

Public Document Pack

Date of meeting Wednesday, 5th December, 2018
Time 2.00 pm
Venue Astley Room - Castle House
Contact Geoff Durham 01782 742222



**NEWCASTLE
UNDER LYME**
BOROUGH COUNCIL

Castle House
Barracks Road
Newcastle-under-Lyme
Staffordshire
ST5 1BL

Cabinet

AGENDA

PART 1 – OPEN AGENDA

- 1 APOLOGIES**
- 2 MINUTES** (Pages 3 - 6)
To consider the minutes of the previous meeting.
- 3 DECLARATIONS OF INTEREST**
To receive declarations of interest from Members on items included in the agenda.
- 4 NEWCASTLE-UNDER-LYME - A GROWING BOROUGH - GROWTH DEAL 2018-2022** (Pages 7 - 26)
- 5 NEWCASTLE-UNDER-LYME TOWN CENTRE CCTV REVIEW REPORT UPDATE** (Pages 27 - 34)
- 6 CONTRACT OPTIONS FOR THE COUNCIL'S REVENUES AND BENEFITS SYSTEM** (Pages 35 - 38)
- 7 URGENT BUSINESS**
To consider any business which is urgent within the meaning of Section 100B(4) of the Local Government Act 1972.
- 8 DISCLOSURE OF EXEMPT INFORMATION**
To resolve that the public be excluded from the meeting during consideration of the following reports, because it is likely that there will be disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A (as amended) of the Local Government Act 1972.
- 9 ATTENDANCE AT CABINET MEETINGS**

Councillor attendance at Cabinet meetings:

- (1) The Chair or spokesperson of the Council's scrutiny committees and the mover of any motion referred to Cabinet shall be entitled to attend any formal public meeting of Cabinet to speak.
- (2) Other persons including non-executive members of the Council may speak at such meetings with the permission of the Chair of the Cabinet.

Public attendance at Cabinet meetings:

- (1) If a member of the public wishes to ask a question(s) at a meeting of Cabinet, they should serve two clear days' notice in writing of any such question(s) to the appropriate committee officer.
- (2) The Council Leader as Chair of Cabinet is given the discretion to waive the above deadline and assess the permissibility if the question(s). The Chair's decision will be final.
- (3) The maximum limit is three public questions at any one Cabinet meeting.
- (4) A maximum limit of three minutes is provided for each person to ask an initial question or make an initial statement to the Cabinet.
- (5) Any questions deemed to be repetitious or vexatious will be disallowed at the discretion of the Chair.

Members: Councillors S Tagg (Chair), M. Holland, T. Johnson, P. Northcott, S. Sweeney and J Waring

Members of the Council: If you identify any personal training/development requirements from any of the items included in this agenda or through issues raised during the meeting, please bring them to the attention of the Democratic Services Officer at the close of the meeting.

Meeting Quorums :- 16+= 5 Members; 10-15=4 Members; 5-9=3 Members; 5 or less = 2 Members.

Officers will be in attendance prior to the meeting for informal discussions on agenda items.

NOTE: THERE ARE NO FIRE DRILLS PLANNED FOR THIS EVENING SO IF THE FIRE ALARM DOES SOUND, PLEASE LEAVE THE BUILDING IMMEDIATELY THROUGH THE FIRE EXIT DOORS.

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CABINET

Wednesday, 7th November, 2018

Time of Commencement: 3.00 pm

Present:-	Councillor Simon Tagg – Chair
Councillors	M. Holland, T. Johnson, P. Northcott, S. Sweeney and J Waring
Officers	Executive Director (Regeneration and Development) - Neale Clifton, John Tradewell - Acting Chief Executive / Head of Paid Service, Dave Roberts - Head of Finance and Jayne Briscoe - Democratic Services Officer

1. **APOLOGIES**

An apology was received from the Executive Director of Operational Services.

2. **MINUTES**

Resolved: That the minutes of the Cabinet meeting held on 17 October, 2018 be agreed as a correct record.

3. **DECLARATIONS OF INTEREST**

There were no declarations of interest stated.

4. **JAN WILLIS**

The Leader welcomed Jan Willis, Acting Executive Director for Finance and Resources.

5. **RYECROFT FUTURE REDEVELOPMENT OPTIONS**

The Deputy Leader presented this report on future development options for the Ryecroft area in Newcastle Town Centre following the decision of the developers HDD not to proceed with a retail-led scheme for the site due to market conditions.

The Deputy Leader explained that expert commercial advice would be commissioned to guide the redevelopment of the Ryecroft site to help bring significant new investment into Newcastle Town Centre. Additionally the opportunity would be taken to enable short-term use of the site to generate an increase in footfall to the benefit of the town centre economy.

Resolved: (a) That officers of the Borough Council, in liaison with the Portfolio Holder and in partnership with Staffordshire County Council, be authorised to take all necessary steps to commission an expert commercial assessment and

high level masterplan for the Ryecroft site to reflect the present economic and development climate.

(b) That the budget for this work be set at up to £70,000 and be split with Staffordshire County Council and apportioned on a roughly 65/35% basis, the larger share being borne by the Borough Council.

(c) That a sum of up to £47,000 be approved to cover the Borough Councils share of the cost of this work.

(d) That, subject to any necessary consents from interested parties, officers be authorised to promote the accessible parts of the Ryecroft site (mainly the former Sainsbury's site) for the purposes of enabling short-term events.

(e) That officers report back the outcome of this commission to Cabinet in the first instance for Cabinet to consider making a recommendation about any alternative form of development being made by full Council.

6. BOROUGH MARKET MANAGEMENT

The Deputy Leader updated members on the current situation with the management of Newcastle market and explained why the transfer to an external operator was no longer an option. Continuing he outlined the options to support and stabilise the market to help ensure its future success.

Resolved: (a) That in the short term the Council continues to run the market on its current footing.

(b) That the Council reviews the management and operation of the market in Newcastle town centre in co-operation with local interested parties.

(c) That the views of the Economy, Environment and Place Scrutiny Committee be sought as a part of the review of the management and operation of the market in Newcastle town centre.

(d) That the Executive Director Regeneration and Development, in liaison with the Portfolio Holder, work with officers to consider the detail of the review.

(e) That the conclusion of the review is implemented at the earliest opportunity in liaison with the Portfolio Holder and other stakeholders.

7. ONE PUBLIC ESTATE - KNUTTON MASTERPLANNING PROJECT

The Cabinet member for Planning and Growth Councillor Paul Northcott presented this report which sought approval to the joint submission of a bid to the Governments "One Public Estate" programme for funding for the Knutton masterplanning project.

The programme presented an opportunity to access external funds to support the preparation of a comprehensive masterplan focussing upon surplus land in the ownership of this Council and Staffordshire County Council together with potential land/property in the ownership of the Councils strategic partners.

Resolved: That officers be authorised, in liaison with the relevant Portfolio Holder and officers of Staffordshire County Council, to submit a bid for funding from the Governments One Public Estate programme (round 7) to support the masterplanning of relevant surplus land parcels in the ownership of the two councils.

(b) That, in the event that the funding bid succeeds, officers be authorised, in liaison with the Portfolio Holder, to work with officers of the County Council to procure appropriate consultants to prepare the masterplan, including any associated actions.

(c) That, subject to (a) and (b), officers be asked to report back on the outcome of any masterplan.

**8. KIDSGROVE SPORTS CENTRE UPDATE (TO BE GIVEN AT THE MEETING)
(REPORT NOW ATTACHED)**

The Leader updated members on the progress by the Borough Council, Kidsgrove Community Interest Organisation, Staffordshire County Council and other interested parties in re-providing dry-side sports facilities in Kidsgrove.

The Leader reported that Staffordshire County Council had agreed to transfer the freehold interest in the Leisure Centre to Newcastle Borough Council for a nominal sum together with a contribution to the demolition costs of the current end of life building.

Resolved: (a) That Cabinet agree, in principle, to accept a transfer of the Sports Centre from Staffordshire County Council together with a sum of £362,990 in respect of demolition costs.

(b) That the Council ensure that any transfer to the Borough Council is simultaneous with a transfer from the Borough Council to the Kidsgrove Sports Centre Community Group CIO on like terms, including the funding, and transferring the ongoing risk for the Sports Centre to the CIO

(c) That a meeting be arranged between the Borough Council, the Kidsgrove Sports Centre Community Group CIO and officers of Staffordshire County Council as soon as possible to agree a project plan to move the transaction forward and put in place plans for the refurbishment at the earliest opportunity

(d) That the Leader of the Council be given delegated authority, in consultation with the Council's Executive Management Team Officers, to take such decisions on behalf of the Council as are necessary to progress this matter.

(e) That the Council ask the Kidsgrove Sports Centre CIO to agree to allow a local member from the area to become a full voting member of the CIO Board.

9. FINANCIAL AND PERFORMANCE MANAGEMENT REPORT TO END QUARTER TWO (JULY -SEPTEMBER 2018-19)

The Deputy Leader presented the Financial and Performance Review report for the second quarter 2018/19.

Resolved: (a) That members note the contents of the attached report and agree to the recommendation that the Council continues to monitor performance alongside the latest financial information for the same period.

(b) That members support the future development of the Financial and Performance report to reflect the vision and priorities of the Council Plan 2018-2022.

10. URGENT BUSINESS

The Leader reported minor changes to the Portfolio of the following Cabinet members as follows:-

Councillor Mark Holland (Leisure and Culture) to include tourism.

Councillor Stephen Sweeney (Finance & Efficiency) to include taxi ranks, bus stations and markets.

Councillor Jill Waring (Community Safety & Wellbeing) to include housing strategy (including housing advice and homelessness) and private sector housing (including enforcement)

COUNCILLOR SIMON TAGG
Chair

Meeting concluded at 4.00 pm

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL
EXECUTIVE MANAGEMENT TEAM'S REPORT TO THE
CABINET

Date: 5 DECEMBER 2018

1. **REPORT TITLE** Newcastle under Lyme – A Growing Borough – Growth Deal 2018-2022
- Submitted by:** Executive Director – Regeneration & Development
- Portfolio:** Corporate and Service Improvement, People and Partnerships
- Ward(s) affected:** Borough-wide impact

Purpose of the Report

To seek Members approval for a Growth Deal between the Borough and County Councils.

Recommendations

- (a) That the Strategic Alliance between the two Councils be noted and that the Growth Deal be approved.
- (b) That officers be authorised, in liaison with the Leader of the Council, to engage with officers of the County Council and representatives of other partners to prepare projects and initiatives to address the identified priorities.
- (c) That officers, in liaison with the Leader of the Council, establish effective programme governance arrangements.
- (d) That officers report back to Cabinet as required to seek any necessary financial contributions or other necessary resource allocation.

Reasons

In the context of diminishing public sector resources it is considered essential to identify joint investment priorities between the two tiers of local government in order to optimise the prospects of achieving ongoing economic growth in the interests of the borough's communities. There is a strong working relationship between the two Councils and a commitment to two-tier local government that is reflected in a Strategic Alliance.

1. **Background**

- 1.1 The Council has recently approved an updated Council Plan for the period 2018-2022 which sets out a range of clear priorities for the four year term of the current administration. In addition the Council approved an Economic Development Strategy for the period 2018-2023 and is in the process of preparing a joint Local Plan with Stoke on Trent City Council for the period up to 2033. Also the Council has recently refreshed its Asset Management Strategy.
- 1.2 The Growth Deal for Newcastle-under-Lyme as explained below is set within the context of the documents referred to above and emanates from a Strategic Alliance between Newcastle- under-Lyme Borough Council and Staffordshire County Council whereby both parties want to agree shared investment priorities.

- 1.3 The Growth Deal sets out how we will work together and with others, especially the residents and business community of Newcastle, to deliver real and inclusive economic and community growth in key priority areas. The ambition is to achieve economic growth that creates opportunity for all of the local population whether in direct monetary value or through other community focused benefits. In order to do this effectively the two Councils have agreed to focus our resources into a small number of priority activities and initiatives over the next three years, laying the foundations for longer term increased prosperity for the borough.
- 1.4 This Growth Deal document will help to shape and proactively influence the type of employment opportunities by occupations and sectors whilst also working with employers and the education sector to build the right skills to meet the challenges and opportunities we'll face over the next 10 years.

2. **Issues**

- 2.1 Some parts of the borough present significant challenges whilst others present real opportunities. This Growth Deal reflects the desire of the two Councils to demonstrate community leadership in the face of relatively weak market conditions by harnessing and targeting the investment decisions of the two Councils in the expectation of stimulating and/or accelerating economic growth.
- 2.2 The main objective for our borough is to stimulate the economy with the anticipated outcome being to increase housing choice and to create more diverse job opportunities. By working together and with key partners it is considered that the optimum impact can be achieved. In addition, from past experiences, we know that it is vitally important to prioritise and target investment.
- 2.3 Consequently members will note that in terms of geographical spread, the Growth Deal hones in on the two main urban centres of Newcastle and Kildgrove along with the University Growth corridor area and Knutton on the west side of Newcastle town centre. In addition there are cross-cutting themes around the two-tier working relationship of the two Councils, housing delivery and skills, training and employment to ensure that the borough's residents secure direct benefit from any physical development interventions.
- 2.4 The four geographical locations present different challenges and opportunities but the key message is that the two Councils will seek to utilise their land and property assets to optimise the quantum and nature of investment in order to achieve shared objectives. So, for example, in the case of Newcastle town centre the jointly-owned Ryecroft site, taken together with the County Council's former library and the Borough Council's Guildhall and Lancaster Buildings, provide a range of opportunities to shape the future of the town at a time when the retail economy is undergoing significant structural change. The Growth Deal reviews the joint asset base and seeks to provide a comprehensive approach to securing future investment, use and/or development in these locations in the long term public interest.

3. **Options Considered**

- 3.1 Do nothing – the Councils could carry on working independently of one another but the risk is that any added value will be lost and there would be a lack of overall coherence thereby failing to optimise impact and potential benefits. Public sector resourcing may not be deployed efficiently there raising value for money questions.
- 3.2 Approve the Growth Deal – it is considered that this approach would optimise impact, potential benefits and demonstrate best use of public resources.

4. **Proposal**

4.1 It is proposed that the Growth Deal be approved and implemented as the preferred option.

5. **Outcomes Linked to Corporate Priorities**

5.1 The Growth Deal would align with the Council's two key priorities relating to "A Town Centre for all" and "Growing our People and Places".

6. **Legal and Statutory Implications**

6.1 The Local Government Act 2000 (as amended) provides powers of well-being to improve the economic, social and environmental well-being of an area.

7. **Equality Impact Assessment**

7.1 At this stage there is no known potentially adverse impact upon equalities issues.

8. **Financial and Resource Implications**

8.1 There are no financial implications directly arising from the approval of this document other than the contribution of staff resources to the implementation of the programme and the working up of any initiatives in due course; these inputs would be derived from the prioritisation of existing staff resources. Should there be any requirement for additional resources in the future in relation to individual initiatives or projects then the matter(s) will be reported to members accordingly.

8.2 By having this document in place it is anticipated that it would be used as a frame of reference for any bids for external funding such as from the Local Enterprise Partnership, Heritage Lottery Fund and the One Public Estate programme.

8.3 From the Council's perspective the derivation of any capital receipts from land/property disposals will continue to assist with funding the capital programme whilst any capital expenditure requirements will need to feature in the forthcoming 10-year Capital Strategy.

9. **Major Risks**

9.1 There are no major risks arising from the approval of this document; it is not legally binding. The major risk would arise if the Councils chose to work independent of one another in a more ad-hoc manner or were seen to be inactive and failing in their community leadership role.

10. **Key Decision Information**

10.1 This is a key decision because the document relates to more than two wards.

11. **Earlier Cabinet/Committee Resolutions**

11.1 There are none directly in relation to this Growth Deal but members will recall previous reports in respect of "District Deals" between the two Councils.

12. **List of Appendices**

12.1 Growth Deal 2018-2022 (to follow).

13. **Background Papers**

- 13.1 Council Plan 2018-2022
- 13.2 Economic Development Strategy 2018-2023.
- 13.3 Asset Management Strategy 2018-2022.
- 13.4 Emerging Joint Local Plan.
- 13.5 Current and future Capital Strategy and Capital Programmes.
- 13.6 Government Policy in relation to housing growth.
- 13.7 District Deal letters

GROWTH DEAL

for Newcastle-under-Lyme
2019-2023

Newcastle – A growing borough
that is an attractive and
welcoming place for all.

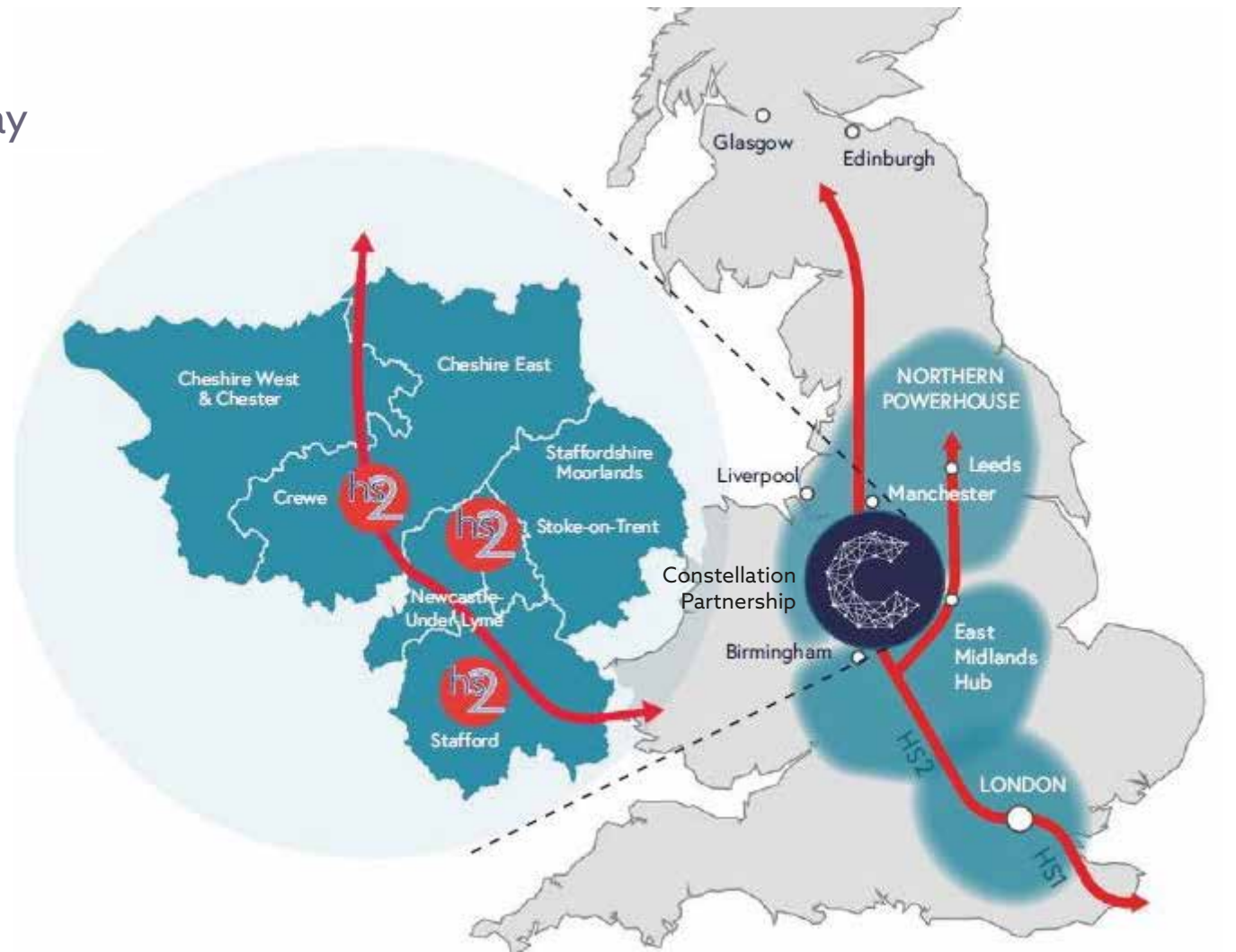


Newcastle-under-Lyme; a connected and growing Borough

... at the heart of the country
and the UK economy.

Well connected now by motorway
and rail links...

even better connected in the
future with three
HS2-compatible
stations on our
doorstep.



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 - Knutton
 - Enhanced 2-tier working
 - Right houses in the right places
 - Employment and Skills
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7. Proposed Actions

1. Foreword

This Growth Deal is a joint initiative between Newcastle-under-Lyme Borough Council (NBC) and Staffordshire County Council (SCC) that reflects the strength and commitment to two-tier local government in the borough of Newcastle-under-Lyme. It provides the opportunity through a Strategic Alliance for both authorities to agree a focus on those key priorities that can only be delivered by our working together.

"The Deal sets out how, with others, especially the Borough's residents, we will deliver inclusive economic and community growth in priority areas. We want inclusive growth that creates opportunity for all of the local population whether in direct monetary value or through other community focused benefits. In order to do this effectively we have agreed to focus our resources into a small number of key priority activities and initiatives over the next three years; laying the foundations for longer term increased prosperity for the borough."

Cllr Philip Atkins, Leader, Staffordshire County Council

"This Growth Deal sets out a clear and focused programme of investment priorities that will help to shape and proactively influence the type of housing and employment opportunities that our current and future communities will need over the next decade and more. This document is deliberately ambitious and will need the drive and determination of both Councils, our key partners and communities to be delivered."

Cllr Simon Tagg, Leader, Newcastle-under-Lyme Borough Council

Ambition

Newcastle-under-Lyme is a leading location for inclusive economic growth; in the future it will offer a wider choice of housing, a more diverse, sustainable and skilled economy and improved wellbeing that will enhance the lives of all parts of the community, offering a unique and distinctive environment and building on the creative heritage of North Staffordshire.





2. Key Principles and Strategic Direction

Purpose

- To reflect our joint commitment to working together in a two-tier local government context, with other partners where appropriate, with agreed priorities for investment.
- To demonstrate our commitment to inclusive growth and thereby optimising the prospects of delivering more homes, jobs and opportunities for our community in the context of NBC's Economic Development Strategy and emerging Joint Local Plan.
- To outline the delivery mechanism for our agreed priorities.

Aim

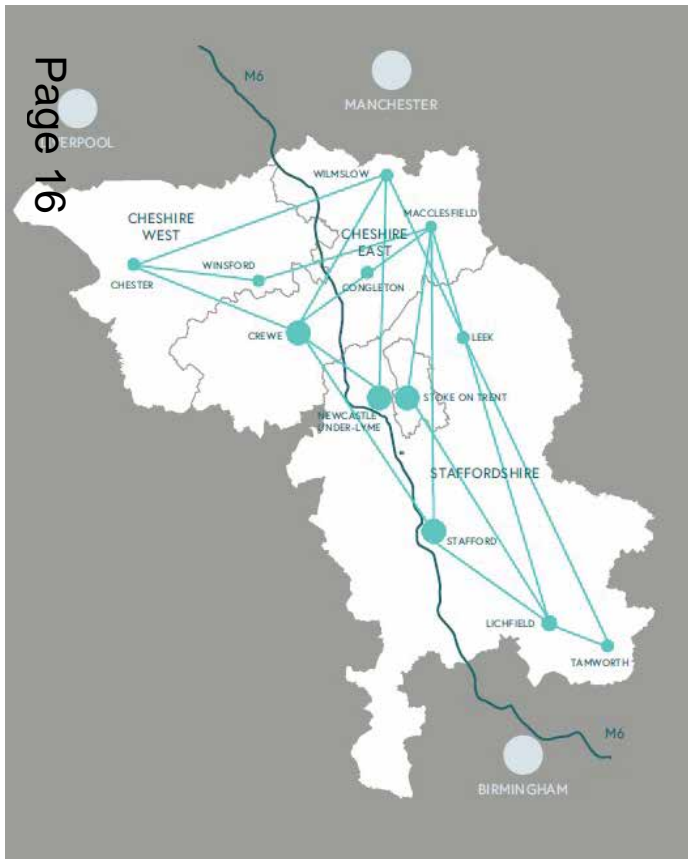
- To ensure economic growth that delivers housing, jobs and entrepreneurial opportunities so that Newcastle-under-Lyme and its communities can thrive.

The key principles for the Growth Deal are:

- To identify key priorities for delivering an inclusive growth agenda in the context of NBC's Economic Development Strategy.
- To fund the necessary infrastructure wherever possible (highways, education, health and leisure) through development.
- In those instances where we have agreed capital investment priorities we will seek to reinvest in whole or in part any value captured from land/property rationalisation.
- Focus on a small number of priorities that are feasible, achievable and will make a difference.
- Proactive intervention in growth and development activities.

The key deliverables for the Growth Deal are:

- To contribute towards the delivery of housing and employment targets as set out in the emerging Joint Local Plan.
- To deliver inclusive economic and business growth by supporting a high performing, relevant and responsive education and skills system.
- To be a place where improved health and wellbeing is experienced by all with a focus on economic and community growth in Newcastle and Kidsgrove Town Centres along with Knutton and Keele and their surrounding areas.



3. National and Regional Context

The Borough lies at the heart of the UK's major road and rail networks with three planned HS2-compatible stations on our doorstep, in addition to the four international airports within a 45-minute drive time. The borough and county council want to capitalise on our unique location by demonstrating their shared ambitions by seeing an increase and widening choice of housing, additional economic growth, including job creation across the spectrum, including high value, knowledge economy jobs at Keele University and its Science and Innovation Park.

Constellation Partnership

NBC and SCC are members of the Constellation Partnership to ensure that the Borough benefits from the likely increase in investor confidence and the housing and employment opportunities that HS2 will bring.

Midlands Engine and Midlands Connect

The Midlands Engine provides a sub-regional vehicle through which key decisions affecting our economy will be made, including distribution of the UK's Shared Prosperity Fund (post-Brexit). It will be vitally important for us to shape and influence its key decisions.

The Midlands Connect strategy identifies rail and road connectivity between the Stoke and Staffordshire hub (Crewe) and the Derby/Nottingham hub (Toton) as a key strategic priority. Kidsgrove railway station, with its close proximity to the HS2 hub at Crewe, provides a genuine opportunity to enhance growth in that town and across the northern parts of the Borough by improved connectivity

Stoke-on-Trent and Staffordshire Local Enterprise Partnership (SSLEP)

SCC and NBC are actively engaged with and continue to participate in the SSLEP including the Newcastle Employment and Skills Group. The SSLEP aims to create 50,000 jobs within 10 years and the Borough is well positioned to contribute to this target with the forecast jobs both at Keele University's Science and Innovation Park and Chatterley Valley.



4. Local Context – Challenges and Opportunities

The two Councils acknowledge that the Borough faces challenges like most communities in the Midlands/North of the UK. Being aware of them helps us to understand what we need to do to address them through the wealth of opportunities in our area.

Challenges:

- Facilitating and enabling delivery of the Joint Local Plan for housing and employment sites to create sustainable communities.
- Relatively slow progress by the private sector in delivering housing development.
- Relatively high levels of deprivation in certain wards and communities.
- Challenging retail economy undergoing structural change.
- Below average wages, as well as a need for upskilling.

Opportunities:

- Excellent connectivity with the strategic road network including major road arteries of the M6, A34, A500 and A50.
- Proximity to HS2 and compatible stations including the West Coast Main Line as well as Kidsgrove Railway Station.
- Planned further expansion of Keele University and the Science and Innovation Park.
- High performing Newcastle and Stafford College Group.
- Large teaching hospital close to the town centre.
- Availability of comparatively low-cost but good quality living environments.
- Strong cultural and leisure offer including New Vic Theatre and 8-screen multiplex.



5. Priorities – our two main centres

Newcastle Town Centre

- A key priority is to help make the town centre more able to meet future needs. This will be achieved by ongoing partnership working with the Newcastle Business Improvement District (BID) to further increase cultural tourism and footfall in the town centre.
- By using our assets NBC and SCC will promote opportunities for housing, retail and business accommodation with priority placed on growing its professional services and a distinctive cultural, leisure and independent retail offer. The main initial focus will be upon the assembled Ryecroft site and other publicly-owned adjacent sites.
- The other main priorities for NBC will be finding suitable use(s) for Lancaster Building and the renaissance of the historic market. Also NBC will develop a 10-year parking strategy and work with SCC to explore the scope for increased permeability in the centre.
- The town centre has an inherently attractive built environment and recent improvements in the public realm/streetscape have set the tone for further enhancements in the coming years.

Kidsgrove Town Centre

- Kidsgrove town centre boasts one of the lowest retail vacancy rates in the sub-region and has great potential to capitalise upon both rail connectivity (with committed investment in the existing station and longer term enhancements arising from HS2) and its position within the strategic roads and canals networks.
- The priority will be to develop a physical regeneration package to enhance the town centre. This will include working with the community and other potential partners to develop deliverable plans for a new leisure centre, potentially as part of a comprehensive scheme of public service premises consolidation.
- Working with partners in the greater Kidsgrove areas so that all parts of the community equally benefit from the opportunities that HS2 will provide including the wider economic growth.



5. Priorities – Knutton and Keele

Keele University Growth Corridor

- Keele University is one of the UK's top ranked universities and together with its Science and Innovation Park is a key motor of the North Staffordshire economy.
- Overall the university currently contributes £125 million per year into the local economy and supports around 3,400 FTE jobs in Stoke-on-Trent and the Borough.
- The university has plans for its Science and Innovation Park to double in size thereby providing over 7,000 FTE jobs over the next two decades.
- We recognise the sub-regional and national importance of working together to promote the opportunities for achieving sustainable growth in this location, initially through completion of a comprehensive masterplan which will both enable additional job creation and enable the building of up to 1,200 new high quality homes utilising the former Keele Golf Course.

Knutton

- Knutton is 1.5 miles from the main Keele University campus, one mile from Newcastle Town centre and is one of the most deprived wards in Newcastle.
- This former mining village has benefitted from past regeneration initiatives but there remains work to do in order to strengthen its sense of place and improve its sustainability.
- By working together using a one-public-estate approach, and with partners the aim is to ensure that any future development is comprehensively planned to strengthen its identity as an urban village and enabling tangible improvement in the physical, social and environmental infrastructure.
- By taking this one-public-estate approach we'll bring forward a deliverable supply of housing in Knutton which will also support the medium to long-term plans for the growth of Keele University and its Science and Innovation Park.



5. Priorities - Enhanced Two-Tier Working

The two councils are committed to continuing the joint working arrangements that have delivered success in the past. To this end we have brought forward a Growth Deal which reflects a strategic alliance between the parties and a commitment to turn words into action.

Over the past two decades the borough council and county council have worked together using their complementary powers and responsibilities

to redevelop and regenerate former colliery sites to create over 4,000 jobs and 300 new homes - Also, we have partnered in delivering successful community regeneration programmes along with housing renewal.

More recently our collaborative working can be seen at a strategic level in the Constellation Partnership and at a practical level it has delivered Castle House, the new one-stop place for public services.

We have also worked together to create the opportunity for a large-scale and comprehensive development opportunity at Ryecroft, including joint acquisition of the former Sainsbury's site.

Through the Strategic Alliance and the governance arrangements set out in this Growth Deal we intend to explore the opportunities to deepen the relationship into real collaborative working which goes beyond co-location of services to drive greater efficiencies and improve customer service. In addition we will explore the most appropriate opportunities for external funding (e.g. the Future High Streets Fund and the SSLEP).



5. Priorities - Housing

The Government is encouraging the building of more homes and seeking to accelerate housing delivery through a variety of means such as simplification of the town planning system and reducing barriers to development.

The Borough Council is working with Stoke-on-Trent City Council to prepare a new Joint Local Plan to identify suitable land for housing over the next 15 years. In order to inform the plan NBC has commissioned an up-to-date Strategic Housing Market Assessment. This has identified a preferred option for the Council to aim at an economic growth-led housing target of just under 12,000 dwellings by 2033.

NBC and SCC are significant land owners in the Borough and wish to contribute to the supply of housing sites by bringing forward appropriate land for development. In doing so it provides opportunities to engage with the house building industry through a range of approaches including collaborations with the registered providers as well as traditional private sector developers. Also there will be scope to promote self-build and Modern Methods of Construction.



5. Priorities - Employment and Skills

The Borough Council will publish an up-to-date Economic Development Strategy that seeks to demonstrate how, by working with key partners such as SCC and Keele University, the economic prosperity of the Borough can be improved.

The emerging Joint Local Plan identifies a requirement to provide up to 66 hectares of employment land for the next 15 years. The two key sites are the further expansion of the University's Science and Innovation Park and Chatterley Valley (within the Enterprise Zone). In addition to their support for the masterplanning of the "University Growth Corridor" both Councils will use their enabling roles to ensure that these sites come forward to deliver up to 5,000 new jobs.

Additionally, in order to meet business needs, we will work with both of the local Universities along with the Newcastle and Stafford College Group (and other providers) to address known gaps in the skills of our local people to ensure we can provide the workforce to meet current and future business needs.

We will focus specifically on reducing long-term unemployment by providing opportunities for volunteering, training and apprenticeships to encourage people back into work so they benefit from employment growth.

6. Proposed Actions – Our Action Plan

Priority	Priority actions – general aim	Specific actions	Next steps (for both Councils unless indicated otherwise)
1 Enhanced two-tier working	Approval of this Growth Deal will demonstrate our commitment to joint working within the two-tier local government arrangements in order to achieve improvement in the economic, social and environmental well-being of our communities.	<p>To commit the necessary officer resources to jointly prepare the detailed plans, initiatives and any associated business cases to achieve the objectives of this Growth Deal.</p> <p>To commit, in principle, the necessary capital and revenue funding required to deliver this Growth Deal’s objectives through reinvestment of the value captured from the disposal of local authority-owned assets in the area and efficiencies generated within services.</p>	<p>To make provision for any necessary officer resources through respective Service and Financial Planning.</p> <p>To make provision, in principle, through respective budget-setting and Medium Term Financial planning arrangements.</p>
2 Enhanced two-tier working	To optimise the use of resources of the two councils.	The two councils will exploit this Strategic Alliance to explore the scope for greater co-working to achieve efficiencies in service delivery and improve customer service.	To review the working arrangements in Castle House and in other areas with the aim of moving from co-location to co-working wherever appropriate.
3 Town Centre Newcastle-under-Lyme	The two councils will work together, using the redevelopment opportunities presented by the respective land and property assets of the two parties, to ensure that Newcastle Town Centre becomes a more vibrant, thriving and sustainable town centre.	We will work to ensure delivery of a high impact, high quality, accommodation led development on the Rycroft site; a development that will enhance the town centre environment and increase footfall to benefit the town centre economy.	<p>Jointly procure specialist consultants to advise on the most appropriate redevelopment scheme balancing commercial deliverability with impact.</p> <p>Agree preferred development option and approach to delivery.</p>

Priority	Priority actions – general aim	Specific actions	Next steps (for both Councils unless indicated otherwise)
Town Centre Newcastle-under-Lyme	In order to facilitate ongoing enhancement of our public realm, including the further development of spaces for cultural activities, town centre events and smarter car parking, we will seek to exploit opportunities for leveraging further capital investment into the town centre public realm.	We will develop a clear strategy for town centre public realm and seek to fund it through a variety of mechanisms including planning obligations and external funding.	Commission preparation of a public realm strategy. Prepare delivery framework.
5 Town Centre Newcastle-under-Lyme	To ensure the long-term sustainability of Newcastle's general market in the town centre as a key feature in the retail economy.	NBC to complete a review of the general market by summer 2019 with the aim being to establish a clear improvement plan.	NBC to work with partners including the Town Centre BID to explore future management and operational arrangements.
6 Town Centre Kidsgrove	The two councils will work together, using the redevelopment opportunities presented by the respective land and property assets and working with other partners to create a stronger sense of place for Kidsgrove town centre and ensure that it becomes a more vibrant, thriving and sustainable town centre.	We will work to ensure delivery of a new centrally-located hub for Kidsgrove to include a mixture of public sector uses and a new leisure centre for the town that will enhance the town centre environment and increase footfall to benefit the town centre economy.	Commission and execute preparation of an outline business case for the new hub. Subject to the outcome of the latter prepare funding package for approval.
7 Knutton	To create a stronger sense of place for the urban village of Knutton that recognises its history whilst seeking to develop the opportunities presented by under-used public assets.	To develop a comprehensive regeneration plan for Knutton including providing homes to support increased housing choice for local people.	To commission preparation of a comprehensive masterplan for the village focussed upon the re-use and development of Council-owned land and property assets, including a bid to OPE Round 7.

Priority	Priority actions – general aim	Specific actions	Next steps (for both Councils unless indicated otherwise)
8 Keele University Growth Corridor	To optimise the academic and economic growth potential of the University and its Science and Innovation Park and to facilitate the building of new homes as part of a sustainable community.	To promote the approved masterplan through the Joint Local Plan process.	To undertake detailed transport modelling to ensure that any necessary highway infrastructure improvement can be designed and implemented thereby mitigating traffic impacts in the locality.
9 Housing	To accelerate delivery of housing in the Borough by creative use of enabling powers and exploration of new models of housing delivery working with partners in the sector.	To explore the scope for the two councils bringing forward new models of housing delivery to accelerate supply of housing including use of Modern Methods of Construction (MMC) and self-build.	To work with the LGA-funded Housing Advisors Programme using Knutton as a pilot to feed into the masterplan (see action 6).
10 Housing and jobs	NBC to make provision for new homes across the Borough in a sustainable way to meet forecasted housing needs and to earmark land for employment development in order to increase the supply of jobs.	Commissioning up-to-date evidence to inform future requirements for housing and jobs including support from SCC regarding anticipated infrastructure requirements.	NBC to have prepared a draft Joint Local Plan by autumn 2019 that will provide for both housing and employment sites to meet forecast requirements. SCC to have completed an Infrastructure Strategy to feed into and inform the Joint Local Plan site allocations process.

Priority	Priority actions – general aim	Specific actions	Next steps (for both Councils unless indicated otherwise)
Employment and skills	To promote upskilling of local people in order that they can take advantage of future employment opportunities in our area.	To work with the two Universities, Newcastle and Stafford College Group, local providers and local schools to promote improvement in academic achievement and to raise the aspirations of our young people.	To reduce the 4,000+ long-term unemployed by providing a comprehensive programme of training and upskilling into work.
12 Housing, jobs and skills	To review the opportunities for our communities to exploit connectivity to HS2 stations in the sub-region or to enhance the attractiveness of the area to commuters.	To participate actively as a member of the Constellation Partnership.	To contribute to the preparation of a 10-year delivery plan. To commission the feasibility of connecting parts of the Borough to the West Coast Main Line.

8. Governance Arrangements

This inclusive and jointly-prepared Growth Deal will be submitted to both NBC and SCC's Cabinets for approval.

A joint Growth Board will be established to include the leaders and relevant portfolio holders of both SCC and NBC and their chief executives and officer support.

The Growth Board will monitor delivery of the Growth Deal and ensure that it is implemented dynamically taking account new opportunities as they arise.

The Action Plan contained in this Growth Deal document will be kept under review by the Growth Board including the setting of an annual work programme.

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

REPORT TO CABINET

Date: 5th DECEMBER 2018

Title: Newcastle-under-Lyme Town Centre CCTV Review Report Update

Submitted by: John Tradewell (Acting Chief Executive)

Portfolios: Community Safety and Wellbeing

Ward(s) affected: All

Purpose of the Report

To update Cabinet on the work from the recent CCTV Review, led by the Portfolio Holder for Community Safety and Wellbeing and to seek agreement for next steps.

Recommendation

Subject to the views of the Health, Wellbeing and Partnerships Scrutiny Cabinet, that Cabinet agree to explore a CCTV system upgrade, including its monitoring arrangements via a paid service, and that further recommendations are brought to Cabinet including options and costings, clearly identifying any budget shortfall and proposed funding, including partnership contributions and possible partnering with neighbouring authorities.

Reasons

The current CCTV system was originally installed approximately 20 years ago and the system has become outdated and as the town centre has evolved there is no longer comprehensive CCTV coverage, to contribute to reducing crime and disorder, reduce fear of crime and assist in attracting additional inward investment.

1. Background

- 1.1 Following the recent Borough election, the new administration set out its future priorities and plans in the Council Plan approved at its meeting on the 19th September 2018, including its ambitions to create “A Town Centre for All” and “A Healthy, Active and Safe Borough”. Pursuant to these ambitions, the Cabinet Member for Community Safety and Wellbeing has undertaken a review of the CCTV arrangements in Newcastle Town Centre.
- 1.2 In this regard the Cabinet Member has been working in close conjunction with the Health, Wellbeing and Partnerships Scrutiny Committee which has considered the issue of CCTV in the Town Centre at its meetings on the 21st June 2018 and on the 10th September 2018. The Cabinet Member and Members from the Scrutiny Committee have undertaken separate visits to the Council's CCTV monitoring facilities as well as reviewing the locations of the cameras. The Cabinet Member has also been to see the monitoring arrangements in a neighbouring authority.

- 1.3 Following the examination of the various options to enhance the current CCTV provision within the Borough, the Cabinet Member is now reporting back to Cabinet to explain the options available to the Council. The intention is that this report on the options will also be considered by the Health, Wellbeing and Partnerships Scrutiny Committee at its meeting on the 3rd December 2018, with a view to the Committee expressing its views on the options so that they may be reported to Cabinet when it considers this matter.

2. Summary of the CCTV Review

- 2.1 The Portfolio Holder's review has:

- Considered the existing equipment in place and the current restrictions due to age and limited visibility in some areas due to large trees and blind spots due to changes in the environment.
- Defined the Council's approach to monitoring the existing CCTV system using a paid contracted service.
- Defined the CCTV Volunteers services, which provides additional coverage managed by the Business Improvement District (BID) under a service level agreement, currently funded by the BID, Police and Council until March 2019.
- Considered the opportunities for future development, including retendering the paid service, buying in to a neighbouring authorities system and upgrading the current system.

- 2.2 Having undertaken the Review, the Portfolio Holder has identified a number of potential options a number of potential options:

2.2.1 Remove the existing CCTV system and have no CCTV capacity within Newcastle- under-Lyme Town Centre. For the avoidance of doubt, this is not considered to be a serious option.

2.2.2 Keep the current CCTV system, making no upgrade to the equipment and retender the monitoring contract for the paid service when it expires in March 2019.

2.2.3 Explore a CCTV system upgrade (without monitoring) and present further recommendations to Cabinet including options and costings, clearly identifying any budget shortfall and proposed funding, including partnership contributions.

2.2.4 Explore a CCTV system upgrade, including its monitoring arrangements via a paid service and present further recommendations to Cabinet including options and costings, clearly identifying any budget shortfall and proposed funding, including partnership contributions and possible partnering with neighbouring authorities.

- 2.3 The Portfolio Holder's view is that the option outlined in 2.2.4 is the preferred solution

3. Proposal and Reason for Preferred Solution

- 3.1 Cabinet is asked to consider this report and to request Officers to seek funding options and partner contributions for the further development of CCTV in Newcastle Town Centre, with a view to presenting a further proposal to Cabinet for full consideration.

- 3.2 Reasons for the preferred solution include:

- 3.2.1 It is important to have an effective CCTV system in operation in the town centre to deter and reduce crime and disorder, assist with Anti-Social Behaviour enforcement activity, improve public perceptions of the town centre and assist in attracting additional inward investment. The presence of an effective CCTV system is of significant benefit to the Town Centre business community.
- 3.2.2 The Council is unable to fund an upgrade to the existing CCTV system without obtaining additional financial resources.

4. Outcomes Linked to Corporate Priorities

- 4.1 Delivering an effective CCTV in the Town Centre contributes to meeting the Council's Corporate Priorities of; a Healthy, Active and Safe Borough and a Town Centre for All.

5. Legal and Statutory Implications

- 5.1 There is no statutory duty to provide a CCTV system, however all other Staffordshire District Councils choose to support the operation of local CCTV systems because it is recognised that there are many benefits of having an effective system in place, such as attracting inward investment and its contribution towards a safer Town Centre and reducing fear of crime.

6. Equality Impact Assessment

- 6.1 An Equality Impact Assessment is being developed for this area of work.

7. Financial and Resource Implications

- 7.1 Dependent on the preferred option and decision made by Cabinet and potential partners, there may be additional financial implications or commitments required if further development of the CCTV system is favourable. This would be split into;
- Capital costs – to cover the cost of any upgrading of equipment for the system. This is expected to be significant and in the region of £80k and may be resourced using a range of partner contributions to match any investment made by the Council. Early discussions with partners have been favourable and Officers could continue these to obtain a firm commitment to capital contributions.
 - Revenue costs – to cover the annual costs of the monitoring service required for the effective deployment of the system. This could cost between £10-£60k, dependent on the monitoring coverage required by the Council and there is an existing Council budget available, excluding recharges, as the Council currently spends approximately £27,500 per year on monitoring costs.
- 7.2 There are resource implications for Council Officers who have already been involved in the CCTV Review and who would co-ordinate any further development work for the CCTV system and monitoring service. This will involve use of existing resources including Officers from the Regeneration and Assets teams and also Business Improvement and Partnerships, to co-ordinate partnership working and any potential procurement activity.

8. Major Risks

- 8.1 Failure to take appropriate action regarding the future development of the Town Centre CCTV system may result in a failure of existing systems and insufficient

coverage leading to the Council being unable to sufficiently deliver its strategic priorities;

- Local Services that Work for Local People
- Growing our People and Places
- Healthy, Active and Safe Borough
- A Town Centre for All

8.2 There is also a risk of reputational damage to the Council if it does not achieve the benefits often associated with having an effective CCTV system in place, such as attracting inward investment, a contribution towards a safer Town Centre and reducing fear of crime.

9. Key Decision Information

9.1 This report can be considered key because it results in the Borough Council committing existing resources for the function to which the decision relates.

10. Earlier Cabinet/Committee Resolutions

10.1 N/A.

11. List of Appendices

11.1 Appendix 1 – Portfolio Holder Review of Newcastle-under-Lyme Town Centre CCTV arrangements

12. Background Papers

12.1 None.

Implications included	Head of Service agreed report, signed & dated	Financial Implications signed & dated	Legal & risk implications signed & dated
Financial			
Legal			
Risk			
Corporate format used			

Appendix 1 – Portfolio Holder Review of Newcastle-under-Lyme Town Centre CCTV arrangements

The current CCTV system consists of 18 cameras situated within Newcastle under Lyme Town Centre. This system was originally fitted approximately 20 years ago with the exception of some cameras being renewed using external funding. When the system was originally installed the cameras were erected in designated locations and were considered to be fit for purpose. Over the years the Town Centre has evolved and there is no longer coverage within certain highly utilised areas of the Town Centre (see under current restrictions). The cameras operate consistently over 365 days of the year and are monitored jointly by a paid service and by volunteers. 15 cameras are analogue which means that the quality of the image is below average compared to their modern digital counterparts. The control room consists of ten monitoring screens and the appropriate hardware and software to service these. The age of this equipment makes for difficulties when replacement is needed.

Currently the responsibility for CCTV within Newcastle Borough Council sits within the Assets Team in Regeneration Directorate. There was an annual budget for financial year 2017-18 of:-

- Repairs, Maintenance and purchase - £8000
- Accommodation Costs for Control room and staff costs - £15000
- BT Costs - £6500

Monitoring

The CCTV system is currently monitored at the Council's own Monitoring Centre which opened in 2007 by a combination of unpaid volunteers overseen by an SIA accredited operative and a paid CCTV monitoring company.

- Paid Service

The paid, contracted CCTV operatives monitor the CCTV on Thursday, Friday and Saturday evenings/early mornings at a cost of £20,000p/annum and runs until the 12th May 2019 with an option to extend for a further 6 months.

- Volunteers

There are additionally two unpaid volunteers who provide daytime monitoring of the Town Centre CCTV on certain days and times and who are supervised by an SIA accredited operative. This arrangement is currently managed under a Service Level Agreement between Newcastle Borough Council, Newcastle's Business Improvement District (BID) and the Police. This agreement expires on the 31st March 2019 and there is an uncertainty as to whether this will remain as there is no planned financial contribution commitment from the Council, Police and BID to allow for this. This service level agreement was developed by the Council to encourage further development of the volunteer service. It was intended to be sustainable without the need for further Council funding when it ceases, but it is unclear whether any work has been undertaken to retain the volunteer's service.

Current Restrictions

- Logistics, CCTV Technology & Coverage

The current CCTV system and monitoring costs to Newcastle Borough Council equates to approximately £49500 expenditure for the financial year 2017- 2018 (equipment + monitoring = £49500) with the few additions of some internal recharges. There is no other available Council budget available to support this service further.

With the exception of the digital CCTV camera near the North Staffs Justice Centre, the CCTV cameras produce below average image quality. Footage is extremely grainy and unclear which is not ideal for evidential purposes. Fifteen out of eighteen CCTV cameras are up to twenty years old, technologically outdated and are susceptible to malfunction, which places a burden on maintenance budgets.

The CCTV control room has ten monitors which the CCTV operatives are able to view, alongside their desktop monitor. This type of viewing has largely been superseded by modern large/split screens, which are capable of numerous configurations to suit the operative and incident being followed. The CCTV operatives do not have the ability to replay footage on site which is extremely detrimental for a whole host of reasons. The inability to replay CCTV footage is due to a mixture of licensing and technological issues. The monitors are prone to breaking down which makes it extremely difficult for the operatives to detect and react to incidents on the Town Centre.

The CCTV cameras only cover certain areas in Newcastle Town Centre and there are some blind spots. Whilst this was adequate when CCTV was introduced in the Town Centre, several blind spots have since been created due to changes in environment and architectural changes e.g. new builds, Castle House and the positioning of the CCTV columns, the location and number of CCTV cameras and the outdated technology allowing for substantial monitoring, recording and evidencing.

None of the current cameras have infra-red capability which causes huge issues from a crime detection standpoint. Due to the cameras current specification and age their ability to provide visible images is poor without adequate lighting.

There is a substantial capital outlay however the benefits in greater crime prevention and reduction should help the businesses to generate greater footfall to the Town Centre. The Business Improvement District will consider the idea of making a financial contribution once the Council firms its position with regards to CCTV.

- Trees

At a number of locations there are trees which unfortunately obscure the effectiveness of the CCTV coverage. Some pruning of tree cover is likely to ensure maximum coverage and visibility of the CCTV cameras and also to maintain the Streetscape of the Town Centre.

Upon discussions with the Highways Authority at Staffordshire County Council they have stated that many of the trees are not original highway trees and were installed at the request of the Borough Council as part of environmental/amenity improvements. Although the County Council take ownership of the maintenance of the trees, this comes with a caveat that such maintenance works would only take place if said trees are at risk of, or are diseased, dying or dead, or if they are causing physical issues for the highway user or nearby properties. The County Council would however support (but not in terms of finance or workforce) any work deemed necessary by the Borough Council on the understanding that any works are not detrimental to the overall health

and stability of the trees. Furthermore, any work to the trees (but more specifically felling) would necessitate discussions with Officers due to the Town Centre being a Conservation Area and the Borough Council would have to undertake all necessary consultations prior to committing to the work.

The Borough Council did look at whether pruning would make any actual difference to the CCTV coverage and the consensus was that it wouldn't. For instance, in some locations the pruning would have to be so significant that it may result in the death/complete removal of the trees, which would have a huge impact on the streetscape of the town. Furthermore, tree cover in hard surfaced urban areas bring a number of environmental as well as aesthetic benefits so potential large scale reductions have to be carefully considered and balanced with other factors.

The Borough Council has requested that the Highways Authority completely remove one tree and replace it with a smaller specimen. However some trees cannot be removed and replaced and so a decision will have to be made on the level of pruning required, if any.

Opportunities

The comprehensive review has consisted of numerous meetings that have taken place with Officers of the Partnerships Team in conjunction with the Engineer for the Borough Council. The current overall system itself and the monitoring has been discussed within forums and meetings with other community safety partners such as the Police, Business Improvement District, Joint Operational Group, ASB and Youth Violence meetings and Retailer. The general consensus is that partners are supportive of the CCTV system having a review carried out and seeking ways to improve the system as the review so far has highlighted.

In order to establish what other local authorities provide we have carried out some market research with other authorities within the County which has assisted.

- Buying in to a Neighbouring Authority's System and Monitoring
Stoke-on-Trent City Council are open to the idea of exploring a CCTV partnership arrangement with NULBC to add value to our collective community CCTV network and optimise the value derived from our 24/7/365 monitoring hub capabilities. At this stage, and subject to further discussions Stoke-on-Trent City Council have provided a broad estimate of costs which, over a 10 year agreement, equate to between £10-60K per annum. It must be stressed however that this is only a preliminary estimate and a lot of due diligence will be required before either party are able make or accept an offer and work in partnership. We would hope such a partnership could be explored as an inter-authority agreement avoiding the expense and complexities of a formal tendering exercise.

- CCTV System and Monitoring Update

This could involve installing a new digital system including a possible 13 pan-tilt-zoom digital CCTV cameras, 2 static digital CCTV cameras and 4 extra digital CCTV cameras to be located in key locations within the Town Centre. This is in essence future proofing the Town Centre with the strategic placement of cameras. This option includes for hardware and software replacement to enhance operator experience. This would cost approximately £80,000. Ongoing monitoring costs would need to be explored further as to how the system is overseen and incidents reacted to, this would include an additional cost.

Alternatively a new digital CCTV system as detailed above could also be achieved via hire purchase agreement, the length of which can be up to 5 years. The whole cost of the hire term is illustrated in the table below. Comparisons should ideally be based on annual costs.

Length of Hire Term	Cost Per Month	Cost per Year
5 years	£1,664.00	£19,968.00
4 years	£2,012.80	£24,153.60
3 years	£2,597.60	£31,171.20
2 years	£3,769.60	£45,235.20

NEWCASTLE-UNDER-LYME BOROUGH COUNCILREPORT TO CABINETDate 5th December 2018CONTRACT OPTIONS FOR THE COUNCIL'S REVENUES AND BENEFITS SYSTEM

Submitted by: Interim Executive Director – Resources and Support Services

Portfolio: Corporate and Service Improvement, People and Partnerships

Ward(s) affected: All Wards - Indirectly

Purpose of the Report

To seek approval for the renewal of the Council's Revenues and Benefits Management System maintenance contract with Northgate Public Sector for a further three year period.

Recommendations

- a) *The Council renew its support and maintenance contract for its Revenues and Benefits Software with Northgate Public Sector for a further period of three years.*
- b) *The Council waives its own contract procedural rules regarding procurements over £50,000.*

Reasons

- a) Northgate are the only economic operator who can provide a complete application support service for the Revenues and Benefits Software.
- b) The Council has a legal obligation to ensure that its software is appropriately licensed.
- c) The Council will continue to have access to the latest updates and technical support services.

1. Background

- 1.1. In 2010, the Council replaced its Revenues and Benefits management system, Anite, with a competitor product from public sector software specialist, Northgate. The Revenues and Benefits package was procured via an open tender, on an initial five plus two year term. The Council made a capital investment to procure the software licences and cover setup costs, followed by an annual maintenance payment for support and ongoing upgrades.
- 1.2. Over the life of its contract, the Northgate system has performed extremely well for the authority, incurring very little unplanned downtime and requiring minimal maintenance by ICT other than routine upgrades. The system has also proved to be very flexible; facilitating the addition of self service options, hybrid mail for billing and timely compliance with legislative changes.
- 1.3. The Council holds a number of contracts for the Northgate system which have been created as additional components have been procured. These all expire at different dates, but in general are in or around January 2019. Ordinarily, when a contract reaches the end of its term, further maintenance fees are paid on an annual basis and the Council continues to use the software, uninterrupted. Typically annual fees are similar to the amount paid in previous years, but are generally subject to inflationary increases using a set measure such as the retail price index.

- 1.4. In early October ICT and the Council's Revenues and Benefits team began exploring options for extending our contract for the Northgate software. The Council did not embark on preparing materials for a full market re-procurement as Northgate remain the market leader in Revenues and Benefits software, with 170 customers and any such exercise would be of limited benefit.
- 1.5. This report outlines the options the Council now has, how these may benefit services in the longer term, the potential costs and the possible impacts of not entering into a new agreement, together with recommendations for moving forward.

2. Issues

- 2.1. The Council's contract for Northgate Revenues and Benefits is now outside of its initial and extended term. As such the Council is subject to additional, variable charges when our maintenance is renewed each year and the contractual limitations on price increases no longer apply. It also means that the Council receives less favourable discounts on any additional software or professional services.
- 2.2. The original Northgate contract was not intended to be an "evergreen" arrangement that rolled on indefinitely. Whilst Northgate have not specifically stated that they will not provide future support, they are under no obligations to do so. This is important, as the Northgate software is continually updated in response to legislation and access to these statutory service changes is essential.
- 2.3. Whilst the issues outlined in 2.1. and 2.2. in isolation present a very marginal risk, combined they place the Council at risk should Northgate apply a significant price increase. The Council would have no choice but to pay, as access to updates is essential. Whilst such actions are highly unlikely, any significant unplanned cost increase would undermine the Council's financial planning process.

3. Options Considered

3.1. 1. Do Nothing

The Council could allow its Revenues and Benefits contract to run-on, if permissible by Northgate. However this means that the authority would be paying more each year for its licences at a time when fiscal resources are limited. It also makes the justification of any investment in the Revenues and Benefits system very difficult as this is typically both expensive and resource intensive; not something that should be undertaken on a system that could be retired.

Whilst continuing with a run-on contract is unlikely to cause the Council any significant problems, it will not achieve best value and creates additional risk.

3.2. 2. Full Re-Procurement

It would be possible for the Council to draw up a specification and go out to the whole of the market for a re-procurement exercise. It should be considered however that the Council has a number of systems that are deeply integrated with the Revenues and Benefits software and migration to an alternative platform would be complex, time consuming and very expensive.

There are also a very limited number of competitors within the market and Northgate Revenues and Benefits is the largest of these, with 170 authorities on-board. The potential benefits of procuring an alternative would not outweigh the costs and disruption.

3.3. 3. Move to Cloud Based provisions

The adoption of Cloud services within the public sector has been rapidly accelerated by central government's "Cloud First" ICT policy and the availability of frameworks such as G-Cloud 10. Cloud based Revenues and Benefits platforms are available, however, migrating to such a solution would have the same implications as option 2; full re-procurement.

Based on prices available from the Crown Commercial Services G-Cloud 10 framework, a cloud hosted solution would significantly increase revenue costs. In addition, support services similar to those provided by our own staff would cost between £1,100 and £1,550 per day.

3.4. 4. Enter into a shared arrangement with another authority

ICT considered the option of looking to share a Revenues and Benefits system with a partner organisation. However, as a proposal this would still incur licensing costs for the software and would actually be a more complex undertaking than introducing an entirely new system.

This option would also require a considerable amount of planning. Not only would the authority have to find a willing partner, but the costs of moving to a shared environment would also have to be considered. Staff training, integration and data migration are just a few examples of time and resource intensive tasks that would have to be planned and executed in detail. The migration from Anite to Northgate took more than 18 months and this only required internal co-operation to achieve.

3.5. 5. Renew our Agreement with Northgate

The Council has the option to renew its Northgate support contract for a further period of three years, without having to undertake a significant and resource intensive procurement exercise.

A technical exemption is available under Public Procurement Regulations 2015 - Regulation 32(2) (b) as detailed below:

"The negotiated procedure without prior publication may be used for ...public supply contracts and public service contracts in any of the following cases:

(b) where the works, supplies or services can be supplied only by a particular economic operator for any of the following reasons

(ii) competition is absent for technical reasons

(iii) the protection of exclusive rights, including intellectual property rights,"

but only, in the case of paragraphs (ii) and (iii), where no reasonable alternative or substitute exists and the absence of competition is not the result of an artificial narrowing down of the parameters of the procurement;"

The Council could legitimately enter into a new contract with Northgate to secure the future of our Revenues and Benefits platform and fix our costs. Support and Maintenance for the system is only available directly from Northgate.

4. Proposal

4.1. In order to ensure the continued reliable and legal provision of the Revenues and Benefits software, option 5 is recommended.

a) The Council renew its support and maintenance contract for its Revenues and Benefits software directly with Northgate Public Sector for a further period of three years.

b) The Council waives its own contract procedural rules regarding procurements over £50,000 allowing officers to undertake a direct award of contract without a call for competition.

5. Reasons for Preferred Solution

5.1. Northgate are the only economic operator who can provide a complete application support service for the current Revenues and Benefits software, for both technical and intellectual property reasons. No other supplier can provide these particular services and there is no reasonable alternative.

5.2. The Council has a legal obligation to ensure that its software is appropriately licensed and entering into a replacement support and maintenance contract will help to fulfil this obligation. It also puts the

Council in a very good position in the medium financial term as our pricing will be fixed for three years allowing greater budget control.

5.3. Whilst competitor products do exist within the market, it is extremely unlikely that any operator could realistically provide the necessary licences, training and support required to migrate to a new system and still be within the costs proposed below. Northgate remain the largest provider of this software type and the Council is not dissatisfied with the service the company has provided.

5.4. Critically, the Council cannot avoid using its Revenues and Benefits platform. It is integrated into a significant number of applications and supports a statutory service. Having a fixed length support contract in place ensures that the Council is in a good position to continue benefiting from the systems development and that it has access to all the latest updates and technical support services.

6. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

6.1. A number of key services are either directly or indirectly dependent upon the Revenues and Benefits software. As such, this proposal either directly or indirectly links to all corporate priorities, targets and strategies.

7. **Legal and Statutory Implications**

7.1. The Council would be entering into a new contract without consulting the whole of the market. This would normally be required by the Council's own contract procedural rules and the Public Procurement Regulations, 2015.

7.2. As outlined in 3.5, a technical exemption may be available under Public Procurement Regulations 2015 - Regulation 32(2) (b) if there are no reasonable alternative providers. The Council would however have to waive its contract procedural rules with regards to contracts over £50,000 requiring a full tender.

7.3. This procurement approach has been discussed with the Council's corporate procurement team, who have confirmed that under the circumstances, the solution offers the least risk of a formal challenge from alternate service providers in the marketplace..

8. **Financial and Resource Implications**

Item	Cost Year 1	Cost Years 2 & 3
Revenues and Benefits Software and Supporting Services	£33,280	£34,326
Total		£101,932

8.1. The costs of the Revenues and Benefits software maintenance can be met from ICT's existing revenue budgets, as these are already accounted for.

9. **Major Risks**

9.1. A complete risk assessment is held within the Council's corporate risk management system. However, highlights include:

- a) *The Council does not renew its contract*
This could result in additional financial costs or the disruption of Council services.

10. **Earlier Cabinet/Committee Resolutions**

10.1. There are no earlier Cabinet/Committee Resolutions available within the last five years.