

Report to	Cabinet 20 January 2021	Item
Report of	Interim Director of people and neighbourhoods	8
Subject	Environmental Services: overview of services to be commissioned from Norwich City Services Limited (NCSL)	

KEY DECISION

Purpose

To consider the key principles of the contract for environmental services to be awarded to NCSL and the contract for support services to be awarded by NCSL to the Council and a variation to the existing contract with Northgate for the Tenancy and Estate Management System.

Recommendations:

To:

- 1) delegate authority to the Director of People and Neighbourhoods in consultation with the Cabinet member for Safe and Sustainable City Environment to award a contract for environmental services to NCSL for the six year period 1 April 2021 to 31 March 2027, with the option to extend a further period of 5 years on an annual basis. The amount for 2021/22 is £6.543m. The total value for the 11 year period is estimated to be £75.816m;
- 2) delegate authority to the Director of Resources to agree and enter into a contract for provision of Support Services to NCSL for the six year period 1 April 2021 to 31 March 2027, with the option to extend a further period of 5 years on an annual basis. The amount for 2021/22 is £0.522m. The total value for the 11 years period is estimated to be £6.283m;
- 3) approve a variation to the Tenancy and Estate Management System contract with Northgate for the period to 31 January 2027 for the value of £0.399m; and
- 4) approve the reprofiling of capital spend between financial years, increasing the 2020/21 capital programme by £0.066m and reducing the 2021/22 programme by the same value. The capital program is funding the contract variation and purchase of assets.

Corporate and service priorities

The report helps to meet the corporate priority great neighbourhoods, housing and environment.

Financial implications

The report outlines the final contract values for 2021/22 relating to:

Environmental Services - £6.543m

Support Service - £0.522m

The full contract values, assuming 11 years on the current specifications are:

Environmental Services - £75.816m

Support Service - £6.543m

Within the contract values, there is an assumed asset charge. These costs diminish as assets come to the end of their useful life and the company business plan will identify investment in new assets and how that will be funded.

Cabinet are recommended to approve the reprofiling of capital spend between financial years as detailed in section 13, increasing the 2020/21 capital programme by £0.066m and reducing the 2021/22 programme by the same value.

Given the overall programme costs remain at the original £1.270m approved by Full Council in July 2020 the reprofiling is considered to be in accordance with existing budget approvals. The estimates for each asset type have been varied to facilitate the additional IT hardware requirements required for more flexible working, contract variation costs associated with the Northgate system and the purchase of a few vehicles from the Norse group to facilitate the smooth transition of services.

It is important to note that there may need to be further profiling changes between 2021/22 and 2022/23 or a potential risk additional investment might be required once more service information is available for the Phase 2 building repairs service transfer.

Legal Implications

Section 1 of the Localism Act 2011 provides the Council with a general power of competence, allowing the Council to do anything that individuals generally may do.

Section 111 of the Local Government Act 1972 gives the Council the power to purchase goods and services.

The public contracts with NCSL fall outside the scope of Part 2 of the Public Contract Regulations 2015 (PCR), because of the so-called "Teckal" exemption in regulation 12 of PCR. The Council is satisfied that the conditions in regulation 12.1 are fulfilled for the "Teckal" exemption to apply.

The Council must be mindful of the rules with regards to State Aid. Any services provided by the Council to NCSL will have to be provided at a commercial rate or General Block Exemptions will need to be utilised in order to avoid issues of State Aid. The services will be provided to NCSL at a commercial rate.

Under the Constitution, any decision to award a contract over the PCR thresholds is a key decision which must be made by the Cabinet. As the overall spend will be above circa £189,330, this is a key decision for Cabinet approval.

The entry into the contracts is subject to the Council's Contract Procedure Rules (CPR). Paragraph 6.2 of the CPR provides that the Cabinet has power to waive any requirements within the CPR subject to compliance with the law.

The award of the contract to NCSL by the Council will give rise to a relevant transfer for the purpose of TUPE. NCSL is not obliged to offer transferring employees access to the Local Government Pension Scheme, but it may need to enter into an admission agreement for the purposes of those employees who were previously members of the LGPS prior to the original outsourcing to NNE.

The variation of the contract with Northgate to meet the IT and systems, in the assessment of the Council, meets the requirements of PCR Reg.72(1)(b) and shall be documented by deed of variation.

Ward/s All

Cabinet member: Councillor Maguire - Safe and sustainable city environment

Councillor Kendrick - Resources

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1. Background

1.1 Norwich Norse Environmental (NNE), the Council's Joint Venture arrangement with Norse Commercial Services, has delivered a wide-ranging portfolio of over fifty different functions to the city since 2013. Services are provided citywide and in some way influence the lives of all residents and visitors.

1.2 Services are provided in areas including:

- Grounds maintenance
- Street cleaning
- Building and car park cleaning
- Parks and cemeteries
- Trees
- A range of environmental functions including pest control, graffiti removal, stray dogs, fly-tipping clearances and the collection of needles and other sharps.

1.3 Cabinet has determined that from April 2021 these services will be provided by a new Council wholly-owned limited company – Norwich City Services Limited (NCSL).

1.4 The programme for change that is transferring service delivery from NNE to NCSL – which will complete by 1 April 2021 – will deliver the following:

- Creating a wholly-owned limited company to deliver environment services as well as building repairs and maintenance services which will transfer to the company in 2022
- Recruiting to the new posts of Managing Director of NCSL, Chair of the Board, and Non-Executive Director and setting up the company board
- Drafting service specifications and contracts
- Awarding contracts to the company to deliver services
- Completing a depot ready for service delivery
- Procuring plant, vehicles and all equipment to deliver the services
- Planning and implementing all the IT requirements
- Planning and implementing all support services – ICT, HR, procurement etc.
- Planning and implementing SHEQ (Safety, Health, Environment and Quality) requirements
- Planning and implementing all transfers including staff, equipment etc.

1.5 Given the timescale of the decision to transfer services from 1 April 2021 and the requirement to maintain a suitable level of quality services to residents, the approach taken has been one which will largely “lift-and-shift” current services initially.

1.6 To support improvements in provision of services and value for money, a Service Development Plan (SDP) has been developed. Council staff, managers, supervisors and staff from Norse have been involved in developing the SDP. The SDP contains a range of initiatives, projects and activities. Following transfer of services on 1 April 2021 the SDP will become a ‘live plan’ with its delivery monitored by the Council and NCSL.

2. Environmental Services Contract – Key Principles

2.1 Environmental services will be delivered by NCSL in accordance with the contract which has been developed by the project team with legal support. The following principles have been applied when developing the contract:

- All existing service specifications have been reviewed (and amended where required) to ensure that each individual service is delivered in accordance with the requirements of the Council.
- All internal stakeholders have been consulted and have contributed to their specifications, including - car parks, markets, parks and open spaces, trees, housing, and cemeteries
- Going forward, engagement will be an active, permanent ongoing process
- A pricing structure (Bill of Quantities) sets the rates at which NCSL charges for services and this will be further reviewed and refined during 2021/22
- Key performance indicators are transferred from NNE to NCSL, with a commitment to further develop these during 2021/22 and to compare KPIs with national performance models to ensure that value-for-money is consistently achieved.
- NCSL should make best efforts to perform services in accordance with the Councils key policies, including Environmental Strategy, Neighbourhood Strategy, Procurement Strategy and the principles around community engagement.

2.2 A new set of contract Terms and Conditions have been developed, these have been enhanced to respond to lessons learnt from previous JV contracts in respect of governance, performance management, escalation, exit.

2.3 The contract specifies the services to be delivered, set out in the Schedule 1 – Services Specification. The contract will also specify: company policies, assets, organisational structures and governance arrangements. The following documents and policies will be in place by 1 April 2021:

- Business Plan – to be refreshed annually and approved by the Council, with updates on performance reviewed by Cabinet on a 6 monthly basis. To include financial and staffing requirements to deliver the services, outputs, KPIs, monitoring, risks and any improvements.
- Budget & Company Governance Framework - a joint board will be established and will meet monthly to review and monitor performance against the Business Plan, make recommendations for delivery of services, consider and monitor new business. Performance reports will be shared with Cabinet on a 6 monthly basis.
- Joint operational meetings are planned to meet on a fortnightly basis.
- Business Continuity and Disaster Recovery Plans
- Safety, health, environmental and quality (SHEQ) Policy
- People Policies – to include Safeguarding, Anti-Slavery, Equality & Diversity

2.4 The contract allows for other policies and plans to be developed by NCSL during their first year to allow the new Company Board and Management Team to have input. These include:

- Environmental Strategy
- Union Engagement Agreements
- Quality Policy and Plan
- People & OD Strategy, L&D Plan
- Exit Plan

2.5 The Company will provide Company financial and non-financial information to the Council on an open-book basis providing full transparency which shall include but not be limited to the pricing of the contract and the cost base.

3. Environmental Services Contract - Property and Assets

3.1 The Council has granted the Company a 20 year lease for 22 Hurricane Way (the Depot). Other properties may be used on a non-exclusive licence basis.

3.2 The company has continued with the principle of leasing the majority of vehicles. Four specialist vehicles will be purchased from the Norse group. The capital program amendments include the purchase of these vehicles.

3.3 Any assets owned by the Council which the company uses for the provision of services will be chargeable.

4. Environmental Services Contract – Consultation

1.1 Formal consultation has been undertaken with Tenants and Leaseholders, in line with our statutory obligations, through the following channels:

- Tenant Panel
- Tenant & Leaseholder Magazine – article with email address to provide feedback
- Citizens Magazine – article with email address to provide feedback
- Consultation feedback channel remains open

1.2 Whilst there were some clarifying questions asked there has been no substantive feedback has been received through consultation feedback channels to date.

1.3 Internal Council clients have been fully-engaged with proposals and projects affecting their services and their comments and requirements have supported the development of:

- A new set of contract Terms and Conditions – enhanced to respond to lessons learnt from previous JV contracts.
- Review of all environment specification for services, method statements and KPIs with clients and key stakeholders.

- Review of specific specifications for; car parks, markets, parks and open spaces, trees, housing, cemeteries.
- Engagement and involvement of specific service clients will be an active, permanent and ongoing process following transfer of services on 1 April 2021. This will:
 - Provide feedback on final contract to ensure clients and stakeholders expectations are managed.
 - Establish how ongoing engagement between council Clients, Stakeholders, Services users and NCSL. can be maintained
- The Council will have the opportunity in the first 6/12 months to review the Contract via the Contract Management Board which will involve engagement with Stakeholders, Service Users and NCSL to make any formal changes to the Contract, Specification and Schedules. All will be subject to both parties agreement through the formal change process.

2. Environmental Services Contract – Continuous Service Improvement

2.1 The SDP will underpin improvements to service delivery during the contract term, following transfer of services. The SDP will be formally agreed with the NCSL Board and presented to Cabinet for formal approval each spring. Delivery will be in line with agreed timescales will be monitored by the council through regular performance updates by the NCSL Board. Performance reporting arrangements will be set out in the NCSL Business Plan. An in year performance update will be presented to Cabinet for scrutiny in the autumn of each year which is in keeping with the requirements for Norwich Regeneration Ltd – the council’s other wholly-owned company.

2.2 Service development initiatives within the SDP will include:

- Business planning
- Costs and resources
- Service delivery issues
- Communications, visibility and accountability
- Environmental improvements
- Performance management

2.3 NCSL will work within the following key principles to ensure that its activity aligns with Council corporate priorities and business planning:

- The same financial procedures as the Council
- The same procurement procedures as the Council – including Social Value Policy
- Contribute to the Council’s Environmental Strategy and aspirations
- KPIs and Management Information
- Improved escalation and exit clauses
- General refresh and update of key terms (GDPR, Pensions, TUPE etc.)

6. Environmental Services Contract – Client budget summary

6.1 The council has determined the client costs associated with commissioning these services from NCSL as well as developing an indicative Year 1 company budget overview which has been agreed in principle by the managing director of NCSL.

6.2 The table below provides an overview of the budget estimates and comparison to the indicative business case which has increased the company's projected loss by £ 0.044m in year 1. The company is assumed to return a profit in years 2 and 3, similar to the indicative business case approved in July 2020.

NCSL 2021/22 Budget Estimates

Type of Income/Expenditure	NCSL Indicative 2021/22 £000	NCSL Estimates 2021/22 £000	Variance £000
Council core contract income	6,424	6,543	(119)
External/Council income	100	288	(188)
Sales	6,524	6,831	(307)
Turnover	6,524	6,831	(307)
Materials	186	199	13
Supplies & Services	152	105	(47)
Direct employee costs (inc. Agency)	3,688	3,793	105
Sub-Contractors	46	38	(8)
Transport Costs	780	1,060	280
Equipment Costs	193	224	31
Other direct Costs	32	48	16
Total Direct Costs	5,077	5,467	390
Indirect employee costs (inc. Agency)	628	701	73
Indirect Costs - Other	449	519	70
Total Indirect Costs	1,077	1,221	143
Total Central Overheads Reallocation	704	522	(183)
Profit/(Loss)	(335)	(379)	(44)

6.3 The main variations relate to:

- Core contract - finalisation of Environmental Services contract at £6.543m;
- External/Council Income - detailed analysis of external third party contracts and variable income streams from council departments;

- Direct employee costs - incorporation of the agreed living wage increases;
- Indirect employee costs - additional investment in specialised resources to manage the health and safety requirements of the company including fleet management;
- Indirect costs other - insurance cost estimates increased pre tender following specialist advice on current market costs;
- Central overheads - reduction in the support services charges primarily relating to:
 - a reduction in assumed FTE required to support the company;
 - a change in IT resource assumptions with transformation costs now charged to the transition budget; and
 - the transfer of the self-insurance fund to the company budgets

7. Council Support Services Contract - key principles

7.1 Following member workshops earlier in 2020, it was agreed that the Council will provide support services to NCSL. The services to be provided are HR & Organisational development, Finance, ICT, Procurement, Legal, Insurance and Communications.

7.2 The following key principles from the contract are summarised below:

- the service provision shall primarily mirror that provided to the Council's service areas;
- insurance and legal shall be delivered through variation of the Council's existing relationships with LGSS and Nplaw;
- the contract term shall sync and co-terminate with the environmental and building contracts - being 6 years from 1 April 2021 with the option to extend on an annual basis for a further 5 years;
- the contract allows a process for variation and termination.

8. Council Support Services Contract - terms & conditions:

8.1 The Council will provide services with reasonable skill and care, indemnify each other for their negligence or default, and applies a limit to potential liability.

8.2 The following provision is made in respect managing performance:

- nominated Contract Liaison officers and a Contract Management Board, meeting frequency to be determined by parties;
- volumes shall form part of the regular management information provided to NCSL and will be developed as services are delivered;
- Contract Management Board shall review performance and make recommendations regarding delivery of the services, with performance reporting to Cabinet on a 6 monthly basis;
- the Council shall maintain business continuity arrangements.

9. Council Support Services Contract – Schedules Key Features

9.1 Service level agreements (SLAs) for each of the services have been produced and form part of the contract for services.

9.2 The SLAs include

- deliverables - tasks, software & systems used, data and policies
- KPIs and statements on assurance as to compliance and delivery
- service fees
- defined responsibilities split between the Council and NCSL to ensure tasks are delivered and KPIs achieved
- ICT assets to be provided with an asset charge but Council retains ownership

9.3 The SLAs have been developed, reviewed and agreed with the key stakeholders including the Managing Director of NCSL.

10. Council Support Services Contract - budget principles

10.1 The council has agreed in principle with NCSL a charge for support services totalling £0.522m during 2021/22. This contract equates to an 8% overhead charge in the first year of the company, which is anticipated to reduce in year 2 when the building and repairs service transfers to NCSL.

11. IT and systems requirements

Norwich Norse Building and Norwich Property Services

11.1 Norwich Norse Building and Norwich Property Services will transfer in 2022. As well as access to day to day systems and mobile devices, both require a major system refresh including:

- Appointment booking
- Scheduling of jobs
- Contract management
- Property and estate management

How are the Council addressing this?

11.2 The Council's housing legacy system Academy is at end of life and will be replaced next year. When the Council evaluated a new housing system for the organisation, included in the thinking was the potential for meeting additional requirements and capabilities for insourcing the Joint Ventures.

11.3 Northgate was the successful contractor, and it is proposed to secure additional modules to meet the needs of the new company and the Council through them.

11.4 This approach will enable the services currently delivered by Norse Property Services Norwich (NPS Norwich) and Norwich Norse Buildings (NNB) to

continue without interruption or disruption to the citizens and the businesses once they have been transferred to the Council and NCSL respectively.

11.5 These modules are required to enable those services to continue to deliver the upkeep and management of all Council properties, both residential and commercial. They will not only ensure continuity of services, but deliver a platform that will help the Council to achieve efficiency and transformation, both for these services and others within the Council and NCSL.

12. IT and systems requirements - Rationale

- No additional infrastructure IT investment is required for any of these modules
- No additional interfaces need to be developed as the modules will be interlinked by design
- A single, fully integrated source of data and processing for teams managing tenants, tenancies, property maintenance and improvements
- A single view of the case management for all repair activity as a result of customer data, property data, repairs staff schedules and stock condition details being held in one fully integrated system
- Access to essential property, customer, and task data for external contractors via a remotely accessible portal
- Simplifying the repairs scheduling process, removing 'hand-offs' and reducing data duplication/error by using a single system instead of the three currently in use at NNB
- Increasing the opportunity for 100% of field-operative activity to be managed within the integrated system (currently only 50% are met in this way by NNB) which should generate service efficiencies
- Introducing self-service functionality for customers to log and schedule repairs themselves, to improve the customer experience and generate efficiency savings for the council and company
- Improved agility and productivity of workforce - the scheduling module can also be expanded to co-ordinate the activities of the other teams in NCSL and the Council.
- Improved management reporting using a single, consistent, and accurate source of information
- Significantly improving the quality and accuracy of stock condition data – increased volume and consistency of surveys; ability to assess Asbestos, Legionella and other risks within the system; replacing manual Energy Efficiency assessments with system functionality (currently 60% of this activity is manually driven within NPS)
- Efficiency for cross cutting services with integrated digital solution that will manage the complete end-to-end processes for repairs, programmed maintenance and housing stock maintenance activity
- In line with 'fit for the future' case work approach
- Meets recommendations from the Grenfell Disaster, Hackitt report and enquiry phase 1.

13. IT and systems requirements - Costs

Capital – initial license costs and implementation

	2020/21	2021/22	Total
Asset Management	£48,768	£27,768	£76,535
Contractors, Scheduling and Repairs Mobile	£55,635	£35,635	£91,269
	£104,402	£63,402	£167,804

Revenue - Ongoing annual licensing and support charges:

	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25	Total
Asset Management	£0	£1,763	£29,009	£25,250	£23,728	£79,750
Contractors, Scheduling and Repairs Mobile	£0	£3,038	£50,410	£50,410	£47,372	£151,230
	£0	£4,801	£79,419	£75,660	£71,100	£230,980

13.1 Cabinet are requested to approved the contract variation totalling £0.399m to deliver the asset management and contract scheduling modules which will be utilised by both the council and company.

13.2 The council has also identified an internal resource requirement totalling £0.201m to implement the solution over the next two financial years which will be funded from the project transition budget within the invest to save reserve.

The above costs are proposed to be funded through the approved capital programme for NCSL as shown below.

	2020/21			2021/22			2022/23		
	Budget £000	Commitment £000	Variance £000	Budget £000	Commitment £000	Variance £000	Budget £000	Commitment £000	Variance £000
Software	26	48	22	117	287	170	0	0	0
Hardware	69	116	47	122	197	75	0	0	0
Assets	173	170	-3	501	49	-452	262	11	-250
	<u>269</u>	<u>335</u>	<u>66</u>	<u>740</u>	<u>533</u>	<u>-207</u>	<u>262</u>	<u>11</u>	<u>-250</u>

13.3 Cabinet is therefore recommended to approve the reprofiling of capital spend between financial years, increasing the 2020/21 capital programme by £0.066m and reducing the 2021/22 programme by the same value.

13.4 Given the overall programme costs remain at the original £1.270m approved by Full Council in July 2020 the reprofiling is considered to be in accordance with existing budget approvals. The estimates for each asset type have been varied to facilitate the additional IT hardware requirements required for more flexible working and contract variation costs associated with the Northgate system.

13.5 It is important to note that remains a risk that there may need to be further profiling changes between 2021/22 and 2022/23 or additional investment once more service information is available for the Phase 2 building repairs service transfer.

14. IT and systems requirements - Procurement

14.1 Members are asked to approve a variation to the existing contract for Tenancy and Estates Management System with Northgate referencing Regulation 72 of the Public Contract Regulations 2015.

14.2 Regulation 72 allows a variation to contract without competition where a change of contractor for these services:

'cannot be made for economic or technical reasons such as requirements of interchangeability or interoperability with existing equipment, services or installations'

and to do so would

*'cause significant inconvenience or substantial duplication of costs for the contracting authority' *1*

*1 PCR 2015 Regulation 72 (1)b

14.3 The application of Regulation 72 to vary the contract without competition is a risk based decision and considered reasonable by the, Interim Director of People and Neighbourhoods, balancing the requirement for these services against any potential challenge to the award.

14.4 This is a change to an existing requirement in that it will be additional software modules, added as a variation to the existing agreement.

14.5 The new software is required to enable services currently delivered by NPS and NNB to continue without interruption following the transfer of these services and staff into the Council.

14.6 It is recommended by the project board established to oversee the joint venture transfers, that a direct award to Northgate for their Asset Management, Contractors, Scheduling and Repairs Mobile modules, is the only practical approach to avoid the additional time, cost and complexity issues arising from considering solutions that are not inherently compatible with the Tenancy and Estates Management application.

15. Risks

15.1 Project Place – the programme which is overseeing the transfer of these services back to the council - includes a detailed Risk Register and associated risk mitigation/management plan which is reviewed regularly. Included within this document are several key risks which could specifically impact on the provision of environmental services by NCSL during 2021.

15.2 These risk include several 'headline' items –

Risks	Details	Mitigations
COVID – (Including post contract start date)	<p>Impacts on all areas of the council's business and will continue to adversely affect council finances, which may have a material effect on the provision of services via NCSL</p> <p>Also impacts on staffing levels and on the provision of (e.g. where social distancing requirements compromise operational efficiency)</p>	<p>Budget and spend continually monitored and managed within agreed budget</p> <p>Financial position reviewed with NCSL Board at monthly meeting. All corporate financial controls implemented across NCC</p> <p>Cleaning and social distancing measures implemented to make workplaces COVID-safe</p>
Vehicles	<p>Whilst the vehicle fleet will be fitted-out in the UK, the vehicles themselves are manufactured in mainland Europe. The twin impacts of COVID and Brexit will affect the deliverability of the fleet and not all vehicles will be available by April 1st.</p>	<p>Arrangements made to extend current fleet arrangements and formalise arrangements with Norse on transfer of vehicle assets</p>
Depot	<p>The new NCSL depot at Hurricane Way involves a substantial re-build of an existing structure and the provision of all services and operational facilities. Progress can be affected by the weather, COVID, Brexit and other unknown variables, any combination of which would make compromise full operational effectiveness on April 1st</p>	<p>Governance and close monitoring of Build Programme with contractors</p> <p>Contingency options involving existing depot and sub-depots</p> <p>All options continually reviewed with NCC and NCSL</p>
IT	<p>The deliverability of an effective IT solution is often subject to teething problems, added to</p>	<p>Contingency options being explored</p>

Risks	Details	Mitigations
	<p>which, the performance of new IT cannot always be guaranteed, neither can the speed at which operational staff become competent in the use of new technology</p>	<p>Full training programme for staff</p>
Capacity	<p>Both NNE and Council staff must continue to effectively deliver Business as Usual including COVID activities at the same time as transferring people, vehicle, equipment and services to NCSL by 1st April. .</p>	<p>Recent internal re-structure in Council allows for greater emphasis on environmental services and the existing Service Development Plan.</p> <p>Project Place leads have proposed levels of resourcing which have been reviewed and agreed by NCSL to deliver the support services SLA from April 1st.</p> <p>Monitoring of action plans to ensure on target.</p> <p>Requirements on NNE managers being consistently monitored</p>
Contracts	<p>Multiple contracts required to be in place to enable services to be provided.</p> <p>Increased call on procurement team to deliver.</p>	<p>Resourcing plan in place with recruitment ongoing.</p> <p>Reviewing most effective routes to market and use of exemptions to Contract Procedures if appropriate.</p> <p>Monitoring of action plans to ensure on target.</p>

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	20/01/2021
Director / Head of service	Louise Rawsthorne/Annabel Scholes
Report subject:	Environmental Services: overview of services to be commissioned from Norwich City Services Limited (NCSL)
Date assessed:	12/01/21

	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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input type="checkbox"/>	<input checked="" 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"/>	

Recommendations from impact assessment
Positive
Negative
Neutral
Issues