



Business and Property Committee

Committee Plan 2018/2021



Welcome to the Committee Plan. In this plan you will find:

Information about the Committee, what it wants to achieve and why

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County Council Strategy

Caring for our County: A vision for Norfolk in 2021 was approved by Members in February 2018 and outlines the Council's commitment to playing a leading role in:



Building **communities** we can be proud of



Installing **infrastructure** first



Building **new homes** to help young people get on the housing ladder



Developing the **skills of our people** through training and apprenticeships



Nurturing our growing **digital** economy



Making the most of our **heritage, culture and environment**

The Council's Strategy for 2018-2021 – Norfolk Futures – will provide the mechanism to enable these ambitions for the County across all of its activities.

Norfolk Futures will deliver these transformational commitments in a context where demand for our services is driven both by demographic and social trends, and where increasingly complex and more expensive forms of provision are increasingly prevalent.

Norfolk Futures is guided by four core principles that will frame the transformation we will lead across all our work:



Offering our help early to **prevent and reduce** demand for specialist services



Joining up our work so that similar activities and services are easily accessible, done well and done once



Being business like and making best use of **digital technology** to ensure value for money



Using **evidence and data** to target our work where it can make the most difference

Under the banner of Norfolk Futures we will deliver sustainable and affordable services for the people who need them most. The whole Council needs to change to keep up with increasing demands and ever better ways of working.

These principles frame the transformation that we must lead across all our services and activities. This is all underpinned by evidence and political support, to change how the Council works and how we work with the people of Norfolk.

By 2021 the strategy and these underpinning Service Plans will have moved the Council towards a more sustainable future with affordable, effective services. This means that we will have radically changed the ways we do some things. We will know our citizens and manage their needs effectively using the best evidence to enable the most appropriate outcomes. We will be working jointly across the Council on our biggest challenges by default, and changing the way we work to reflect new technology and ways of working. This will enable us to work smarter, better and plan long term to become the council the County needs.

Business and Property Committee's focus

The committee has responsibility for a range of service areas. There is no hierarchy as every areas has a vital role to play in achieving ambitions for Norfolk. Achievement of these ambitions will require sound, long term planning as well as working with others.

This Committee is responsible for promoting economic development and regeneration and associated activities. It incorporates focus on four broad areas: infrastructure, enterprise, skills and securing/managing external funds. It also has responsibility for the oversight and development of County Farms, a recognition of their importance in the rural economy. In addition the Committee has responsibility for developing and monitoring property and asset management.

The key organisational elements of these services are summarised below:

Corporate Property Team

- Corporate Property covers all service areas and asset types, from single property assets to full portfolio management. Estates and Commercial Property managers circa 1,300 properties.
- This includes the occupied and service related portfolio, County Farm Estate (over 16,000 acres of farmland and 145 tenants) and commercial property portfolio - our team provides advice and support on a wide range of property-related matters.
- The Corporate property Team also host the One Public Estate programme office, which plays a key role in helping public sector partners to rationalise the public estate across the County.
- Corporate Property Team work closely with service departments to establish property strategies and solutions and make sure that they are effectively delivered either in-house or through selected third party suppliers.

Employment and Skills

- The skills team delivers a range of projects and programmes aimed at improving individuals skills and enabling businesses to upskill their staff.
- Through Apprenticeships Norfolk Network (a partnership of over 100 organisations), we lead and coordinate the work to increase the take up of apprenticeships across diverse groups of individuals, working with schools, businesses and the voluntary sector.
- We are also developing the New Anglia Growth Hub Skills Portal, working collaboratively with Suffolk County Council and the LEP.

Economic Development

- Working with a range of partners and stakeholders, including New Anglia LEP, to promote and encourage economic development opportunities in Norfolk, and to create the environment where businesses are able to prosper.
- We handle inward investment enquiries and have a number of activities and campaigns underway to help profile key sectors and locations in order to attract new business investment, including:
 - Norwich Research Park - Health/Life Sciences Target Campaign
 - East of England Energy Zone (EEEZ)
 - Cambridge Norwich Tech Corridor
- Other activities include:
 - Working with colleagues elsewhere in the County Council to make the case for competitive grant funds for economic growth, including New Anglia's Growth Deal allocation and bids to Housing Infrastructure Fund
 - Making the economic case for infrastructure improvements

Economic Development Funding Programmes

- We manage a number of programmes that target business growth, particularly in rural areas. These include:-
 - European Regional Development Fund (ERDF) – funds wider business support initiatives – around £38m across Norfolk and Suffolk
 - European Social Fund (ESF) – funds skills and employment projects – around £35.7m across Norfolk and Suffolk
 - Local Investment in Future Talent – supporting small-scale employability and skills projects in rural Norfolk and north Suffolk - £1.1m
 - LEADER programme
 - Rural Growth Programme
 - INTERREG France (Channel) England programme – with €150m of funding still available.

Enterprise Parks

- The County Council operates two Enterprise Parks, and this Committee monitors the operational outputs of these. Both are managed and operated by Hethel Innovation Ltd.
 - Scottow Enterprise Park
 - Hethel Engineering Centre

Our key actions for 2018/19 are:

- Start construction on new storage and workshop space at Scottow Enterprise Park (subject to the Committee approving an appropriate business case).
- Complete development and begin operation of the trial Apprenticeship Training Agency.
- Commence housing development (through Repton Property Developments Ltd).
- Support co-location and integration proposals for Health and Social Care arising from the OPE programme or from the NHS Sustainable Transformation programme.
- Commence savings plan to achieve £975K of savings and aim for £8.1m capital receipts.

The voices of people who use our services

In developing the Customer Service Strategy for NCC, customers were consulted around what they would like and expect in terms of their interactions with the council and its staff. Whilst the consultation is now a couple of years old, the responses still fully reflect anecdotal examples and compliments and complaints received by NCC. The main outcomes the people are looking for can be summarised as follows:

The main outcomes the people are looking for can be summarised as follows:

- It's easy to find information, access services and complete transactions.
- I can deal with the council in the way that suits me best.
- Services are responsive and I am kept up to date with progress.
- Information is personalised and meets my needs.
- I only have to make a request or tell my story once and the job gets done.
- Explanations are clear and I know what to expect.

Whilst this was focused around individuals and communities, there is no reason to believe that businesses and other stakeholder's needs are significantly different to these.

Business and Property Services – the Norfolk context

Some **key demographic factors and trends** to take into account when considering the work of the Digital Innovation and Efficiency Committee services are:-

- Norfolk is the most rural county with one of the lowest population densities in England.
- Norfolk generally has an older population that is projected to increase at a greater rate than the rest of England. The number of people aged 65 and over in Norfolk is due to increase 31% over 15 years, and will mean the number of people aged 65 and over, as a proportion of Norfolk's total population, will increase from 23.8% to 28.3%.
- Norfolk has a higher than average number of disabled and older residents compared to other areas of the UK, and a growing number of young people who have recognised disabilities.
- The employment rate for people aged 16-64 is 75.6%.
- The median hourly pay (gross) is £12.17, median weekly pay (gross) is £496.80 and median annual pay (gross) is £25,458.
- The business death rate is 9.9% and business birth rate is 12.0%.
- The % of residents aged 16-64 claiming benefits principally for the reason of being unemployed is 1.4%.

There are also some **economic factors** to consider:

- Approximately 53% of all Norfolk's exports are to Europe, totalling £2.1bn – compared to 50% nationally. Machinery & Transport is the largest element of goods exported, representing 35% of total value.
- Approximately 63% of all our imports are from Europe, totalling £6.5bn – compared to 55% nationally. Again, Machinery & Transport is the largest element imported, representing 38% of total value
- EU nationals represent an average of 31% of the manufacturing sector's workforce, and 26% of the permanent agricultural workforce is from the EU. 9.7% of the total permanent employment in Norfolk is made up of EU nationals.

Chief Officer explains the Committee's challenges

As part of the Services, Strategy and Priorities for 2018-19 the Council's property portfolio must be managed so it acts as a catalyst for service improvement and community prosperity, whilst also ensuring value for money. It is proposed the Property service:

- Reduces the number of larger buildings.
- Newer buildings are well maintained.
- Buildings are intensively used to support multiple uses.
- Ensure flexible use of buildings to adapt to future needs.
- Buildings are energy efficient/sustainable.
- Located to optimise access and regeneration.

We need to seek out new commercial opportunities and manage the council's services in the most efficient way by sweating our assets to maximise return on investment and run traded services profitably to make a return for the County Council to re-invest in frontline services; making the most of our under-utilised buildings and land by selling or leasing it to generate rent income. Ensuring the £700m we spend through contracted out services is managed and reviewed to ensure value for money.

We care about the large number of people who are not able to afford a home of their own and are working towards a Housing Strategy. As a county council we can help by accelerating the delivery of new housing, in all forms, throughout Norfolk and highlight gaps in the type and location of accommodation to meet the needs of people of Norfolk today and in the future.

We will use county council landholdings to undertake direct development via Repton Property Developments Ltd, Norfolk County Council's development company. Provide up-front finance for infrastructure development and acquiring strategic landholdings with a view to development. We will work in partnership with housing authorities, the Homes and Communities Agency (HCA), and the Local Enterprise Partnership (LEP) to secure additional investment.

Key Committee challenges

The Committee faces a range of challenges in achieving ambitions for Norfolk. These must be taken into account during decision-making

Challenge	Description
Securing funding for major infrastructure	<p>Access to appropriate infrastructure can be a key factor when businesses are making decisions about where to locate their business, both new businesses looking to Norfolk as a potential base and existing businesses who may want to expand or change their operations.</p> <p>We need to secure significant funding to be able to deliver major infrastructure improvements. We have a strong track record of securing funding, including for the A11 dualling, the Norwich Distributor Route and the Great Yarmouth Third River Crossing, but we need to continue to press hard to ensure the economic case for investment in Norfolk is heard.</p>
Supporting the delivery of new houses	<p>The lack of new homes, particularly affordable homes, is a national issue. There are a large number of people who are not able to access or afford a home of their own.</p> <p>We are working towards a Housing Strategy. We can also help by supporting the accelerated delivery of new housing, in all forms, throughout Norfolk and highlight gaps in the type and location of accommodation to meet needs.</p> <p>We will use county council landholdings to undertake direct development via Repton Property Developments Ltd, Norfolk County Council's development company. Provide up-front finance for infrastructure development and acquiring strategic landholdings with a view to development. We will work in partnership with housing authorities, the Homes and Communities Agency (HCA), and the Local Enterprise Partnership (LEP) to secure additional investment.</p>
Increasing the number of apprenticeships	<p>There have been a number of changes to apprenticeships which have impacted on performance across Norfolk and the rest of England. These include the introduction of the apprenticeship levy, changes in qualification funding levels and other changes to the scheme. This has impacted on businesses willingness and ability to participate in the scheme. We are</p>

	seeking to address this in a number of ways, including through the establishment of an Apprenticeship Training Agency.
Sweating our property assets	We need to seek out new commercial opportunities and manage the council's services in the most efficient way by sweating our assets to maximise return on investment and run traded services profitably to make a return for the County Council to re-invest in frontline services; making the most of our under-utilised buildings and land by selling or leasing it to generate rent income. Ensuring the £700m we spend through contracted out services is managed and reviewed to ensure value for money.

Resources and budget

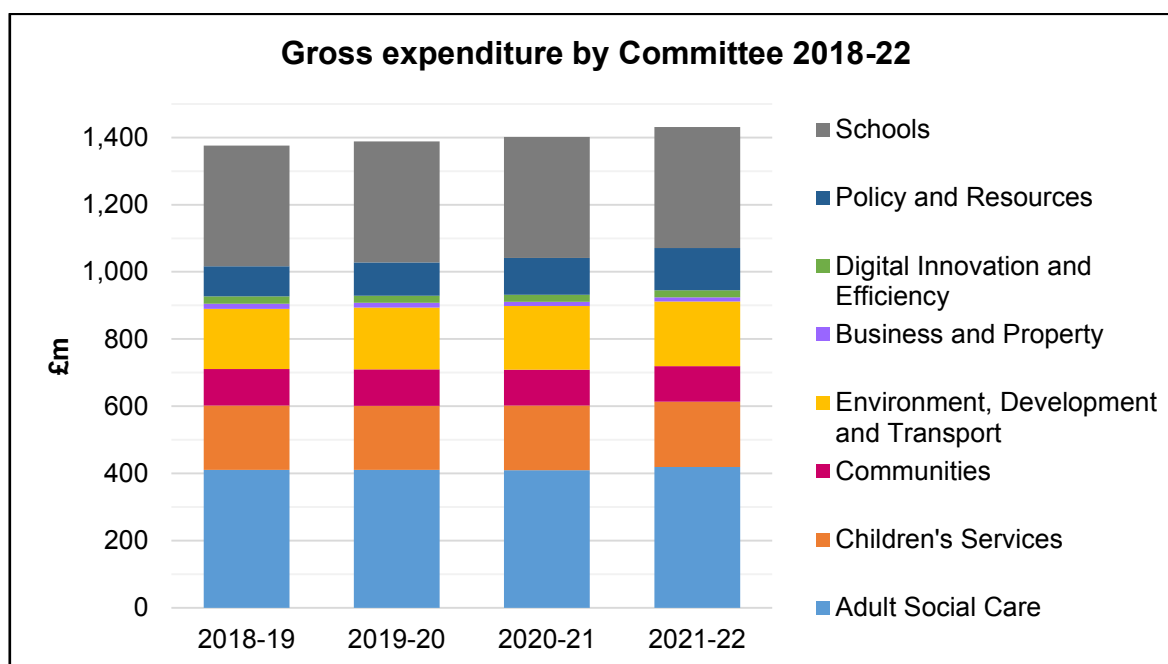
Local government faces ongoing reductions in funding over the period covered by this Plan. The two key financial tasks for all committees are to deliver their 2018-19 budget, and to plan their expenditure over the Medium Term Financial Strategy up to 2021-22. The scale of this challenge requires a new approach to service delivery, a wide range of options, and significant public consultation.

The following tables provide an overview of the County Council's budget position, and a detailed breakdown for the Service Committee following 2018-19 budget setting. Future year budgets will vary from the figures shown here as detailed budget setting work is undertaken and the budget is set by Members each year, however they provide an overall picture of the Council's finances.

Norfolk County Council gross revenue budget 2018-19 to 2021-22

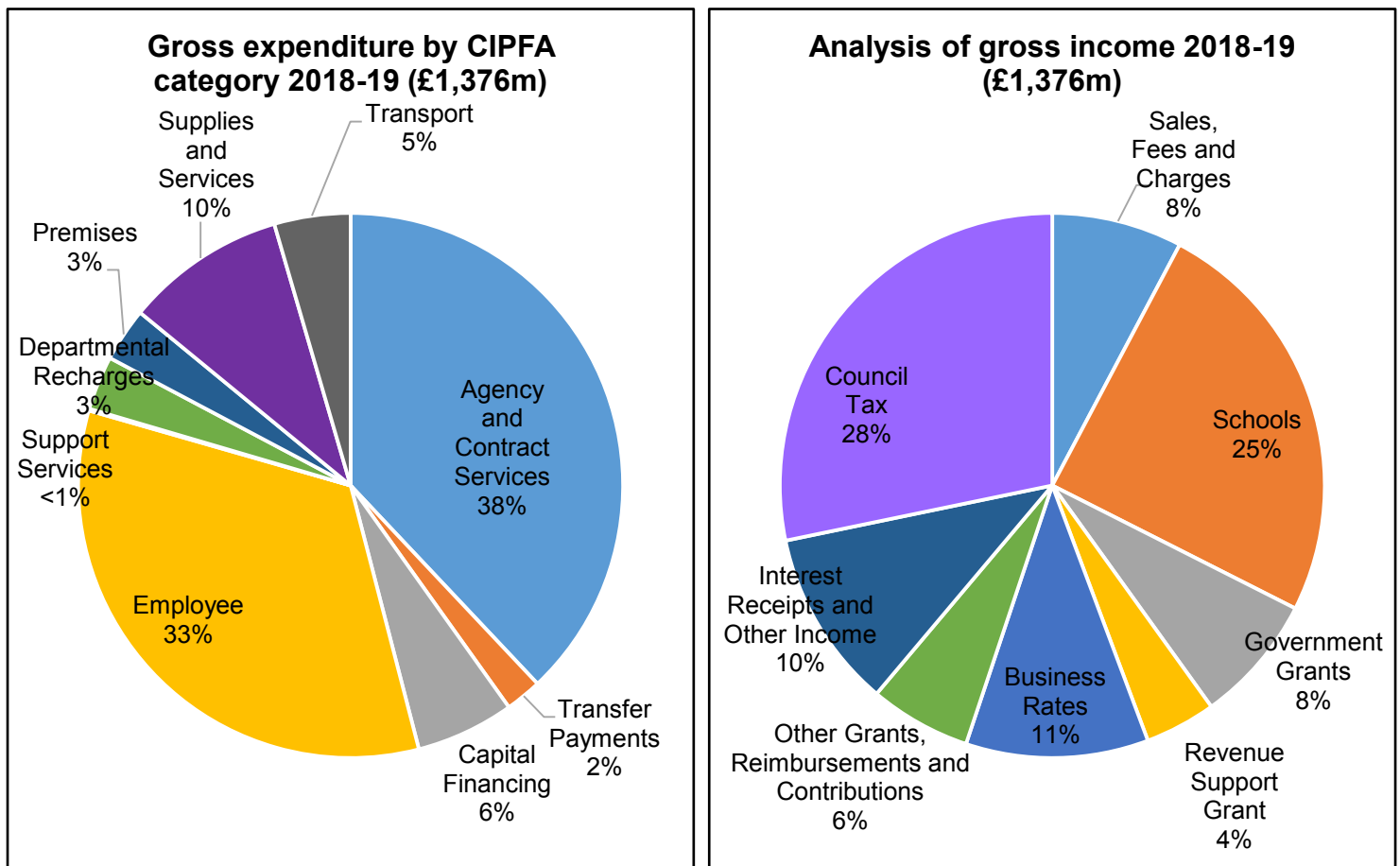
The chart below summarises the County Council's gross expenditure budget by Committee for the period covered by the Medium Term Financial Strategy 2018-19 to 2021-22. The **gross budget for 2018-19 is £1,376m**, this includes £360m which is passed directly to schools.

The **net budget for 2018-19 is £388.8m**.



Note: the gross expenditure shown above does not include the requirement for savings to close the forecast budget gap in future years 2019-20 to 2021-22.

The following charts provide an analysis of the County Council's gross income and expenditure for 2018-19, to show where the money comes from, and how it is spent.



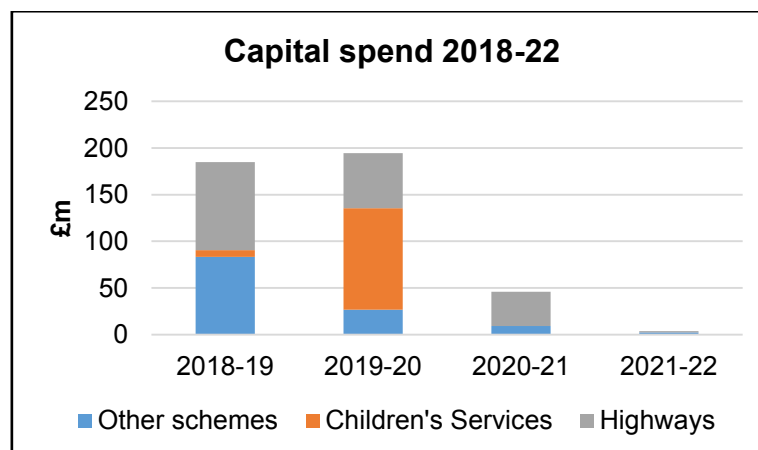
Notes:

Transfer Payments relate to direct payments to service users to enable them to commission their own services, such as domiciliary care and day care.

Interest Receipts and Other Income includes capital charges and depreciation and charges for transport services provided by CES department to others within the Council.

Norfolk County Council Capital Programme 2018-19 to 2021-22

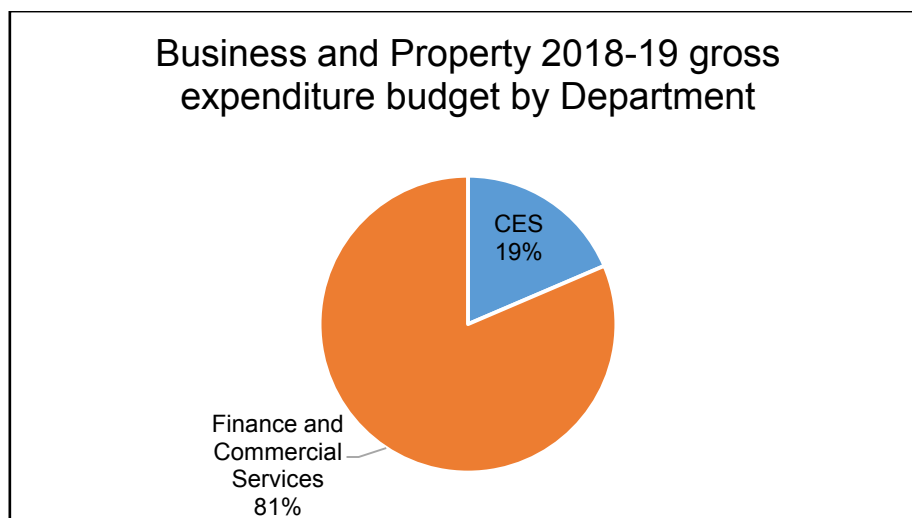
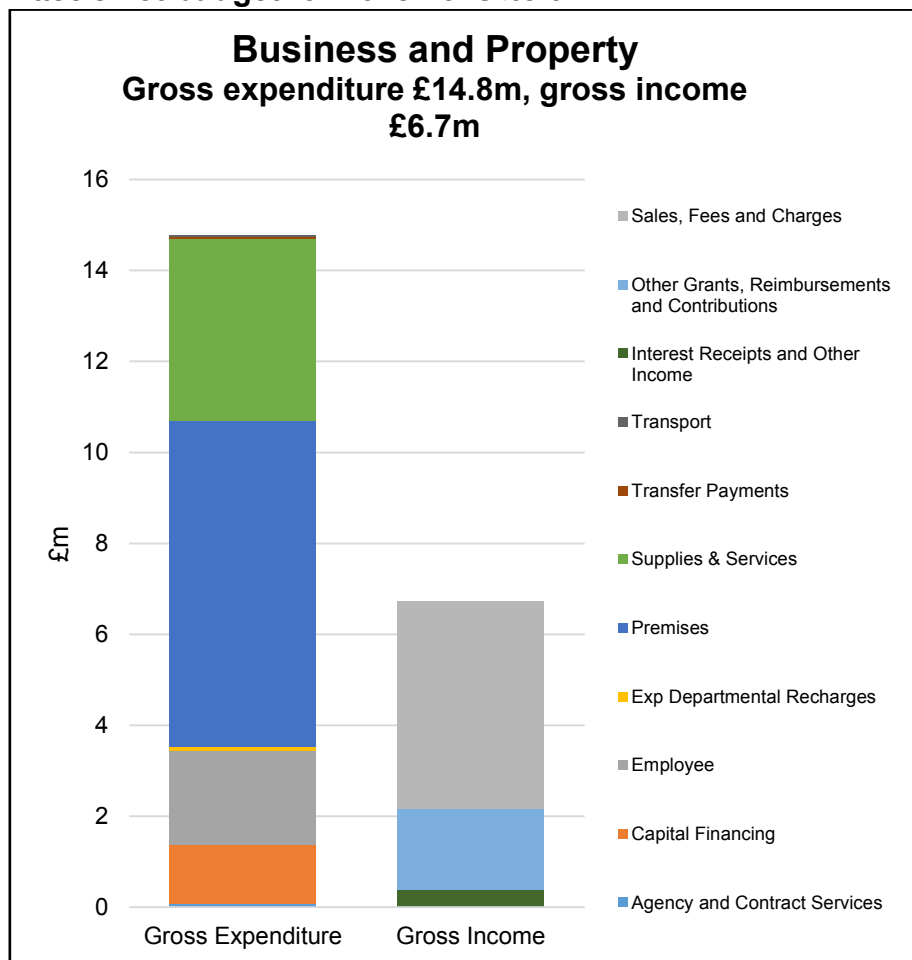
The chart below summarises the County Council's Capital Programme.



Details of Business and Property Committee gross revenue budget 2018-19

The following chart provides details of this Committee's gross expenditure and gross income budgets. The final chart shows the gross expenditure budget by department within the overall Committee budget.

The Committee's **net budget for 2018-19 is £8.0m**



Norfolk Futures

Under the banner of Norfolk Futures we will deliver sustainable and affordable services for the people who need them most. The whole Council needs to change to keep up with increasing demands and ever better ways of working. Norfolk Futures is guided by four core principles that will frame the transformation we will lead across all our work. Seven initial corporate priorities have been identified which are:

- Safe children and resilient families.
- Promoting independence for vulnerable adults.
- Smarter information and advice.
- Towards a housing strategy.
- Digital Norfolk.
- Local services strategy.
- Commercialisation.

The Business and Property Committee will be responsible for **Towards a housing strategy** and **Commercialisation**, and oversight for the entire transformation programme will be provided by Policy and Resources Committee.

Under **Towards a housing strategy** we will use the Housing Strategy to drive change in three areas of common good to the County; social housing, income generation and increasing the number of homes available to our residents.

The 3 key focus areas will be:

1. **Social policy** – by specifying an optimal mix of specialist accommodation provision for older people and working age adults with particular needs, we will develop a business case for NCC and other private/public sector investors to develop new accommodation which will expand current provision and reduce service costs for NCC and many of its service users.
2. **Commercialisation** – by undertaking direct housing development on council-owned land, a council-owned development company will provide a new income stream (via the developer's profit) to NCC.
3. **'Enabling'** – by utilising NCC resources (i.e. financial, human, partnership building, strategic planning, influence, leadership) we can positively influence the quantity and quality of new homes being built in Norfolk.

The Council is committed to operating more commercially. Under Commercialisation we want to make sure that it does so in a way which meets the desired financial outcome, including making money or fully covering overheads. This means identifying and meeting clear targets for trading entities' profit, return on assets, and return on investment, as well as making sure internal activities such as contract and establishment management are run effectively to eliminate financial waste.

The 3 key focus areas will be:

1. Improving the return on **existing assets** and the return on investments.

2. Making the Council's **trading functions more profitable** and charging fully (including overheads) where the charging framework is set out in statute.
3. Implementing a **more business-like approach** to managing our services.

Risks and Innovation

By identifying risks and opportunities we can make better decisions as to future activities and focus.

Risks

As an organisation we have a risk management process which cuts across all of the departments and committees. The information below shows a snapshot in time and will be updated as the plan develops.

For Business and Property Committee there are three main areas of risk which could affect what we do in the future.

Risk	How high is the risk? (As of January 2018)
Infrastructure is not delivered at the required rate to support existing needs and the planned growth of Norfolk.	Amber
Failure of Estate Management	Amber
Failure to meet Norfolk County Council carbon reduction target	Amber

Innovation

As well as looking at future challenges we are also seeking new and exciting opportunities to help deliver our ambitions.

This includes things like new funding streams, different ways of working and even sometimes stopping delivering services where they are no longer needed or relevant. New opportunities and innovative ways of working will continue to be explored.

Service Area	Innovation
Corporate Property Team	Established Property Development Company "Repton Property Developments Ltd", to enable the County Council to undertake direct property development to both deliver an income to the County Council and help accelerate the property market.
Employment and Skills	Establishing a trial Apprenticeship Training Agency, bringing together over 100 schools, employers, colleges, training providers and support organisations together with common goals and objectives, including to increase the number, level, range and quality of apprenticeships in Norfolk.
Scottow Enterprise Park	A number of activities are carried out on the site, which is about much more than just being a landlord. This includes establishing a start-up space for businesses to incubate, hosting STEM activities and engagement, running master

	classes for start-up businesses and providing one-on-one support and workshops.
Economic Development	The County Council were selected to host the INTERREG France (Channel) England programme as the managing authority. This enables Norfolk to be a forefront of this major funding programme, with over €150m funding available.

Performance

Performance of each committee is measured through a tracker system. The detail of this is reported to service committee and some high level metrics are reported to Policy and Resources.

Below is the set of vital signs it is suggested the Committee monitor regularly, and form the basis of future performance reports to Committee. The list includes some existing and some new vital signs. Those shown in bold are the measures it is suggested are also reported to Policy and Resources Committee for monitoring purposes.

In practice, service departments will develop and monitor a wider range of more detailed performance indicators, as part of management good practice.

- **Number of apprenticeship starts.**
- **Reduction in the size of the property estate (gross internal area and number of holdings/properties).**
- Number of business start-ups supported, including through Scottow Enterprise Park and Hethel Engineering Centre.
- Number of jobs created, including through Scottow Enterprise Park and Hethel Engineering Centre.
- Return on assets.
- Return on commercial opportunities.

In addition, the Committee will continue to monitor financial performance regularly. In particular, there are some significant savings targets that Members have agreed relating to property – as below:

Indicator	Targets			
	2018/19	2019/20	2020/21	2021/22
Property Savings plan	£975,000	£1,575,000	£1,050,000	£650,000
Income from Property development through Repton Property Developments Ltd	0	£500,000	£1,000,000	£500,000
Capital receipts (estimated)	£8,113,000	£5,502,000	£2,200,000	To be determined

The Committee's Forward Plan

Each committee has its own Forward Plan – a list of items that Members will need to consider or make a decision about in the year ahead. The plan is a key tool, allowing Member to ensure the implementation of their vision for each committee. In addition it:

- Ensures performance issues are continually addressed.
- Prepares Members for the big decisions coming up allows them to talk to constituents or undertake research in advance of considering issues.
- Ensures statutory reports are received in a timely way.
- Ensures Members are not surprised by issues without warning.
- Coordinates the work of the Council across committees.
- Allows issues to be spotted that might be referred to a different committee to work on.
- Identifies issues to be discussed at Full Council.

The latest forward plan for the committee is below. The plans are updated regularly and available to view on the Council's website:

[Link to Norfolk County Council Committee Information](#)

[Link to Business & Property Committee Forward Plan](#)

The Forward Plan for Business and Property Committee is included on the agenda for each meeting to ensure the Committee has a regular opportunity to review and shape the overall Plan. The Plan is iterative and therefore will continue to be shaped, and reports added, throughout the year. At the time of writing this Plan, some of the key reports/discussion items planned for this Committee during 2018/19 are:-

- Considering a business case to construct new storage and workshop space at Scottow Enterprise Park.
- Update on County Farms.
- Reviewing the developers brief for Norwich Airport Industrial Estate.

In addition, the Committee will continue to scrutinise and oversee all of the services it is responsible for, including through regular reports on budgets, risk and performance.

Working with other committees

Every committee has set responsibilities which they must work towards achieving. However they will all have some areas of service where they need to work with other service Committees in order to achieve common goals.

The Policy and Resources Committee has a co-ordinating role, overseeing and leading development of the County Council Strategy and the Medium Term Financial Strategy. It has responsibility for enabling services such as ICT and HR, which help to support delivery at the front line of all Norfolk County Council's services. P&R Committee works hand in hand with each service committee, to maintain a whole council view and an efficient and effective organisation.

These are just some of the examples of areas where our committee is working with others.

Committee	Work being undertaken
Environment, Development and Transport	Close working between the Committee to ensure alignment around key infrastructure and major development priorities. There is a flow of activity between the Committees, with Economic Development responsible for making the economic case for projects, and EDT responsible for overseeing the delivery on the ground.
Adults Social Care	The corporate property team manages the property assets on behalf of the Adult Social Care services and works with colleagues to understand the overall service direction, so that can be translated into an appropriate property strategy.
Children's Services	Working with colleagues to ensure that we can maximise opportunities to promote and secure apprenticeships for young people. Work with colleagues to secure sites for schools.
Communities	The majority of the services overseen by the Communities Committee are provided within localities and are the local front-door to access the County Council. We work with service colleagues to identify opportunities for better join up of the property asset that sits alongside these services to enable us to deliver them as efficiently as possible, including progressing opportunities to share and rationalise buildings within a locality to provide a more joined up customer experience in a single location.
Digital Innovation and Efficiency	Whilst not currently working directly with this committee, we have a watching brief on developments and will consider how best they could support our services.

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