see below)	(3,857)
= Forecast balance at 31 March 2017	(16,353)

20. The forecast Revenue Contribution to Capital Outlay has been reduced due to lower capital expenditure in year. Resources will be carried forward to fund future HRA spend.
21. The Housing Revenue Account balance is therefore expected to continue to exceed the prudent minimum.
22. The HRA reserve balance will continue to be used to fund capital expenditure in 2016-17 and 2017-18. This will bring resources down closer to the recommended minimum balance and reduce the requirement to borrow, which incurs greater costs.

Collection Fund

23. The Collection Fund is made up of three accounts – Council Tax, the Business Improvement District (BID) account, and National Non-Domestic Rates (NNDR).

- Council Tax is shared between the city, the county, and the police and crime commissioner based on an estimated tax base and the council tax rates agreed by each of the preceptors. Any surplus or deficit is shared in the following financial year.
- The BID account is operated on behalf of the BID company, to collect their income from the BID levy. Any surplus or deficit is passed on to the BID company.
- NNDR income is shared between the city, the county, and central government. Since “localisation”, any surplus or deficit is also shared, rather than as formerly being borne wholly by the government.

24. There are particular risks attached to NNDR, which are:

- Appeals – the impact of any appeals will fall on the Collection Fund, and therefore in part on the city. The Valuation Office has cleared a large number of appeals which has adversely affected the council’s business rates income levels. However, a backlog of appeals remains and the value of the appeals is not known, nor the likelihood of success, nor the timing of the appeal being determined.
- NNDR billable – changes in the NNDR billable, e.g. demolition or construction of new billable premises, will impact on the amount billable. Assumptions of growth may also be affected by changes in the larger economic environment.
- NNDR collectable – arrears and write-offs (e.g. where a business goes into administration) will also impact on the Collection Fund.

25. These risks are monitored and mitigated through normal Revenues operations.

26. A summary of the Collection Fund is provided below:

<i>Approved Budget £000s</i>	<i>Current Budget £000s</i>	Collection Fund Summary	<i>Actual To Date £000s</i>	<i>Forecast Outturn £000s</i>	<i>Forecast Variance £000s</i>
		Council tax			
59,380	59,380	Expenditure	51,904	59,340	(41)
(59,380)	(59,380)	Income	0	(59,340)	41
		Business Improvement District			
656	656	Expenditure	622	654	(2)
(656)	(656)	Income	(25)	(654)	2
		National Non-Domestic Rate			
79,138	79,138	Expenditure	63,217	75,956	(3,181)
(79,138)	(79,138)	Income	2,213	(75,956)	3,181
0	0	Total Collection Fund	117,931	0	0

27. On Council Tax, actual income is not posted from the council tax system into the finance system until year-end. The actual year-end surplus or deficit will be taken into account in considering distribution of balances between the preceptors (city, county, and police).
28. The council operates the BID account on behalf of the BID company, so no surplus or deficit will fall on the council's accounts.
29. Any deficit reported on the NNDR account will roll forward and be distributed in the 2017/18 budget cycle.
30. Additional (section 31) grant is received in the General Fund to offset all or part of any shortfall in business rate income due to additional reliefs granted by government. All such grant monies received are transferred to an earmarked reserve and held to be offset against deficits in the years that they impact on the revenue accounts.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	
Head of service:	Chief Finance Officer
Report subject:	Revenue Budget Monitoring 2016/17
Date assessed:	22/02/17
Description:	This is the integrated impact assessment for the Revenue Budget Monitoring 2016/17 report to Cabinet

	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 report shows that the council monitors its budgets, considers risks to achieving its budget objectives, reviews its balances position, and is therefore able to maintain its financial standing
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The report demonstrates that the council is aware of and monitors risks to the achievement of its financial strategy.

Recommendations from impact assessment	
Positive	
None	
Negative	
None	
Neutral	
None	
Issues	
The council should continue to monitor its budget performance in the context of the financial risk environment within which it operates.	

Budget Monitoring Summary

Year: 2016/17

Period: 10 (January)

GENERAL FUND SERVICE SUMMARY

<i>Approved Budget</i>	<i>Current Budget</i>		<i>Budget To Date</i>	<i>Actual To Date</i>	<i>Variance To Date</i>	<i>Forecast Outturn</i>	<i>Forecast Variance</i>
Business Services							
1,800,982	1,345,989	Business Relationship Management	302,963	(1,353,293)	(1,656,256)	1,001,136	(344,853)
375,183	386,720	Democratic Services	848,262	825,053	(23,209)	353,845	(32,875)
(18,720,042)	(18,720,042)	Finance	(6,562,004)	(8,655,788)	(2,093,784)	(18,226,819)	493,223
0	0	Human Resources	1,006,265	916,410	(89,855)	(118,659)	(118,659)
0	0	Procurement & Service Improvement	2,349,746	2,198,329	(151,417)	(69,456)	(69,456)
(16,543,877)	(16,987,333)	Total Business Services	(2,054,768)	(6,069,289)	(4,014,521)	(17,059,954)	(72,621)
Chief Executive							
0	0	Chief Executive	208,135	175,042	(33,093)	(52,493)	(52,493)
0	(18,963)	Strategy & Programme Management	418,146	260,436	(157,710)	(188,774)	(169,811)
0	(18,963)	Total Chief Executive	626,281	435,478	(190,803)	(241,267)	(222,304)
Customers, Comms & Culture							
2,209,128	2,172,983	Communications & Culture	1,687,945	1,656,258	(31,687)	2,139,931	(33,052)
(60,851)	(645)	Customer Contact	1,775,215	1,487,652	(287,563)	(11,874)	(11,229)
2,148,277	2,172,338	Total Customers, Comms & Culture	3,463,160	3,143,910	(319,250)	2,128,057	(44,281)
Regeneration & Growth							
(1,418,443)	(1,434,198)	City Development	(3,893,293)	(5,108,855)	(1,215,562)	(1,740,221)	(306,023)
0	0	Environmental Strategy	111,696	96,911	(14,785)	(25,140)	(25,140)
0	0	Executive Head of Regeneration &	112,657	104,773	(7,884)	(8,664)	(8,664)
1,326,678	1,372,404	Planning	621,360	599,181	(22,179)	1,337,667	(34,737)
258,661	769,599	Property Services	1,571,425	978,988	(592,437)	762,884	(6,715)
166,896	707,805	Total Regeneration & Growth	(1,476,155)	(3,329,001)	(1,852,846)	326,527	(381,278)
Strategy, People & Neighbourhoods							
9,789,981	9,800,555	Citywide Services	6,905,581	6,631,270	(274,311)	9,422,767	(377,788)
1,796,364	1,692,616	Neighbourhood Housing	788,207	829,205	40,998	1,797,744	105,128
2,642,359	2,632,982	Neighbourhood Services	2,010,607	1,786,220	(224,387)	2,530,534	(102,448)
14,228,703	14,126,153	Total Strategy, People & Neighbourhoods	9,704,395	9,246,694	(457,701)	13,751,045	(375,108)
0	0	Total General Fund	10,262,913	3,427,793	(6,835,120)	(1,095,592)	(1,095,592)

Budget Monitoring Report

Year: 2016/17

Period: 10 (January)

HOUSING REVENUE ACCOUNT STATUTORY SUMMARY

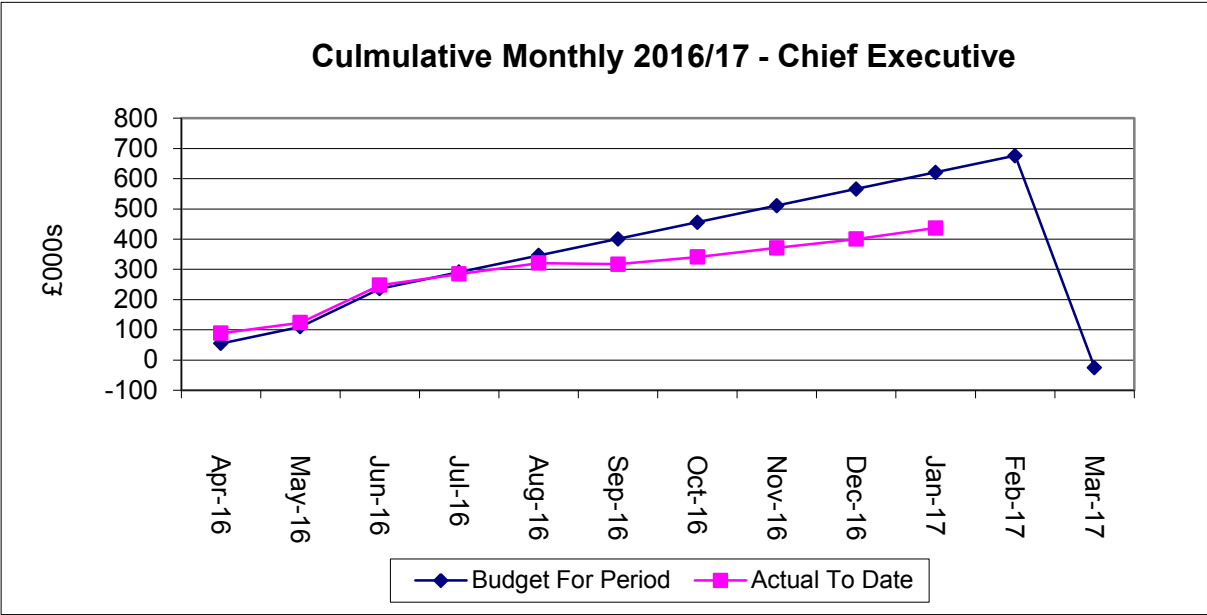
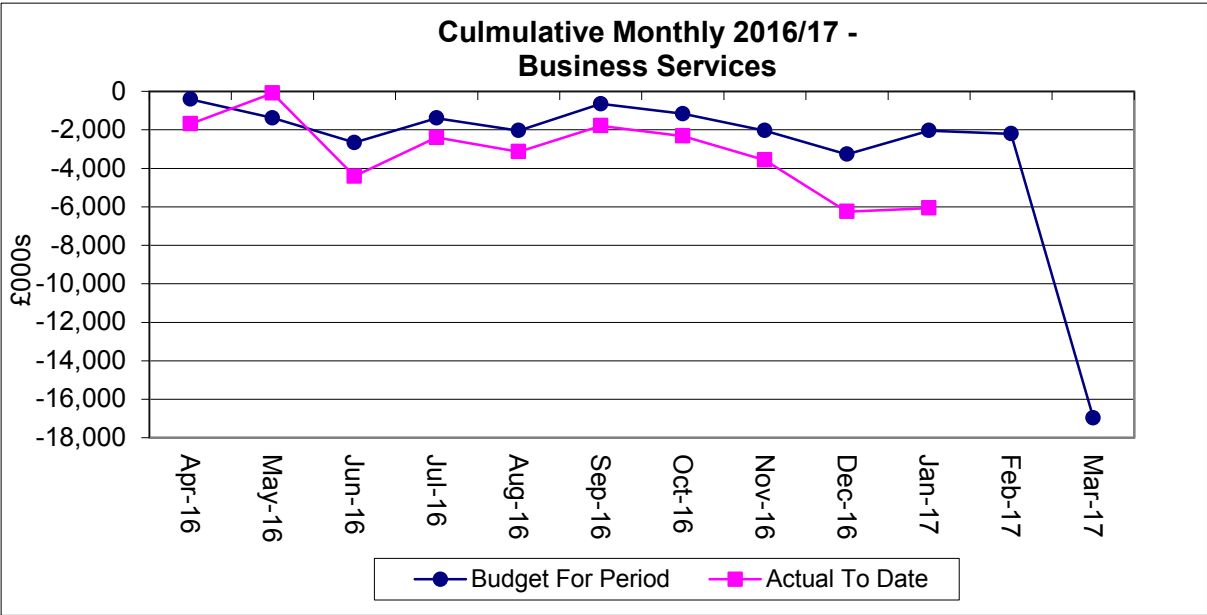
<i>Approved Budget</i>	<i>Current Budget</i>		<i>Budget To Date</i>	<i>Actual To Date</i>	<i>Variance To Date</i>	<i>Forecast Outturn</i>	<i>Forecast Variance</i>
15,499,378	15,499,378	Repairs & Maintenance	12,536,070	8,482,633	(4,053,437)	12,524,328	(2,975,050)
5,936,838	5,936,838	Rents, Rates, & Other Property Costs	5,825,480	5,956,591	131,111	5,971,946	35,108
11,392,777	11,370,353	General Management	5,688,685	5,257,339	(431,346)	11,087,518	(282,835)
5,068,935	5,091,359	Special Services	3,813,229	2,895,616	(917,613)	4,808,483	(282,876)
22,139,594	22,139,594	Depreciation & Impairment	0	25,745	25,745	22,944,868	805,274
334,000	334,000	Provision for Bad Debts	0	0	0	51,000	(283,000)
(58,973,202)	(58,973,202)	Dwelling Rents	(49,144,340)	(49,220,535)	(76,195)	(58,614,122)	359,080
(2,223,564)	(2,223,564)	Garage & Other Property Rents	(1,983,014)	(1,923,047)	59,967	(2,193,069)	30,495
(8,343,247)	(8,343,244)	Service Charges - General	(7,260,292)	(7,616,107)	(355,815)	(8,353,477)	(10,233)
(75,000)	(75,000)	Miscellaneous Income	(62,500)	(83,784)	(21,284)	(100,531)	(25,531)
9,966,872	9,966,872	Adjustments & Financing Items	(195,900)	(163,800)	32,100	10,009,388	42,516
(548,381)	(548,381)	Amenities shared by whole community	0	0	0	(548,381)	0
(175,000)	(175,000)	Interest Received	0	0	0	(175,000)	0
0	3	Total Housing Revenue Account	(30,782,582)	(36,389,349)	(5,606,767)	(2,587,048)	(2,587,051)

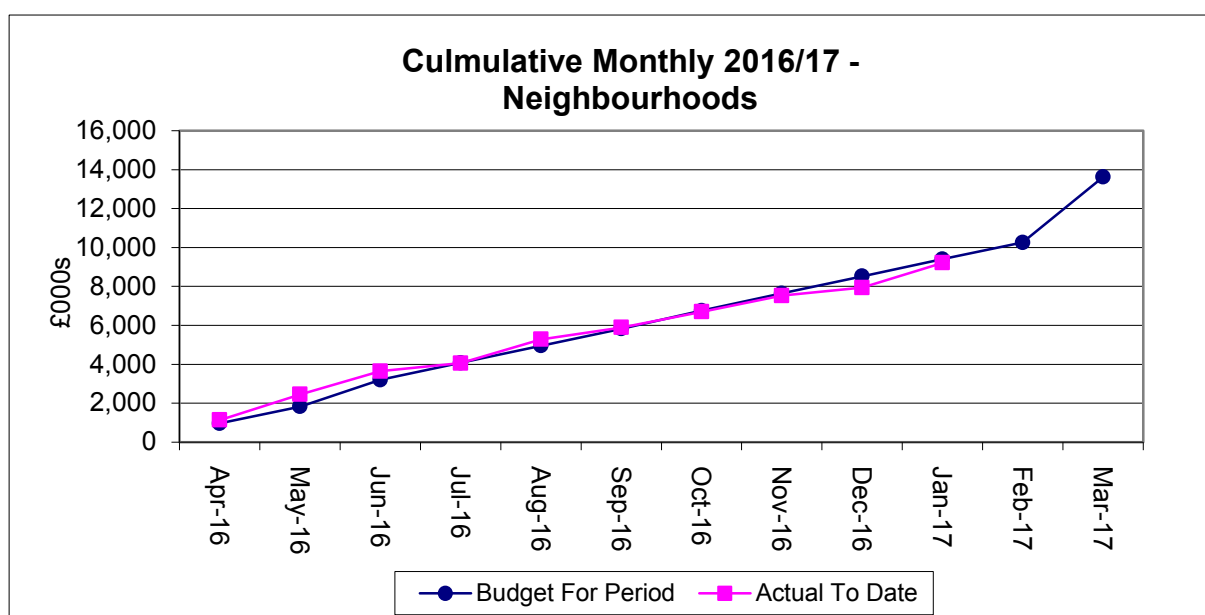
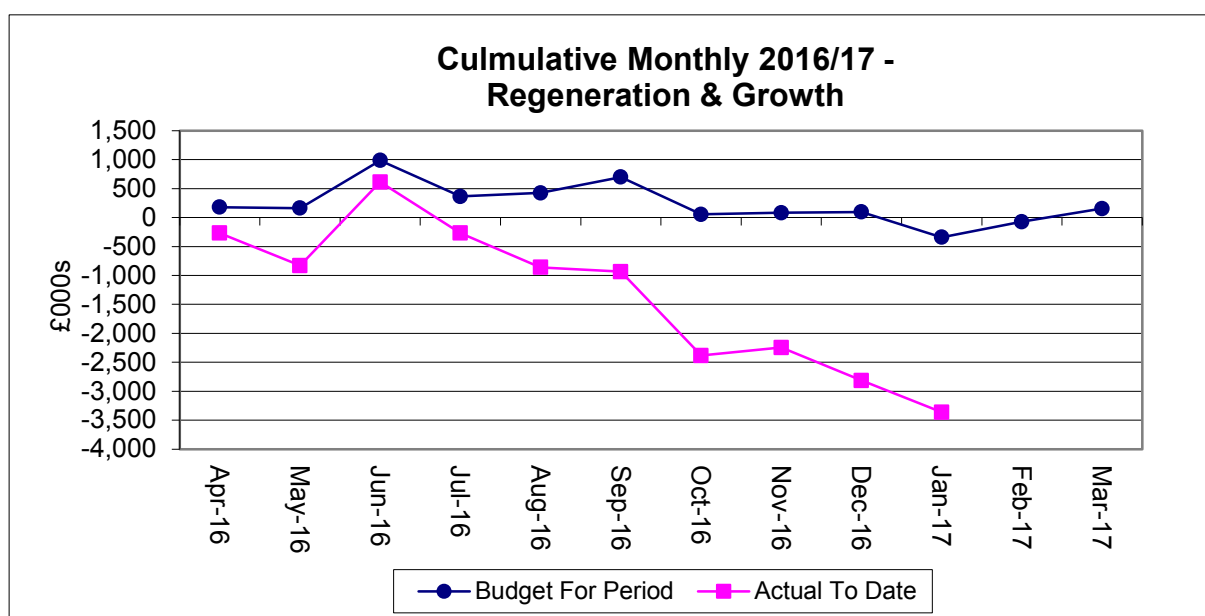
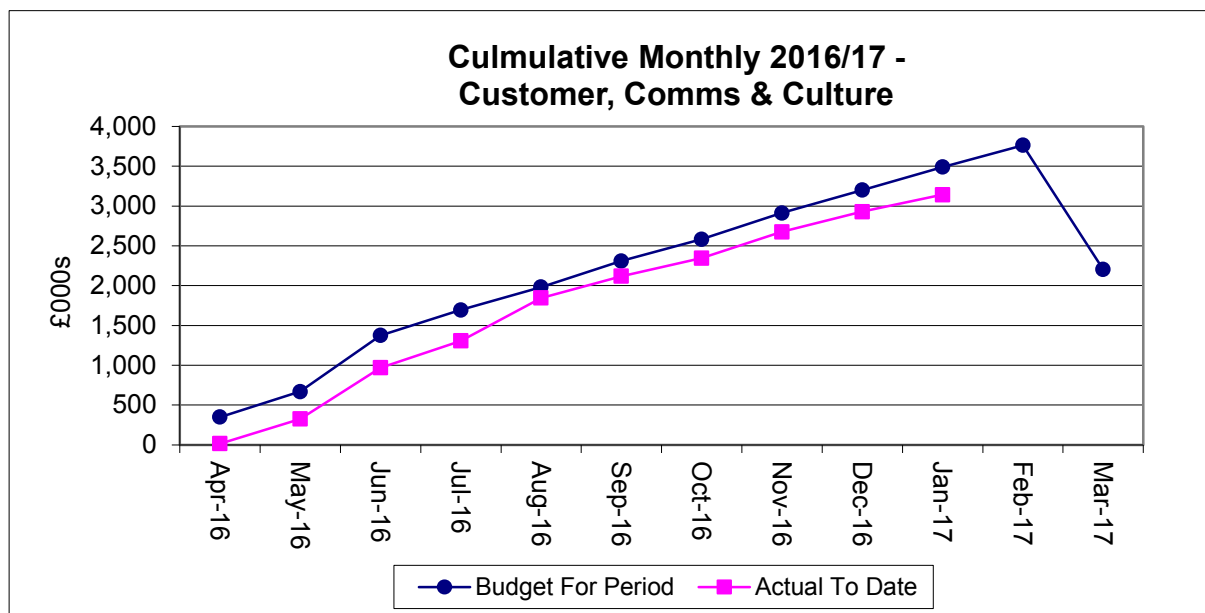
Budget & Expenditure – Monthly by Service Graphs

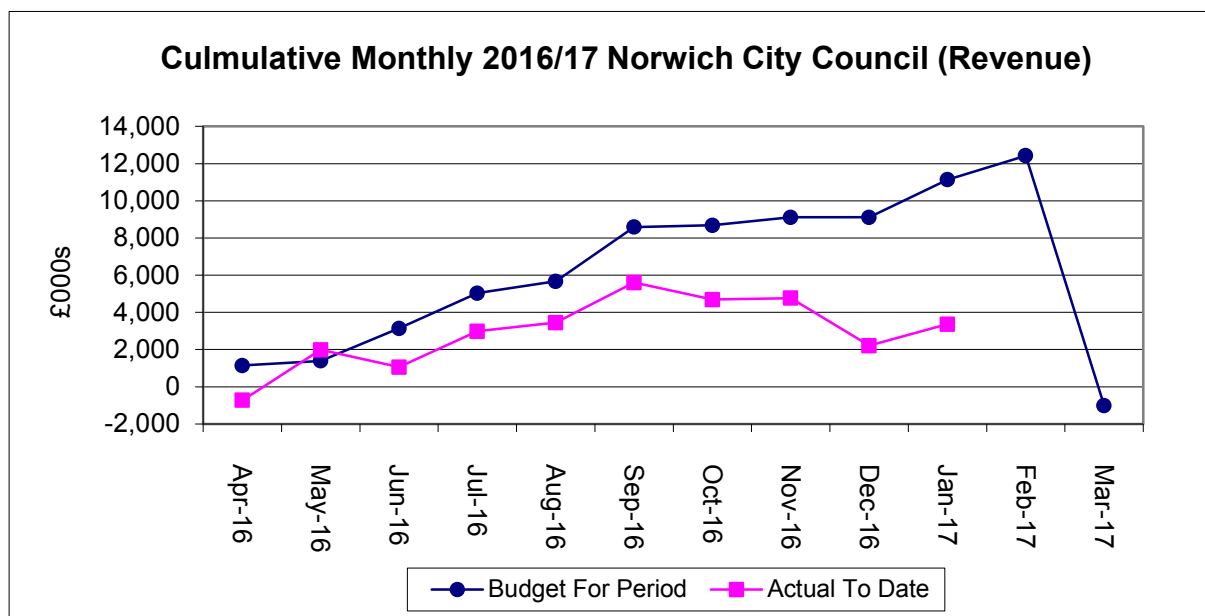
The following graphs show the monthly budget profile and income/expenditure to date for each service (both General Fund and Housing Revenue Account) for the financial year.

The actual income/expenditure reported is influenced by accrual provisions brought forward from the previous financial year, and by any delays in invoicing and/or payment.

Budgets are profiled to show the expected pattern of income & expenditure, and will be refined and improved during the course of the financial year.







Report to	Cabinet	Item
	15 March 2017	
Report of	Strategy Manager	8
Subject	Quarter 3 2016 - 17 performance report	

Purpose

To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 3 of 2016 - 17.

Recommendations

To:

- (1) consider progress against the corporate plan priorities; and,
- (2) suggest future actions and / or reports to address any areas of concern.

Corporate and service priorities

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

Financial implications

The direct financial consequences of this report are none.

Ward/s All wards

Cabinet member Councillor Waters - Leader

Contact officers

Adam Clark, strategy manager

01603 212273

Background documents

None

Report

Introduction

1. This report sets out progress against the key performance measures that are designed to track delivery of the corporate plan priorities. This is the seventh quarterly performance report for the corporate plan 2015-2020.
2. The corporate plan 2015-20 established five priorities. Progress with achieving these is tracked by forty five key performance measures. It is these performance measures which form the basis of this report. Most of the performance measures are available quarterly while some are reported six monthly or annually to show general outcomes for residents.
3. Performance status for each of the performance measures is then combined for each priority to show at a glance high level performance. This should enable members to see where performance is improving or falling.
4. Performance is based around a traffic light concept where green is on target, red is at a point where intervention may be necessary and amber a point in between these two.
5. A copy of the full performance report can be found at appendix A.

Headlines

6. Overall performance this quarter shows four council priorities are green and one is amber. There are some areas where the council is performing well and exceeding its targets. For example generally customer satisfaction rates continue to achieve target or better. Each of the performance measures are provided within the relevant section of the performance report at appendix A.
7. The following areas of performance are brought to your attention:
 - a) At the end of quarter 3, the timely processing of benefits measure stood at 100%, maintaining last quarter's strong performance.
 - b) Residual waste per household has fallen to 100.5kg, a further improvement on previous quarters, but above our target of 99kg.
 - c) The percentage of residents feeling safe decreased again to 72.4%, against a target of 77%. Although not always possible to identify causes of increases or decreases in people's feeling of safety, it is possible the increased media coverage surrounded organised drug crime has had an impact.
 - d) 61.8% of people who contacted the council as threatened with becoming homeless were actively prevented from becoming homeless through the council's actions. This is above our target of 55%.
 - e) The number of affordable homes developed on council land or purchased from developers since the start of 2015/16 increased to 43, but remains

below our target of 155. This should get back on track with work having started on Goldsmith's Street.

- f) 11% of all contact with the council was carried out electronically; this is above a continuously rising target, currently at 8.5%.
- g) 30.8% of contact with the council was classified as avoidable this quarter outside our target of 15%.
- h) In quarter 3, the average number of days taken to re-let council homes was 13 days, exceeding our target of 16 days.
- i) 445 accident casualties on Norwich roads were recorded in the year to the end of December. This is higher than the anticipated level of 400 and an increase compared to previous months.



Report author to complete

Committee:	Cabinet
Committee date:	15 March 2017
Head of service:	Adam Clark
Report subject:	Quarter 3 performance report 2016/17
Date assessed:	March 2017
Description:	This report sets out progress against the key performance measures that are designed to track delivery of the Corporate Plan priorities for quarter 3 of 2016/17.

	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"/>	
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 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
The range of council activity represented by this report means that it is not possible to identify the aggregate impact; this is covered by the individual impact assessments that are conducted as part of routine council business



Safe, clean and low carbon city

Prosperous and vibrant city

Fair city

Healthy city with good housing

Value for money services

Corporate plan

Safe, clean and
low carbon city

Prosperous and
vibrant city

Fair city

Healthy city with
good housing

Value for money
services

Comments

The latest quarter's performance data shows the council is still largely on target to deliver against its 5 corporate priorities. However, some specific areas mean that the priority 'safe, clean and low carbon' is showing amber.

The numbers of accidents on Norwich roads exceeds the challenging target of 400 per year. This is something that we will continue to monitor and seek to address with partners. Similarly, the numbers of people feeling safe is now below target, which may reflect some of the high profile criminal activity in the city.

Performance of housing related functions is positive, with a notable decrease in times for the reletting of council houses and an upturn in the numbers of affordable homes built, though this is still lower than we would like. Our performance in the timely processing of benefits remains very good.

Green is on target, amber between target and cause for concern and red is cause for concern.

For more information please contact the Strategy & Transformation team on ext 2535 or email strategy@norwich.gov.uk

Key to tables (following pages) :

RAG - Red, Amber, Green; **DoT** - Direction of Travel: a green upward arrow signifies an improvement in performance compared with the previous reporting period, a red downward arrow shows a drop in performance and a blue horizontal arrow shows no change. **YTD** - data shown is for the (financial) year to date



	Safe, clean and low carbon city	Prosperous and vibrant city	Fair city	Healthy city with good housing	Value for money services	Corporate plan
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Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
SCL8 % of adults living in the City Council's area who cycle at least once per week	21.5%	25.0%	▲	➡	21.5%	25.0%	▲
Comments: We have seen an increase from 17.7% in 2010/11 to 21.5% in 2014/15 meaning that we have risen from 10th to 7th in the national ranking of local authorities on this measure. The percentage of adults cycling for utility purposes at least three times a week has shown an increase from 6.7% in 2012/13 to 12% in 2014/15, raising us from 11th to 5th highest local authority on that measure. We have also seen a significant increase in cycling at the count locations across the city council's area. This information was gathered before the completion of the pink pedalway or the publication of the second edition of the cycle map, which we expect will further boost the figures, bringing us closer to our ambitious target for next year. The extra monitoring infrastructure that is being installed through the cycling ambition programme will allow us to improve the performance measure for the next reporting period.							
SCL02 % of people satisfied with waste collection	75.0%	85.0%	▲	➡	74.5%	85.0%	▲
Comments: Satisfaction with the waste collection service has fallen since the previous quarter to 75%, however, this is based on only 4 responses this quarter and therefore not representative of the city population as a whole. A review of this performance indicator is taking place, options include looking at ways of boosting the response rate, or measuring the performance of waste collection in other ways							
SCL07 Number of accident casualties on Norwich roads	445	400	▲	➡	445	400	▲
Comments: It is disappointing to see a slight rise in the number of casualties, including those 'Killed or seriously injured', at present it is too early to say if this marks an upward trend. Alongside Norfolk County Council, we will continue to monitor the trends'							

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
SCL01 % of streets found clean on inspection	92.0%	94.0%	●	➡	90.5%	94.0%	●
Comments: In all 306 sites across the city were surveyed in November 2016. With regard to littering eleven (11) streets were grade C. The land use with the highest percentage of failed transects for litter were Other Highways. The survey revealed that the areas with the highest percentage of detritus were in areas with prevalence for parked cars and other highways. Of the sites surveyed, thirteen sites were graded at C and one graded at C- (Chalk Hill Road alleyway)							
SCL03 % of people feeling safe	72.4%	77.0%	●	➡	75.9%	77.0%	●
Comments: The % of people feeling safe has reduced this quarter. Whilst it is not always possible to identify the causes of either increases or decreases in people's feelings of safety, this period has seen an increase in reported organised drug related criminal activity in Norfolk including Norwich. The police and partner response to this is Operation Gravity that has received regular coverage in the media and whilst the publicity highlights the success of police and partner activity, the high profile nature of increased criminal activity will likely impact on people's feelings of safety.							
SCL04 Residual household waste per household (Kg)	100.5	99.0	●	➡	306.6	303.0	●
Comments: The council is working with the all our partners in the Norfolk Waste Partnership to identify methods of further reducing residual household waste arising. New projects and communications initiatives will be introduced in the coming years.							

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
SCL05 % of food businesses achieving safety compliance	96.1%	90.0%	★	➡	96.1%	90.0%	★
Comments: The hygiene standard of food premises in the City remains steady at approximately 96%. This includes 21 premises improved from failing to broad compliance when they were rerated.							
SCL06 % of residential homes on a 20mph street	39.3%	36.0%	★	➡	39.3%	36.0%	★
Comments: The target for the number of households included in a 20mph area has been exceeded, and work continues to include yet more streets within a 20mph area							
SCL09 CO2 emissions for the local area	13.5%	2.4%	★	➡	13.5%	2.4%	★
Comments: Due to a lag in data collection, reported figures relate to the year 2014.							
SCL10 CO2 emissions from local authority operations	8.7%	2.2%	★	➡	8.7%	2.2%	★
Comments:							
SCL11 % of people satisfied with parks & open spaces (Q)	87.5%	75.0%	★	➡	91.5%	75.0%	★
Comments: It is pleasing to see that satisfaction has stayed consistently high since the beginning of this financial year.							
SCL12 Percentage of people satisfied with their local environment	85.5%	78.0%	★	➡	85.0%	78.0%	★
Comments: People's satisfaction with the local environment continues to be above target and has increased in the last quarter which is very positive.							



	Safe, clean and low carbon city	Prosperous and vibrant city	Fair city	Healthy city with good housing	Value for money services	Corporate plan
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Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
PVC2 Delivery of the council's capital programme	72%	80%	●	➡	72%	80%	●
Comments: 3 projects assessed as red due to budget overspend. 5 projects assessed as amber as a result of potential overspend resulting from project delays.							
PVC7 Delivery of the heritage investment strategy action plan	55%	65%	●	➡	55%	65%	●
Comments: The Strategy contains a commitment to implement eighteen policies and ten projects. Since the last monitoring period the following actions have been undertaken:							
<ul style="list-style-type: none"> Policy 1 - Community involvement and educational outreach has been a feature of the Mile Cross Gardens project (see project 8) and many of the public spaces that have been improved in recent years were highlighted in the Nooks and Crannies historic walking tour publication. Policy 7 - Condition surveys for City Hall enabled correct identification of works and budgeting for 2017/18. Policy 8 - Carrow Hill House was sold following rapid and successful action to secure the property against vandalism following the departure of the previous tenant. Churchman House secured against incursion and vandalism while efforts made to find a new occupier. Policy 10 - No stewardship properties have been sold and asset reviews for stewardship properties always acknowledge the stewardship status. Policy 17 - Work continued on the public realm improvement of Westlegate and All Saints Green, improving the quality of the conservation area and helping to stimulate the refurbishment and occupation of the listed building at 20 Ber Street known as "The Barking Dickey". 							
Project 8 -The Mile Cross Gardens project entered its design phase.							

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
PVC1 Number of new jobs created/ supported by council funded activity	317	150	★	➡	317	150	★
Comments: The growth in jobs over the last 6 months is not surprising given that JSA unemployment continues at the lowest rates ever seen in Norwich. Alongside this there has been an upturn in the commercial property market and new business activity including a number of new shop and office openings.							
PVC3 Amount of funding secured by the council for regeneration activity (£ thousands)	4,166	250	★	➡	4,166	250	★
Comments: This is forecast to be £4.166M in total for 2016/7. Funding is from DfT through the Cycle City Ambition Grant. This funding has already been received. (June 2016). There is the Local Growth Funding allocated to the Westlegate/Golden Ball Street project and other projects in the Transport for Norwich programme . The funds have been allocated to county but are funding regeneration activity within the city's boundary but have not been included in the total.							
PVC5 Provision of free wi-fi in City Centre	100%	100%	★	➡	100%	100%	★
Comments:							
PVC6 Planning service quality measure	88%	83%	★	➡	88%	83%	★
Comments: The system to monitor planning service quality that has been developed by PAS (Planning Advisory Service) has been tested and is now available for use. We intend to commence measurement in quarter 4, 2016-17 and this will enable a wider range of factors to be captured, other than speed. We aim to be able to report on the planning service quality measure during 2017-18 once we have had some experience of its operation. The result reported here is a proxy using the planning performance measures reported to central government i.e. speed of processing of Major, Minor and Other applications. It is hoped that outputs in 2017-18 will appear in a different format, and will include measurements of speed, as part of a broader measure. However, this will be dependent on the receipt of information which is outside the council's full control as information will be processed via PA and the successful operation of the new quality measures from January 2017							
PVC8 % of people satisfied with leisure and cultural facilities	95%	90%	★	➡	95%	90%	★
Comments:							
PVC9 Number of visitors to the City	11,405,800	11,200,000	★	➡	11,405,800	11,200,000	★
Comments: Figure includes Day Trip visitors as well as staying visitors. Norwich continues to do well as a tourist destination as brand and identity awareness rise due to a combination of successful marketing campaigns and PR via VisitNorwich and Visit Norfolk over the last few years. The number of staying visitors is decreasing, but this could be attributed to the relatively low numbers of accommodation rooms within the city council area, and the high occupancy levels attributable to business stays in the city(not counted in tourism figures).							

Performance measures not contributing to the performance score for the Objective this quarter

Measure
CPlan15-20 Prosperous and vibrant city : PVC4 Number of new business start ups
Comments: This measure is reported on an annual basis in Q4.



Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
FAC1 Delivery of the reducing inequalities action plan	73%	75%	●	🔴	73%	75%	●
Comments: Inequality remains a key challenge in the city and the action plan is being delivered in partnership with a number of agencies, both locally in neighbourhoods and through seeking to influence other public and private sector partners. The action plan continues to evolve as opportunities arise with some anticipated actions taking longer to deliver whilst some new activities have arisen through leveraging external funding. Overall there is a strong basis to build on							

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
FAC2 % of people saying debt issues had become manageable following face to face advice	90%	86%	★	➡	90%	86%	★
Comments: Money Advise and Budgeting Services specialise in intensive support with vulnerable people, dealing with multiple debts. The practise means that at the start of the relationship clients require a lot of contact and one to one support. As the relationship develops the contact can be cut down. This does mean that after a while (depending on the client) staff can be freed up to help others. Very few clients are ever referred to other agencies for Debt relief orders or Bankruptcy and the aim is for clients to pay off their debts and adapt to behavioural change by learning the 'Savings Bug'							
FAC3 Delivery of the digital inclusion action plan	51%	50%	★	➡	51%	50%	★
Comments: Performance is on target, having launched a network of Digital Hubs, promoted various activities for Get Online Week 2016, and established more regular support sessions. Volunteer recruitment is strong and consistent, with new volunteers being trained regularly. Looking ahead, 2017 will see more Digital Hubs launched, more partnerships nurtured and an uptake of small community grants for DI purposes. In addition we will be working more closely with our staff to promote the sharing of digital knowledge and skills in the community, and other City Council departments (particularly Sheltered Housing) to offer more opportunities for our residents to engage with the project.							
FAC4 Timely processing of benefits	100.0%	100.0%	★	➡	100.0%	100.0%	★
Comments: Housing benefit continues to be processed in a timely manner including new claims, changes, discretionary housing payments and appeals. This is a high volume area and pressure continues on this service. A strong focus on change of circumstances has improved processing times and led to a well-managed process whilst maintaining the good performance in the other areas. Claimants still face pressures from welfare reforms and other economic factors and processing housing benefit within target helps to support those claimants.							
FAC5 No of private sector homes where council activity improved energy efficiency (YTD)	323	110	★	🔴	323	110	★
Comments: In quarter 3, private households were helped with energy efficiency measures for their homes. This constituted completed boiler replacements, cavity wall insulation, loft insulation, energy performance certificates and boiler repairs							

Performance measures not contributing to the performance score for the Objective this quarter

Measure
CPlan15-20 Fair city : FAC6 % increase in contractors, providers and partner organisations paying a living wage
Comments: This measure is reported on an annual basis in Q4.



Measure	Actual	Target	▲ RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
HCH4 Number of new affordable homes developed on council land or purchased from developers	43	155	▲	✚	43	155	▲
Comments: The number of proposed homes has not changed but delivery has been delayed for a number of reasons including the need to address higher than anticipated costs. Work has now started at Goldsmith's Street in the early New Year and nearing completion at Hansard Close. We have also been granted planning permission on a number of council sites to enable new homes to be developed by Orwell Housing Association over the next 12 months.							
HCH7 % of council properties meeting Norwich standard	92.5%	100.0%	▲	✚	92.5%	100.0%	▲
Comments: At the end of Q3 the upgrade programmes that are used as a mid-year proxy for this measure were as follows (actual completions divided by projected completions at the end of Q3).							
Bathrooms: 953/1013 (94%) Doors: 1443/1809 (80%) Rewires: 129/287 (45%) Heating: 517/ 321 (161%) Kitchens: 767/685 (112%)							
There is always a slight slowdown in Q3 due to the Christmas break, but the rate of installs will increase during Q4 and NPS is confident of programme completion by year end.							

▲ Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
HCH9 No of private sector homes made safe	70	75	●	✚	70	75	●
Comments: Delivery against this measure varies through the course of the year usually due to the nature and complexity of the current cases. The total for the year to date currently stands at 70 with another 34 expected to be completed by the end of the year.							

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
HCH03 No of empty homes brought back into use	24	20	★	🔴	24	20	★
Comments:							
HCH1 Delivery of the Healthy Norwich action plan	75%	75%	★	🟢	75%	75%	★
Comments: The Healthy Norwich partnership with colleagues from the health sector maintains steady progress in delivering effective initiatives such as 'The Daily Mile' in schools and a voluntary smoking ban in parks. We are continuing to explore how initiatives such as 'Social Prescribing' can be embedded alongside other preventative aspects of the health and social care landscape for the benefit of Norwich residents experiencing health inequalities							
HCH2 Relet times for council housing	13	16	★	🟢	15	16	★
Comments: 248 homes were let in the third quarter, taking the YTD total number of relets to 876. The average relet time for both general needs and sheltered (and therefore also for the quarter as a whole) was 13 days. The YTD figure is now below target at 15 days.							
HCH5 Preventing homelessness	61.8%	55.0%	★	🔴	62.9%	55.0%	★
Comments: While external factors such as cuts to other services are undoubtedly creating pressure on our housing options team, our prevention-focused approach continues to meet and, in this instance, exceed target. Future challenges such as the introduction of Universal Credit, the Homelessness Reduction Bill and cuts to support services will cause further pressure on our limited resources in the near future and in this environment, such high performance may be difficult to maintain.							
HCH6 % of people who feel that the work of the HIA has enabled them to maintain independent living	100	90	★	➡	100	90	★
Comments:							
HCH8 % of tenants satisfied with the housing service	85%	77%	★	🟢	85%	77%	★
Comments: 1,071 housing tenants have responded in the last 12 months to this quarterly local area survey run by customer contact. Having been in excess of 85% in Q4 2015-16 and Q1 of this year, satisfaction levels in Q2 fell to 81.7%, but have recovered in Q3 to 87.75%, giving a rolling 12-month figure of 85.4% satisfied at the end of Q3 this year.							
The most recent STAR survey was conducted at the end of 2014/15 with a result of 82%, an increase of 11 percentage points on the previous survey. The STAR survey is a representative survey carried out every two years.							



Measure	Actual	Δ Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
⊕ VFM4 Avoidable contact levels	30.8%	15.0%	▲	➡	30.6%	15.0%	▲
Comments: Following the review of how data is being captured for avoidable contact, training has been provided across the teams to ensure that the definition of what constitutes avoidable contact is clearly understood and as a result the data now being captured accurately reflects the actual customer experience. New realistic targets are being set for the coming year. Specific work with the top 3 service areas that generate the highest levels of contact will continue in order to understand and reduce the levels of avoidable contact.							

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
⊕ VFM1 % of residents satisfied with the service they received from the council	99.4%	93.0%	★	➡	99.3%	93.0%	★
Comments:							
⊕ VFM2 Council achieves savings targets	2,300,...	2,300,...	★	➡	2,300,...	2,300,...	★
Comments: We successfully delivered a package of general fund savings of £2.3 million for 2016/17 achieving the target							
⊕ VFM5 Channel shift measure	11.0%	8.5%	★	➡	15.0%	7.3%	★
Comments: We continue to promote and develop online contact including use of customer accounts through our new website and will stretch our targets next year.							
⊕ VFM6 % of income owed to the council collected	96.9%	95.0%	★	➡	96.9%	95.0%	★
Comments:							
⊕ VFM7 % of income generated by the council compared to expenditure	48.4%	44.2%	★	➡	48.4%	44.2%	★
Comments: The quarter 3 outturn general fund income for 2016/17 financial year is forecast to equate to 48.4% of expenditure which is above the target of 44.2%.							
⊕ VFM8 % of customers satisfied with the opportunities to engage with the council	58%	52%	★	➡	58%	52%	★
Comments: People's satisfaction with the opportunities to engage with the council continues to be above target and has increased in the last quarter which is very positive.							
⊕ VFM9 Delivery of local democracy engagement plan	2	2	★	➡	2	2	★
Comments:							

Performance measures not contributing to the performance score for the Objective this quarter

Measure
VFM3 % of council partners satisfied with the opportunities to engage with the council
Comments: This measure is reported on an annual basis in Q4.

Report to Cabinet
15 March 2017
Report of Head of HR and learning
Subject Pay Policy Statement 2017-18

9

Purpose

To consider and recommend to full council the pay policy statement for 2017-18.

Recommendation

To consider and recommend to full council to approve the pay policy statement for 2017-18.

Corporate and service priorities

The report helps to meet the corporate priority “Value for money services”.

Financial implications

The pay policy statement sets out current remuneration arrangements and there are no additional or increased financial consequences of this report.

Ward/s: All

Cabinet member: Cllr Alan Waters – Leader of the council

Contact officers

Dawn Bradshaw, head of HR and learning

01603 212434

Background documents

None

Report

Pay policy statement 2017/18

1. This report sets out a draft pay policy statement as required under Section 38 (1) of the Localism Act 2011. The Localism Act requires English and Welsh authorities to have considered approved and published a pay policy statement for each financial year. The pay policy statement must be approved by a resolution of the full council by 31 March each year.
2. The pay policy statement has been prepared having regard to the Department of Communities and Local Government (DCLG) publication Openness and accountability in local pay: Guidance under section 40 of the Localism Act 2011 and supplementary guidance.
3. The pay policy statement must express clearly the council's policies relating to the pay of its workforce, particularly its senior management and lowest paid employees. The pay policy statement must include:
 - (a) The remuneration of its chief officers including the level and elements of remuneration.
 - (b) The remuneration of its lowest paid employees
 - (c) The definition of the lowest paid employees adopted by the council for the purposes of the pay policy statement and the council's reasons for adopting that definition.
 - (d) Remuneration of chief officers on recruitment
 - (e) Use of performance related pay and bonuses for chief officers
 - (f) The approach to the payment of chief officers on their ceasing to hold office under or to be employed by the council
 - (g) The publication of and access to information relating to remuneration of chief officers.
4. The council's pay policy statement is not specific to chief officers but applies to the whole workforce.
5. The pay policy statement for 2017-18 (Appendix A) has been updated to reflect changes since the last statement, notably:
 - (a) Section 1.3 and 1.5 salaries have been updated to reflect the National Joint Council (NJC) pay award effective from 1 April 2017.
 - (b) Section 2.4 and 2.6 change of job title from Executive head of service to Director. Salaries have been updated to reflect the Joint Negotiating Committee (JNC) pay award effective from 1 April 2017.
 - (c) Section 2.7 addition of reference to remuneration for deputising for the chief executive.

(d) Section 5.2 pay multiples have been updated based on data as at 31 December 2016.

Senior pay remuneration panel

6. The senior pay remuneration panel was established from April 2013 to afford good governance in the council's approach to senior pay and to provide a verifiable and accountable process for recommending levels of senior pay and reward that ensure decisions are made in an open and accountable way.
7. The senior pay remuneration panel did not meet in 2016-17 as there were minimal proposals in respect of senior pay and no significant changes in market trends. Arrangements will be made for the panel to meet in 2017-18 to review and consider the current workforce profile and any current issues and pay and benchmarking data.

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 completing the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	Cabinet
Committee date:	11 March 2015
Head of service:	Head of HR and learning
Report subject:	Pay Policy Statement 2015/16
Date assessed:	2 March 2014
Description:	

	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 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"/>	
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"/>	Job evaluation of senior posts will identify any issues in relation to equal pay Full equality impact assessment carried out prior to implementation of pay and grading structure
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	
None	
Negative	
None	
Neutral	
None	
Issues	
None	

Norwich City Council Pay Policy Statement 2017- 18

Introduction

This pay policy statement is provided in accordance with Section 38 of the Localism Act 2011 and is effective from 1 April 2017. The pay policy statement will be updated and approved at full council each financial year.

Norwich city council provides a wide range of services and recognises that levels of reward need to reflect the requirement to develop and sustain a high performance culture to deliver complex and diverse functions. The level of reward therefore needs to be sufficient to attract and retain talented people needed to maintain and improve the council's performance and lead the council, particularly in times of financial challenge.

Scope

This document sets out the council's pay and reward arrangements for the whole workforce including senior pay arrangements. Remuneration for the purposes of this statement includes three elements:

- basic pay
- pension
- all other allowances arising from employment

Current Pay Structure

1. Employee remuneration up to and including heads of service

- 1.1 Employees up to and including head of service grades are subject to the National Joint Council (NJC) for local government services national agreement on pay and conditions of service. These are supplemented by locally agreed collective agreements reached with trade unions recognised by the council.
- 1.2 The current pay structure was introduced on 1 October 2011 following a comprehensive review of pay and grading under the national single status agreement and to meet the requirements of equal pay legislation. Executive approved the pay structure on 22 July 2009.
- 1.3 Cost of living pay increases are made in line with NJC national negotiations. Pay scales were updated following notification of the two year NJC pay award of 1% in each year effective from 1 April 2016 and 1 April 2017.
- 1.4 The council's pay structure commences at spinal column point (SCP) 12 up to SCP 65. SCP'S 12 to 49 reflect the NJC national pay points, SCP'S 50 to 65 are locally agreed pay points.

There are 14 grades within the pay structure. Each grade has 4 incremental points, with the exception of grade 1 and grade 14, which contain 3 incremental points. Grade 1 is the lowest grade and grade 14 is the highest of these pay grades. Grades 13 and 14 apply to head of service posts. Grade 13 is not currently used.

Posts are allocated to the pay grades through a process of formal job evaluation using the NJC job evaluation scheme.

1.5 Pay and grading structure – pay rates from 1 April 2016 – 31 March 2018

Grade	JE score	SCP	01 April 2016		01 April 2017	
			Annual Salary	Hourly Rate	Annual Salary	Hourly Rate
1	Up to 260	12	£15,823*	£8.20	£16,123**	£8.36
		13	£16,191	£8.39	£16,491	£8.55
		14	£16,481	£8.54	£16,781	£8.70
2	261-291	15	£16,772	£8.69	£17,072	£8.85
		16	£17,169	£8.90	£17,419	£9.03
		17	£17,547	£9.10	£17,772	£9.21
		18	£17,891	£9.27	£18,070	£9.37
3	292-332	19	£18,560	£9.62	£18,746	£9.72
		20	£19,238	£9.97	£19,430	£10.07
		21	£19,939	£10.34	£20,138	£10.44
		22	£20,456	£10.60	£20,661	£10.71
4	333-373	23	£21,057	£10.91	£21,268	£11.02
		24	£21,745	£11.27	£21,962	£11.38
		25	£22,434	£11.63	£22,658	£11.74
		26	£23,166	£12.01	£23,398	£12.13
5	374-414	27	£23,935	£12.41	£24,174	£12.53
		28	£24,717	£12.81	£24,964	£12.94
		29	£25,694	£13.32	£25,951	£13.45
		30	£26,556	£13.76	£26,822	£13.90
6	415-455	31	£27,394	£14.20	£27,668	£14.34
		32	£28,203	£14.62	£28,485	£14.76
		33	£29,033	£15.05	£29,323	£15.20
		34	£29,854	£15.47	£30,153	£15.63
7	456-501	35	£30,480	£15.80	£30,785	£15.96
		36	£31,288	£16.22	£31,601	£16.38
		37	£32,164	£16.67	£32,486	£16.84
		38	£33,106	£17.16	£33,437	£17.33
8	502-547	39	£34,196	£17.72	£34,538	£17.90
		40	£35,093	£18.19	£35,444	£18.37
		41	£36,019	£18.67	£36,379	£18.86
		42	£36,937	£19.15	£37,306	£19.34
9	548-593	43	£37,858	£19.62	£38,237	£19.82
		44	£38,789	£20.11	£39,177	£20.31
		45	£39,660	£20.56	£40,057	£20.76
		46	£40,619	£21.05	£41,025	£21.26
10	594-644	47	£41,551	£21.54	£41,967	£21.75
		48	£42,474	£22.02	£42,899	£22.24
		49	£43,387	£22.49	£43,821	£22.71
		50	£44,811	£23.23	£45,258	£23.46
11	645-695	51	£45,717	£23.70	£46,174	£23.93
		52	£46,928	£24.32	£47,397	£24.57

		53	£48,171	£24.97	£48,652	£25.22
		54	£49,449	£25.63	£49,943	£25.89
12	696-751	55	£50,759	£26.31	£51,267	£26.57
		56	£52,105	£27.01	£52,625	£27.28
		57	£53,484	£27.72	£54,019	£28.00
		58	£54,902	£28.46	£55,451	£28.74
13	752-812	59	£56,357	£29.21	£56,921	£29.50
		60	£57,850	£29.99	£58,428	£30.28
		61	£59,384	£30.78	£59,977	£31.09
		62	£60,957	£31.60	£61,556	£31.91
14	813 +	63	£62,571	£32.43	£63,197	£32.76
		64	£64,230	£33.29	£64,872	£33.62
		65	£65,932	£34.17	£66,591	£34.52

**SCP 12 is below the living wage foundation rate of pay of £8.45 per hour. A supplement will be paid to equate to the living wage.

- 1.6 Employees on Grade 1 are defined as our lowest paid employees.
- 1.7 Employees who have previously transferred to the council under TUPE Regulations or are due to transfer from 1 April 2017 retain the terms and conditions of employment of their previous employer, with the exception of pension provision, and are not covered by the provisions of this pay policy statement.

2. Chief Executive and Chief Officer Pay

- 2.1 The Chief executive and corporate leadership team are accountable for the implementation of agreed strategy and policies and for developing council services and delivering value for money. It is important to the council and local residents to have a highly effective management team in place in these senior roles.
- 2.2 The grading structure for chief officer pay, excluding heads of service and senior managers who are covered by arrangements detailed in 1, was approved by Executive on 6 February 2008. The grading structure for the chief executive was approved by Executive on 7 September 2005.
- 2.3 The current pay arrangements are locally determined and operated. Cost of living pay increases are made in line with Joint Negotiating Committee (JNC) national negotiations for Chief Executives and Chief Officers. Pay scales for the chief executive and chief officers were updated following notification of the JNC pay award of 1% with effect from 1 April 2016 and 1% with effect from 1 April 2017.
- 2.4 Recommendations on chief executive and chief officer pay above head of service level are considered and agreed by Cabinet. A senior pay remuneration panel established from April 2013 review the pay and reward arrangements, and make recommendations to Cabinet, in relation to the remuneration of the following posts:

Chief executive
Directors

The remit of the senior pay remuneration panel is laid down in the membership and terms of reference agreed at Cabinet on 18 February 2013, updated from 1 April 2015.

- 2.5 New appointments to be paid a salary package of £100,000 per annum or above are approved by full council. The post of chief executive is the sole post which carries a salary range of over £100,000 per annum.

2.6 Chief executive and chief officer grading structure

Post	FTE	Spine point	Full time equivalent salary £	
			1 April 2016	1 April 2017
Chief executive (head of paid service)	1	150	£120,080	£121,281
		151	£122,809	£124,037
		152	£125,539	£126,794
		153	£128,267	£129,550
		154	£130,996	£132,306
Director	4.0	106	£70,616	£71,322
		107	£73,978	£74,718
		108	£77,341	£78,114
		109	£80,704	£81,511

- 2.7 One of the director posts has additional responsibilities for deputising for the chief executive and receives an honorarium equivalent to 10% of their basic annual salary.
- 2.8 The terms and conditions of employment for the chief executive and chief officers are determined in accordance with collective agreements, negotiated from time to time, by the JNC for Chief Executives and the JNC for Chief Officers, as set out in the Scheme of Conditions of Service. These are supplemented by local agreements reached with trade unions recognised by the council and by the rules of the council.

3. Heads of service and senior managers

- 3.1 Some senior officers are classed as non statutory chief officers or deputy chief officers under the Local Government and Housing Act 1989, due to the council's organisational structure.
- 3.2 In accordance with the Local Government and Housing Act 1989 a non statutory chief officer for the purposes of this pay policy statement is defined as a person who reports directly to or is accountable directly to the head of paid service. A deputy chief officer is defined as a person who reports directly to or is directly accountable to a statutory or non statutory chief officer. This definition excludes secretarial, clerical and support services.
- 3.3 These senior officers and heads of service are not subject to the pay and conditions of service determined by the JNC for Chief Officers of local authorities but are employed under NJC terms and conditions and are paid in line with the pay structure detailed in 1.5.

4. Other arrangements

4.1 Election Fees

The Returning Officer has overall responsibility for the conduct of elections and is appointed under the Representation of the People Act 1983. The role of returning officer is carried out by an employee of the council but is carried out in a personal capacity and

is distinct and separate from their duties as an employee. Election fees are paid for the additional duties and are paid separately to the normal salary arrangements.

The Chief executive is the council's Returning Officer.

Fees for Parliamentary, Police Commissioner, Referendum and European elections are set by parliamentary statutory order.

Fees for undertaking County and District elections are calculated in accordance with a formula agreed annually by the Norfolk Chief Executives Group, supported by the County Electoral Officers Group.

The setting of Returning Officer fees is considered by a meeting of the Chairpersons of the Norfolk authorities' member remuneration panels.

Other employees of the council, including senior officers within the scope of this policy may receive additional payment for specific election duties.

4.2 Monitoring Officer (S51 Local Government and Housing Act 1989)

The council's monitoring officer is provided by an employee of Norfolk County Council who carries out the role under a delegation of function agreement. The remuneration arrangements for the post of monitoring officer are not covered under this pay policy statement.

4.3 S151 officer (S151 Local Government Act 1972)

The function of s151 officer is provided by Cambridgeshire County Council under a delegation of function agreement. The remuneration arrangements for the post of S151 officer are not covered under this pay policy statement.

5.0 Lowest and highest paid employees

5.1 The councils lowest paid employees are paid on Grade 1 of the pay structure. The minimum pay point paid to any employee is SCP 12 of the pay structure. This equates to a basic salary of £16,123 per annum. The salary range for Grade 1 is £16,123 to £16,781 per annum.

The council's highest paid employee is the chief executive. The chief executive salary scale ranges from £121,281 to £130,997 per annum.

5.2 Pay Multiples

The ratio between the highest paid employee and other employees based on the median earner is:

The ratio of the highest and lowest pay point is:

The pay multiple has been calculated based on all taxable earnings for the period 1 January to 31 December.

In calculating the pay ratios, full time equivalent salaries have been used.

5.3 The council does not have a policy on maintaining or reaching a specific pay ratio between the highest and lowest paid employees.

6.0 General principles applying to remuneration of all employees

6.1 Living wage

The Council is an accredited living wage employer and has adopted a living wage policy for employees, agency workers and contractors engaged through the Council's procurement processes.

The minimum point of the pay structure is currently below the living wage. A supplement is paid to employees on the minimum point of the pay structure to equate to the living wage.

6.2 Pay on appointment

Starting salary on appointment is determined by assessment of relevant experience and competence to undertake the job role and taking account of current salary level. Salary on appointment will be within the salary range for the post.

6.3 Pay progression

All employees are remunerated on a pay range. The pay policy recognises that movement through defined pay ranges should continue as employees increase their effectiveness and expertise through knowledge and experience and employees will normally receive an annual increment on 1 April each year. Employees appointed between 1 October and 31 March receive their first increment after 6 months in post and any subsequent increments on 1 April each year. Any progression is subject to the maximum of the pay grade.

Accelerated increments can be awarded on the basis of special merit or ability, subject to the maximum of the scale not being exceeded.

6.4 Relocation and disturbance

Relocation expenses may be granted where new employees are required to move to the area in order to take up employment and their circumstances meet the criteria laid down in the relocation assistance scheme.

Existing employees required to move home for their employment or who incur additional costs as a result of a decision of the council in respect of their employment may be eligible for reimbursement of some expenses depending on the circumstances.

6.5 Expenses and Travel

- Travel for work

Employees are not required to provide a car for work purposes and pool cars are available for official work travel.

Employees may choose to use their own transport for official work travel and are reimbursed at the following rates:

Mileage per mile first 8,500 miles	46.9 p
Mileage per mile after 8,500 miles	13.7 p

These rates are reviewed and, where appropriate, updated in line with the NJC car allowance rates.

Employees required to have access to a vehicle, because of the nature of their duties are classified as operational users. Operational users have access to pool cars but may also use their own vehicle and be reimbursed mileage.

- **Car Parking**

Operational users who work in or from city hall are provided with a city centre car park pass for work purposes if they use their own vehicle for work.

Employees who are required to remain at work or return to work to attend an evening meeting will be provided with a city centre car park pass to enable them to attend the evening meeting.

Employees working at other council buildings may use the parking at the site, where this is available.

- **Subsistence**

Subsistence will be paid to employees who necessarily incur additional expense in the course of their work. Claims will generally be supported by a receipt. Actual expenditure is reimbursed, subject to locally agreed maximum amounts.

6.6 **Bonus scheme**

The council does not operate a bonus scheme.

6.7 **Performance related pay**

The council does not operate a performance related pay scheme.

6.8 **Professional fees and subscriptions**

The council reimburses professional fees and subscriptions to employees undertaking approved studies towards a professional qualification, which require professional membership. The subscription is paid for the period of the studies, subject to satisfactory progress being made.

The council reimburses professional fees to statutory chief officers where the professional membership is a requirement in accordance with their statutory function.

6.9 **Overtime and enhancements**

Some posts within the council attract enhancements and/or overtime payments. Overtime and enhancements are applied in accordance with set criteria which are nationally and locally agreed.

6.10 **Honoraria**

If it is appropriate for an honorarium to be paid, this will be in accordance with agreed principle for payment of honoraria.

6.11 **Severance arrangements**

On ceasing to be employed by the council, employees will only receive compensation where this is appropriate as outlined below:

Employees who are dismissed for redundancy and who have a minimum of two years' continuous service with the council will normally be entitled to be paid statutory redundancy pay, which is calculated according to the individual employee's age, length of service and gross weekly pay subject to a statutory maximum.

The Local Government (early termination of employment) (Discretionary Compensation) England and Wales Regulations 2006 enable local authorities to increase redundancy payments above the statutory maxima subject to certain limits and to pay discretionary compensation in certain circumstances. Norwich city council has exercised its discretion to increase the redundancy payment as follows:

- The council will disregard the statutory upper pay limit when calculating a week's pay for the purposes of the statutory redundancy payment. This means that the employee's actual week's gross pay will be used for this purpose.

and

- The statutory redundancy payment with the upper pay limit disregarded as set out above will be enhanced by a factor of 2.2.

Such discretionary enhanced redundancy payments will be made to employees who:

- are entitled to receive a statutory redundancy payment;
- or
- have voluntarily agreed to the termination of their employment where, had they been dismissed, the dismissal would have been by reason of redundancy.

Redundancy payments paid by the council may therefore comprise the required element: which is the statutory redundancy payment and the discretionary element: which provides for a discretionary enhanced redundancy payment.

Redundancy calculation is the same across the council irrelevant of position and pay grade.

Employees aged 55 and over and who are redundant and are members of the local government pension fund immediately become entitled to receive their pension benefits. Pension benefits are not increased or augmented in these circumstances.

Outplacement support is offered to all employees who are redundant.

Severance packages in excess of £100,000 will be considered at full council.

6.12 **Pension**

All employees who have a contract of employment for at least 3 months and are under age 75 are eligible to join the Local Government Pension Scheme. Employees who are eligible for membership automatically become members of the scheme unless they opt out.

The council make a contribution to the employee's pension, expressed as a percentage of the employee's pensionable pay. The contribution rate is assessed and set every three years following an actuarial valuation of the Norfolk Pension Fund.

The employee also makes a contribution to their pension. The contribution rates vary from 5.5% to 12.5% of actual pensionable pay.

From 1 October 2013 Norwich city council auto enrolls all eligible employees into the Local Government Pension Scheme in accordance with legislative requirements.

6.13 **Flexible retirement**

The council gives consideration to requests for flexible retirement from employees aged 55 and over who reduce their grade and/or hours of work. This enables the employee to have immediate access to their Local Government Pension Scheme benefits whilst retaining employment.

Requests are normally only granted when the overall financial impact is neutral or results in savings for the council.

The council does not waive any actuarial reductions resulting from early payment of pension benefits for flexible retirement.

6.14 Market supplements

The council does not currently pay market supplements. Should there be a future requirement for payment of market supplements a protocol for payment of market supplements will be agreed.

6.15 Re- engagement

All posts are advertised in accordance with the council's recruitment policies and appointment and any decision to re-employ a former employee, who left their employment in receipt of a severance or redundancy payment, will be made on merit.

Interim management appointments are made in accordance with the council's procurement policies and the provisions for contract for services.

The council will not engage a former city council employee within the scope of this policy outside of these arrangements.

6.16 Tax avoidance

The council will seek to appoint individuals to vacant posts using the recruitment procedures on the basis of contracts of employment and apply direct tax and national insurance deductions from pay through the operation of PAYE.

Where consultants are recruited the council will seek to avoid contractual arrangements which could be perceived as being primarily designed to reduce significantly the rate of tax paid by that person, such as paying the individual through a company, effectively controlled by him or her.

6.17 Salary sacrifice

The council provides salary sacrifice arrangements for childcare vouchers and the cycle to work initiative.

7.0 Amendment and review of pay policy

The council's pay policy statement will be reviewed and agreed by full council on an annual basis and before 31 March each year.

Subject to circumstances it may be necessary to amend the pay policy statement during the year that it applies. Any amendment will be by resolution of the full council.

The policy and any subsequent amended policy will be published on the council's website within 21 days of full council approval. Information on senior management salaries is published on the website in accordance with the Code of Recommended Practice for Local Authorities on Data Transparency and will be updated on 1 April each year.

Report to Cabinet
15 March 2017
Report of Strategy manager
Subject An overview of external relationships, contracts and grants
2017-18

Item

10

KEY DECISION

Purpose

To consider commissioned services for the period 2017-18. These are both planned and current relationships with external organisations including partnerships, grants, contracts and shared services.

Recommendation

To note the partnerships and business relationships and contracts registers, as well as the grants to be awarded for 2017-18.

Corporate and service priorities

The report helps to meet all the corporate priorities

Financial implications

All arrangements funded within existing budgets

Ward/s: All Wards

Cabinet member: Councillor Waters - Leader

Contact officers

Adam Clark, Strategy manager 01603 212273

Tracy Woods, Business relationship and procurement manager 01603 212140

Background documents

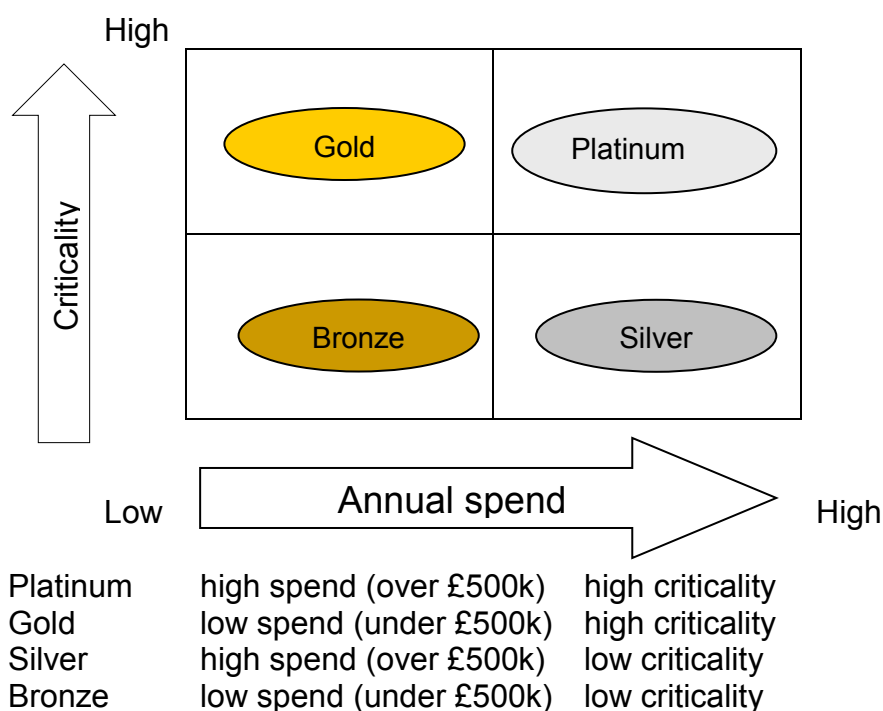
None

Background

1. This report provides an overview of the council's formal relationships with external agencies, focusing mainly on commissioned services. It collates the current and proposed contractual, partnership and grant relationships across the council in one central place. This ensures a transparent and comprehensive picture for decision makers. Analysis is below, with detailed information in the Appendices. Bearing in mind the number of partners and contractors we work with, this is an overview and therefore further information is available upon request. Some information is for the previous financial year, others are intended for the coming financial year.

Contract Relationship Management

2. Contract managers are required to carry out contract monitoring. On an annual basis the contract managers for the platinum and gold contracts complete and return to the procurement team a contract performance review checklist.
3. In 2016/17 the numbers of contracts that fall within the platinum and gold categories have increased. In total there are:
 - 12 'platinum' = high spend (over £500k) and high criticality business relationships and contracts
 - 23 'gold' = low spend (under £500k) and high criticality business relationships and contracts
4. Each contract is categorised using the matrix below:



5. A review took place of the contract monitoring documentation in 2016/17 which resulted in changes to areas that required monitoring for example the addition of a Modern Slavery Act 2015 question.

6. Figure 1 – Checklist results returned for the platinum contracts:

Area of Review		
RAG (Scoring System)		Movement Where questions were asked in both 2016 & 2017
Green	327	5 ↑
Amber	42	259 ↔
Red	6	9 ↓
N/A	4	

Contract managers will have agreed measures in place with the relevant contractors to achieve improvements for the red or amber responses. These areas in particular will be highlighted at client contractor performance reviews.

7. Appendix 1 contains a chart outlining the values of the platinum and gold business and contract relationships in place.

Partnerships Register

8. The register now records 35 partnership arrangements and their corresponding partnership significance score which is the one more than last year. Two partnerships have been removed and three added.

9. Partnerships removed:

(a) Norfolk drug and alcohol partnership

The drug and alcohol partnership has ceased to meet from January 2016 following a transfer of responsibility for the commissioning of drug and alcohol services to the Director of Public Health.

(b) Norfolk Youth Justice Board

Norwich City Council provided a district presence on the NYJB and this has been moved to another district council from January 2016 due to a change in role of the lead officer.

10. Partnerships added:

(a) Digital Inclusion Project

The Digital Inclusion Project started in April 2015 to support the digital inclusion agenda in the city. There is a Steering Group which led by Norwich City Council and the council's lead officer is the Digital Inclusion Project Co-Ordinator. There are a number of partners in the project, including voluntary and community sector organisations and housing associations. The project, which scores as moderately significant, is due to run until at least March 2018.

(b) Norwich Early Help Hub (NEHH) Partnership

This is a multi-agency partnership governance board which was established in May 2015 to drive the delivery and development of NEHH for Norwich. The partnership is led by Norwich City Council as NEHH host and Jo Sapsford, Early intervention and community safety manager, is lead officer. Other organisations in the partnership are Norfolk County Council children's and adult services, NHS Norwich CCG, Norfolk Healthy Child Programme, Norfolk Constabulary and NHS Norfolk Mental Health Trust. The partnership scores with minor significance.

(c) River Wensum Strategy Partnership

This partnership was established in December 2014 to develop and implement a joint strategy for the River Wensum, aiming to manage the River Wensum and surrounding area for the benefit of the city and its residents, while also increasing access to, and use of, the river itself. Cllr Stonard chairs the project board and the council's lead officer is Judith Davison, Planning Policy Team Leader (Projects). Norwich City Council is the lead partner and other partners are the Broads Authority, Norfolk County Council, Environment Agency, Wensum River Parkway Partnership. The partnership scores as moderately significant.

Highly significant partnerships

11. Through implementing the corporate governance framework the council has identified the same two highly significant partnerships as last year:

(a) Norfolk Safeguarding Children Board (NSCB)

(b) Norwich & HCA Strategic Partnership

12. These highly significant partnerships will be assessed more rigorously for the strength of their governance arrangements, taking into consideration that governance arrangements should be proportionate to the risks involved.

Analysis of partnerships which are not highly significant

13. The majority of partnerships have remained static within their significance bandings with only the following changes:

14. Norfolk Biodiversity Partnership (NBP) has changed from moderate to minor significance. This is due to Norfolk County Council, who host the NBP, deleting the post of co-ordinator so we have ceased our financial contribution. The plan is for the partnership to continue but it is not clear in what format.

15. The following partnerships which are not overall highly significant contain individual lines that score highly and may require further focus. In particular, this supports the chief finance officer to review the financial performance of those partnerships which are financially highly significant but not classified as highly significant overall:
- (a) Greater Norwich Growth Board
 - (b) Norfolk and Norwich Festival
 - (c) Writers Centre Norwich
 - (d) Norfolk Community Safety Partnership, which is not highly significant scores a five in relation to the purpose of the partnership: 'Is the council required to set up the partnership by law or in order to receive additional funding or to meet the requirement of an assessment regime?'
16. Eighteen of the 35 partnerships on the register score four or five in relation to links to corporate priorities: 'To what extent does the partnership contribute to the achievement of priorities in either the corporate plan or a service plan?'
17. The exact amount of direct financial contribution the council makes to each partnership can be seen in Appendix 1. The total sum contributed in 2016-17 compared to 2015-16 has increased by just under £75,000. This is largely due to a contribution of £22,000 to the Digital Inclusion Project which is new to the register this year, and an extra £50,000 towards the joint team who are updating the Greater Norwich Local Plan, in addition to the usual contribution to the Greater Norwich Growth Board.

Voluntary, community and social enterprise sector grants

18. A total of £256,000 amount has been made available in annual grants to voluntary, community and social enterprise (VCSE) sector organisations for 2017-18. This includes grants have been extended as they remain effective. There have been no new awards as part of the annual grants programme although there will be some more funding available for further grants during the course of the year. Details of these will be published at an appropriate time.
19. Details of the awards can be found in appendices 1 and 2. Awards have been made against all corporate priorities, other than 'A healthy city with good housing' and 'Value for money services'. The 'healthy city with good housing' priority is met through a range of partnerships and commissioned services, including the council's participation in Healthy Norwich. This partnership has awarded around £40,000 worth of funding to the VCSE sector in 2016, and will award a further £40,000 of funding in 2017 to fund activities which support the Healthy Norwich priorities. These are not represented in this report. The funding previously awarded for voluntary sector infrastructure under the 'value for money' priority is being reviewed as part of the council's wider review of VCSE engagement and community enabling.

20. The amount awarded under each priority can be seen in the following table:

Corporate Priority	2016-17	2017-18
Fair city	£209,500	£209,500
Prosperous and vibrant city	£57,725	£32,500 (at time of publication)
Safe, clean and low carbon city	£15,000	£14,000
Value for money services	£24,603	£0 (at time of publication)
TOTAL	£306,828	£256,000

21. Small grants and partnership organisations have not been included in the breakdown of grants in Appendix 1. Small grants are for £500 or less are agreed twice a year and listed on the website when awarded.

22. Additionally we provide grants 'in kind' to the value of £23,899, which covers 35 separate arrangements ranging in value from £30.00 to £3,000. Under these arrangements we provide 'in kind' support to a range of VCSE organisations through such things as officer time, use of buildings and parking space. These are outlined against service area in Appendix 1. This is a lower total value than in the previous year, owing to the two large value 'in kind' arrangements in that previous year, although there has been an increase in the number of organisations supported.

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 completing the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	Cabinet
Committee date:	15 March 2017
Director / Head of service	Adam Clark
Report subject:	An overview of external relationships, contracts and grants 2017-18
Date assessed:	1 March 2017
Description:	A register of intended relationships and funding for external organisations

	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"/>	Value for money remains a criteria for assessment of all relationships within this report
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"/>	Continued funding of a new model of financial inclusion delivery
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"/>	Through commissioning grants and contracts to organisations promoting welfare and well being of vulnerable residents
<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 checked="" type="checkbox"/>	<input type="checkbox"/>	Through commissioning grants and contracts to organisations promoting welfare and well being of vulnerable residents
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Through commissioning grants and contracts to organisations promoting welfare and well being of vulnerable residents

	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"/>	Specific grants to support cohesion agenda and the corporate 'fair city' priority.
Eliminating discrimination & harassment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Specific grants to support cohesion agenda and the corporate 'fair city' priority.
Advancing equality of opportunity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Specific grants to support cohesion agenda and the corporate 'fair city' priority.
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Specific grant around city access
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Grants and partnerships related to natural and built environment
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

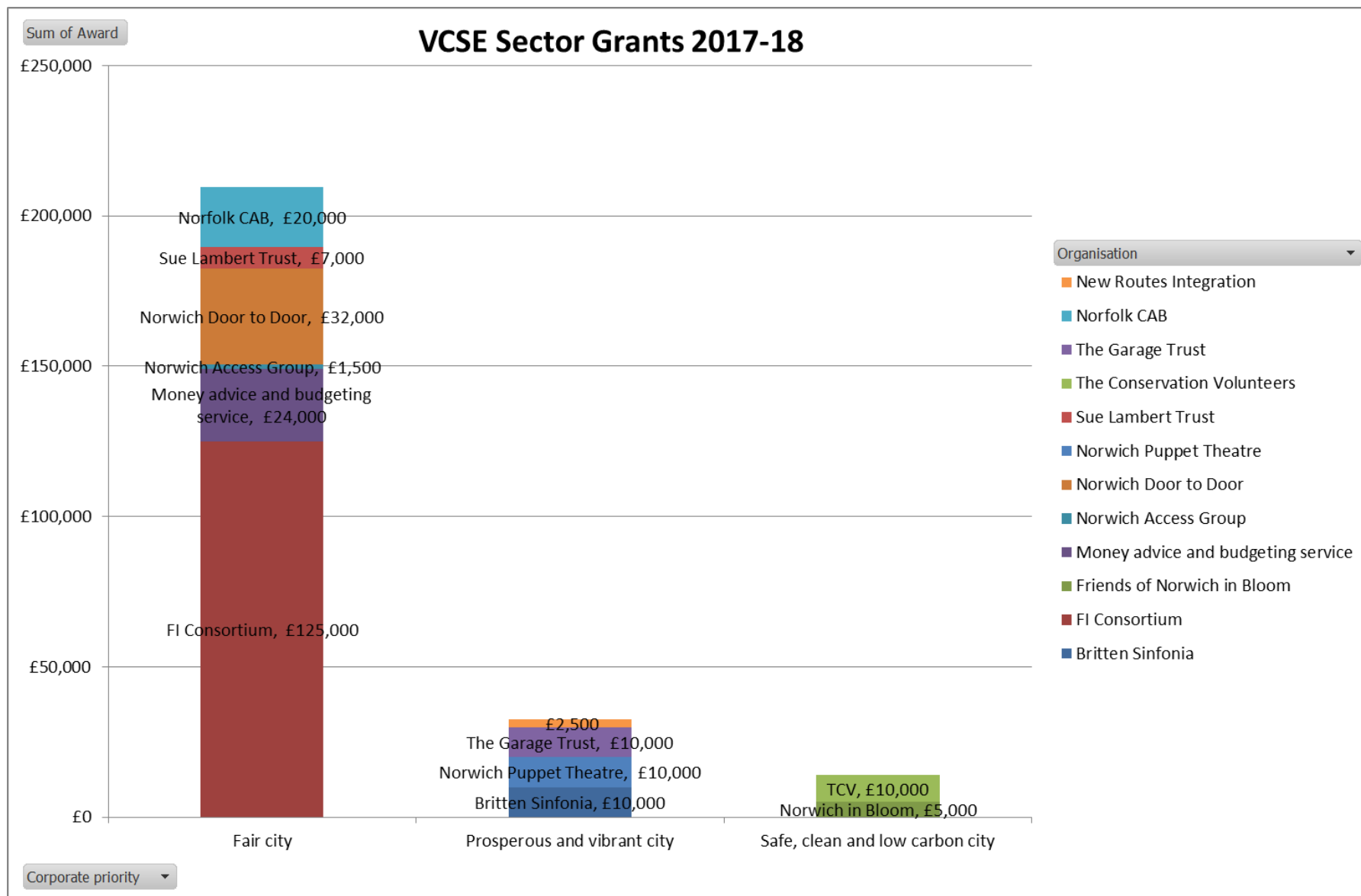
Ensure grants and partnerships processes continue to reflect wider relevant strategies, including reducing inequalities, environmental policy and Healthy Norwich. Explore opportunities to ensure greater cohesion between grants, partnerships and other council activities.

Negative

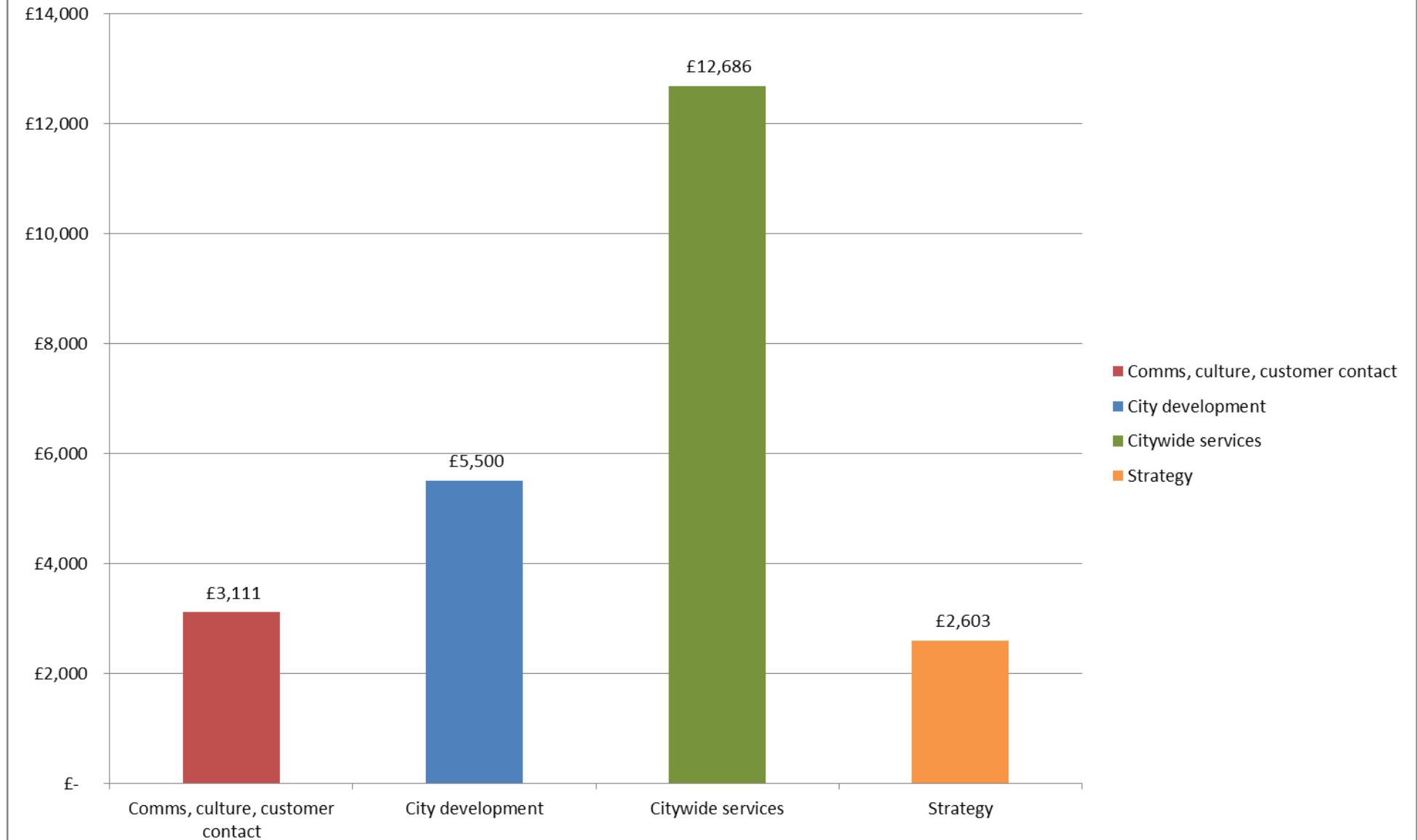
Neutral

Issues

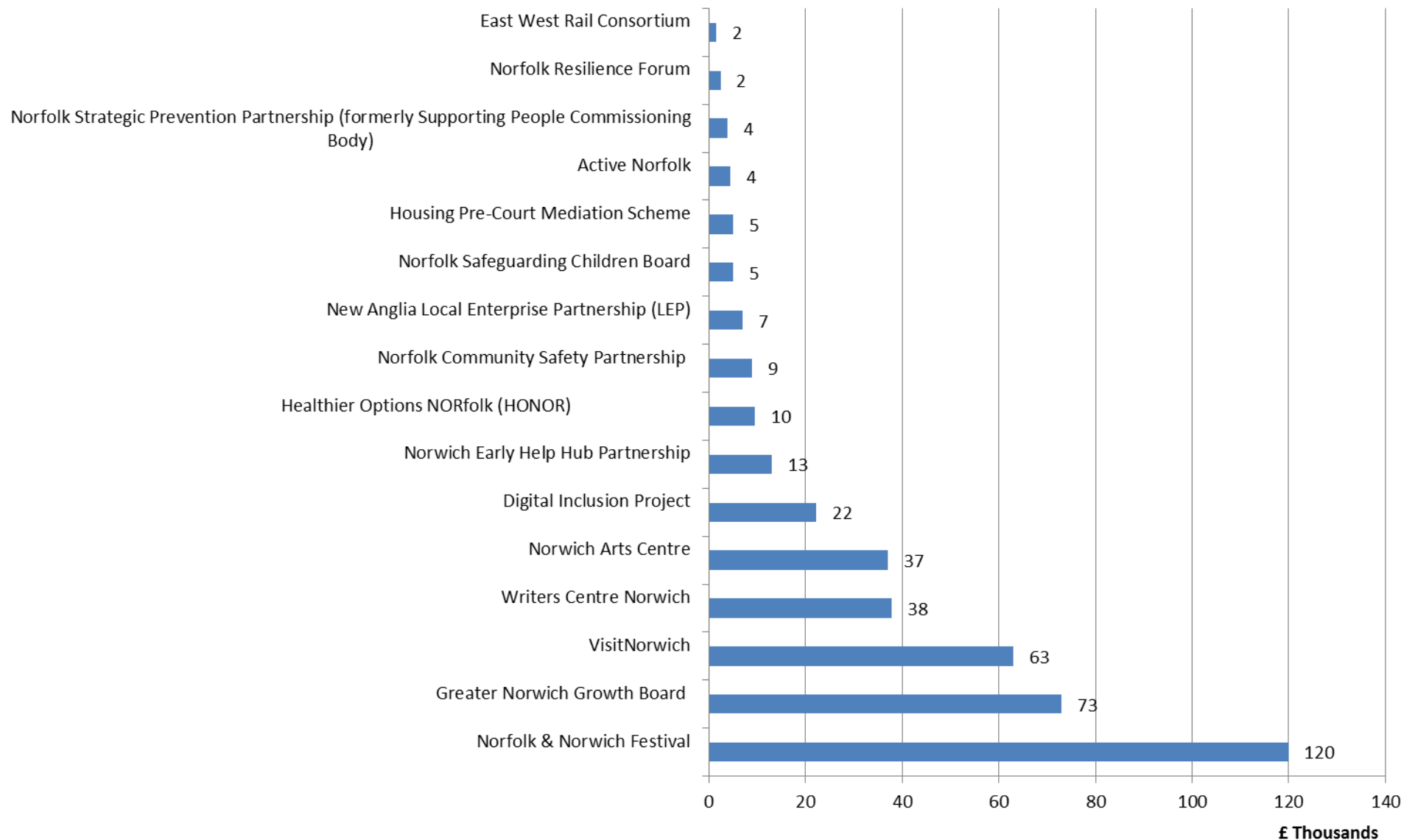
Appendix 1 – please note that the graph below covering VCSE grants shows the upcoming 2017-18 financial year grant award decisions that have been made, whereas other graphs show existing arrangements for the current financial year 2016-17



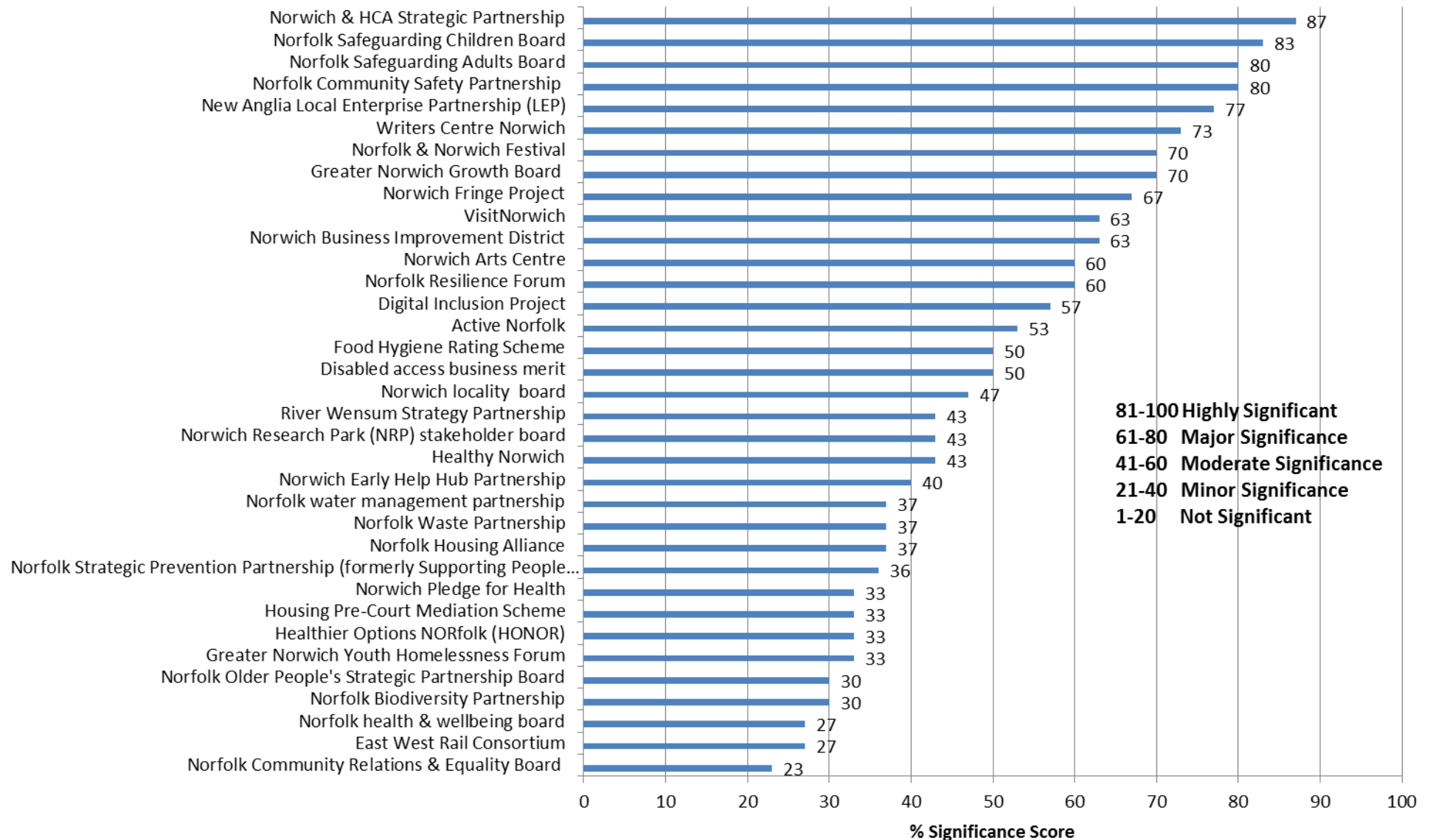
Grants in Kind Value 2016-17

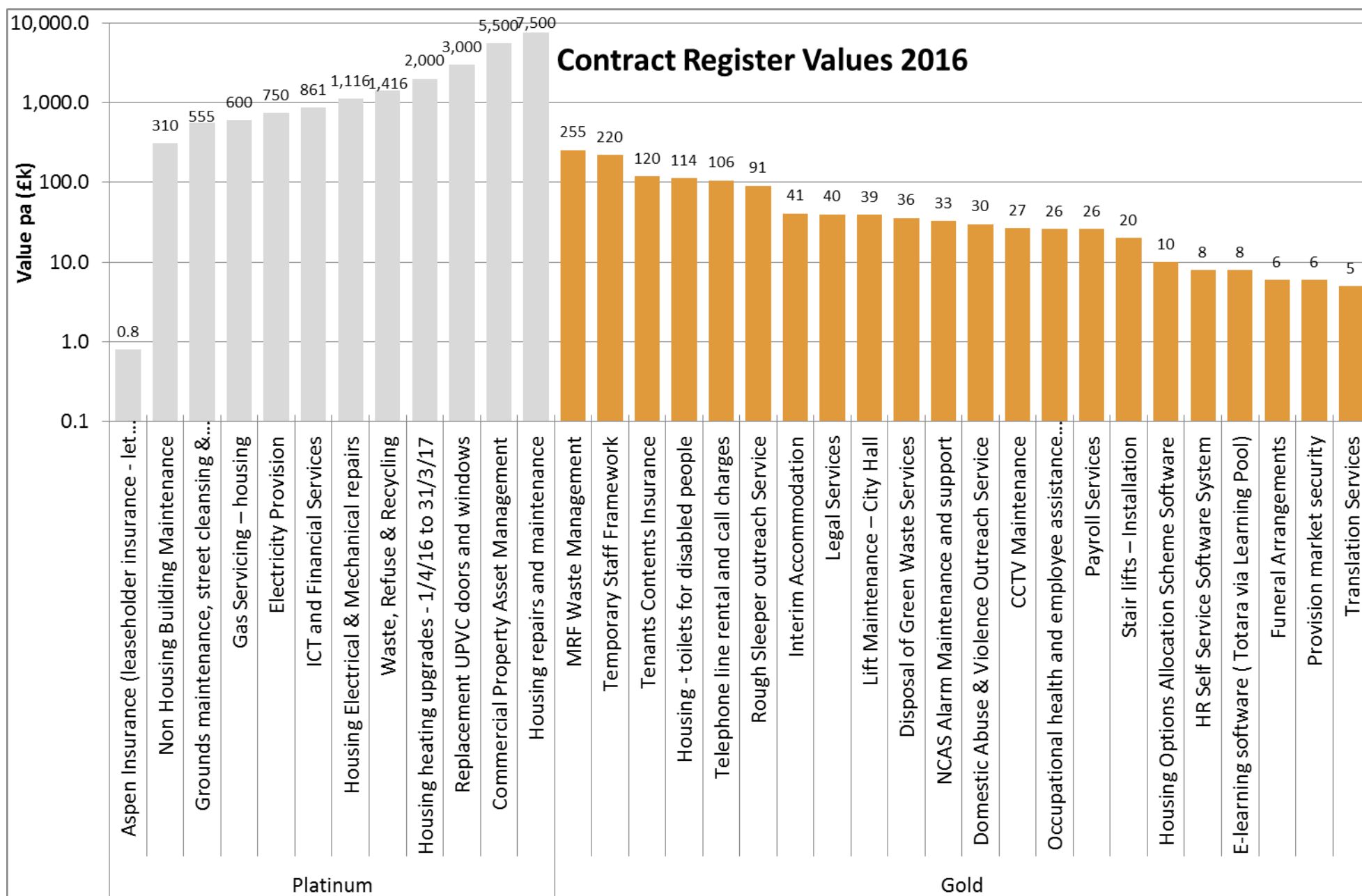


Direct financial contribution made to the partnership 2016 -17



Partnerships register significance score (%)





Grants 2017-18

Sums shown in the Award column are just for this year.

All have been extended by one year from 2016-17; no new awards this year.

Organisation	Period of award	Activity	Award
Fair city			
Financial Inclusion Consortium (NCLS, Age UK Norwich, Equal Lives, MAP and Shelter)	1 April 2017 to 31 March 2018	A grant to work in partnership to deliver a range of social welfare advice, casework and representation services in order to reduce financial and social exclusion and inequalities.	£125,000
Money Advice and Budgeting Service (MABS)	1 April 2017 to 31 March 2018	A grant to provide an innovative debt consolidation and repayment service for families struggling financially, across the whole of Norwich.	£24,000
Norfolk CAB	1 April 2017 to 31 March 2018	A grant to support Norwich residents around social welfare issues through triage, initial advice and information, signposting and referral to other advice and support services.	£20,000
Norwich Access Group	1 April 2017 to 31 March 2018	A grant to support a local advocacy group of disabled people who are actively involved in trying to improve access for disabled people to all aspects of life in the city of Norwich and surrounding area.	£1,500
Norwich Door to Door	1 April 2017 to 31 March 2018	A grant to fund core costs to deliver a subsidised 'dial a ride' type accessible bus transport, to disabled children and adults and older mobility impaired people.	£32,000
Sue Lambert Trust	1 April 2017 to 31 March 2018	A grant to support core costs of providing a helpline and counselling service for men and women survivors of sexual abuse, past and present.	£7,000

Organisation	Period of award	Activity	Award
Prosperous and vibrant city			
Britten Sinfonia	1 April 2017 to 31 March 2018	A grant to contribute towards core costs of delivering the orchestra lunchtime and evening series of concerts in Norwich and creative learning activity in the community.	£10,000
New Routes Integration	1 April 2017 to 31 March 2018	To support the delivery of events during Refugee Week in June 2017.	£2,500
Norwich Puppet Theatre	1 April 2017 to 31 March 2018	A grant to support the only puppet theatre in England outside of London in its ongoing linked education and production programme.	£10,000
The Garage Trust	1 April 2017 to 31 March 2018	A grant to provide a programme of live performances and events by new, emerging and professional artists and companies relevant to the interests of young people, along with accredited vocational training courses for young people aged 11 to 25; in particular those from disadvantaged backgrounds.	£10,000
Safe, clean and low carbon city			
The Conservation Volunteers	1 April 2017 to 31 March 2018	A grant to operate practical environmental projects in Norwich to enable local people to help care for and improve their local environment, as well as develop practical conservation skills, life skills, experience and confidence.	£9,000
Friends of Norwich in Bloom	1 April 2017 to 31 March 2018	A grant to run local floral competitions and encourage wider support for horticultural or environmental improvements. As a group of volunteers working in partnership with the community and local businesses, it achieves recognition in national competitions demonstrating how Norwich manages its attractive and clean image.	£5,000

Report to Cabinet

15 March 2017

Item

Report of Director of neighbourhoods

Subject Award of contracts for structural repairs to council homes

11

KEY DECISION

Purpose

To seek approval for award of contracts for structural repairs and improvements to council homes and to consider the award of the contracts.

Recommendation

To award the structural repair and improvement contracts for:

- 1) Vale Green Phase 2 concrete repairs and deck membrane replacement to Acclaim Contracts Ltd.
- 2) Portway Place and Hall Road – structural repairs to type MM blocks of flats to JB Specialist Refurbishments Ltd.
- 3) Omnia Phase 5 Heartsease – concrete repairs and staircase and deck membrane replacement to Thomas Sinden Ltd.

Corporate and service priorities

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

Financial implications

The financial consequences of this report are the award of contracts for structural repairs and improvements with a total tendered cost of £944,884.90 which is included within the Housing Revenue Account financial forecasts and budgets for this financial year (2016/17).

Ward/s: Multiple Wards

Cabinet member: Councillor Harris – Deputy leader and council housing

Contact officers

Gary Atkins, Associate Director of Operations 01603 227903

Carol Marney, Head of Operational Property Management 01603 227904

Lee Robson, Head of Neighbourhood Housing 01603 212939

Background documents

None

Report

Background

1. The council has a programme of structural repairs and improvements to ensure the housing stock remains in a good state of repair and tenants have quality homes to live in. The contracts covered in this report form a part of this programme of works.
2. The scope of the contracts includes concrete repairs and the replacement of deck membranes to flats at Vale Green, Portway Place and Hall Road, and concrete repairs and replacement staircases and deck membranes in Omnia type flats at Heartsease. The staircases are made of reinforced concrete which has deteriorated. Some can be repaired but others have deteriorated to a point where it is more economic to replace rather than repair. The deck membranes protect the concrete walkways between flats from water ingress which causes rusting of the steel reinforcement and subsequent structural failure.

Tender process

3. The contracts were advertised on the council's e-tendering portal and Business Link/Contracts Finder.
4. The tender return dates were 2 December (Heartsease), 18 January (Vale Green) and 27 January 2017 (Portway Place and Hall Road).
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 then evaluated to ensure that suppliers met the Council's basic requirements.
6. At the same time suppliers submitted details in the form of method statements proposing how they would meet the requirement for the work package and the price that they would 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. Five suppliers returned tenders for the Vale Green Phase 2 contract and the highest scoring tender was submitted by Acclaim Contracts Ltd.
8. Two suppliers returned tenders for the Portway Place and Hall Road contract and the highest scoring tender was submitted by JB Specialist Refurbishments Ltd.
9. One supplier returned a tender for the Heartsease contract. This was Thomas Sinden Ltd.
10. The supplier selection process was the same for each contract. The responses given were evaluated against pre-determined criteria. This quality assessment carried a maximum of 60% of the marks. The lowest price was allocated 40% of the marks and marks were then deducted, pro-rata, with each increasing tender price.
11. It is recommended that the contracts be awarded as shown below:

Contract Title	Successful Bidder	Tender Amount
Vale Green Phase 2 – Structural repairs	Acclaim Contracts Ltd	£225,014.21
Portway Place and Hall Road – Structural repairs to type MM flats	JB Specialist Refurbishments Ltd	£208,998.84
Omina Phase 5 – Heartsease – Structural repairs	Thomas Sinden Ltd	£510,871.85

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	15 March 2017
Head of service:	Head of neighbourhood housing services
Report subject:	Award of contract for structural repairs to council homes
Date assessed:	10 February 2017
Description:	Replacement of external concrete staircases, concrete repairs and replacement waterproof deck membranes to low rise flats

	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 tender process ensures that the Council achieves the best value for money at that particular time.
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"/>	
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"/>	

	Impact			
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The contract will ensure the built environment is maintained and improved to a high standard.
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"/>	<p>1. There is a risk of challenge from an unsuccessful supplier. This risk is mitigated by the fact the value of contracts is below the thresholds in the Public Contracts Regulations. Also the tender has followed an open process with award criteria being based on the lowest compliant tender, but there is always a risk of challenge from unsuccessful suppliers.</p> <p>2. There is a risk that the appointed supplier could fail during the duration of the contracts. This is low risk due to the relatively short nature of the contracts and the planned nature of the works. In addition to this the Council is not investing in the supplier and so the risk is one of service continuity rather than financial, which is further mitigated by the fact the work is planned not responsive in nature.</p>

Recommendations from impact assessment
Positive
Value for money and the built environment.
Negative
Neutral
Issues

