

Business and Property Committee

Date: **Wednesday, 14 March 2018**

Time: **10:00**

Venue: **Cranworth Room, County Hall,
Martineau Lane, Norwich, Norfolk, NR1 2DH**

Persons attending the meeting are requested to turn off mobile phones.

Membership

Mr K Kiddie (Chairman)

Mr S Aquarone

Ms C Bowes

Mr R Brame

Mr D Douglas

Mr F Eagle

Mr B Iles (Vice-Chairman)

Mr A Jamieson

Mr M Kiddle-Morris

Mr C Smith

Mr J Timewell

Mrs K Vincent

Mrs C Walker

**For further details and general enquiries about this Agenda
please contact the Committee Officer:**

Hollie Adams on 01603 223029
or email committees@norfolk.gov.uk

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A g e n d a

1. To receive apologies and details of any substitute members attending

2. Minutes

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To confirm the minutes of the meeting of the 18 January 2018

3. Declarations of Interest

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

If that is the case then you must declare such an interest but can speak and vote on the matter.

4. Any items of business the Chairman decides should be considered as a matter of urgency

5. Public Question Time

Fifteen minutes for questions from members of the public of which due notice has been given.

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Friday 9 March 2018**. For guidance on submitting public question, please visit www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee

Or view the Constitution at www.norfolk.gov.uk

6. Local Member Issues/ Member Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given.

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Friday 9 March 2018**.

7. Update from Members of the Committee regarding any internal and external bodies that they sit on.

8. Forward Plan and delegated decisions **Page 23**

A report by the Executive Director of Finance and Commercial Services

9. Committee Plan 2018/2021 **Page 33**

A report by the Executive Director of Finance and Commercial Services and the Executive Director of Community and Environmental Services.

10. Finance Monitoring **Page 62**

A report by the Executive Director of Community and Environmental Services and the Executive Director of Finance and Commercial Services.

11. Performance Management **Page 70**

A report by the Executive Director of Community and Environmental Services and the Executive Director of Finance and Commercial Services.

12. Risk management **Page 79**

A Report by the Executive Director of Finance and Commercial Services.

13. Repton Property Developments Ltd Articles of Association **Page 86**

A report by the Executive Director of Finance and Commercial Services.

14. Disposal, acquisition and exploitation of Properties **Page 130**

A report by the Executive Director of Finance and Commercial Services.

15. County Farms update **Page 138**

A report by the Executive Director of Finance and Commercial Services.

16. Exclusion of the Public

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The committee is asked to consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of the item below on the grounds that it involves the likely disclosure of exempt information as defined by Paragraphs 1, 3 and 3.5 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. The committee will be presented with the conclusion of the public interest test carried out by the report author and is recommended to confirm the exclusion.

17. Exempt Minutes

Page

To agree the Exempt minutes from the 18 January 2018

Group Meetings

Conservative	9:00am	Leader's Office, Ground Floor
Labour	9:00am	Labour Group Room, Ground Floor
Liberal Democrats	9:00am	Liberal Democrats Group Room, Ground Floor

Chris Walton
Head of Democratic Services
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 06 March 2018



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Business and Property Committee

Minutes of the Meeting held on Thursday, 18 January 2018 at 10:00 am in the Edwards room at County Hall

Present:

Mr K Kiddie (Chairman)	
Mr S Aquarone	Mr A Jamieson
Ms C Bowes	Mr F Eagle
Mr R Brame	Mr M Kiddle-Morris
M Chenery of Horsbrugh	Mr J Timewell
Mr D Douglas	Mrs K Vincent
Mr B Iles (Vice-Chairman)	Mrs C Walker

The Chairman opened the meeting by wishing the Committee a Happy New Year and thanking them for their support in 2017.

1. Apologies and Substitutions

- 1.1 Apologies were received from Mr C Smith (M Chenery of Horsbrugh substituting). Mr Douglas had given apologies that he would be late to the meeting.

2. Minutes

- 2.1 The minutes of the meeting held on the 20 November and 11 December 2017 were **AGREED** as an accurate record and signed by the Chairman subject to an amendment to change "Town Centre Management Board" at paragraph 3.2 to "Area Management Board".

3. Members to Declare any Interests

- 3.1
- The Executive Director of Finance and Commercial Services declared a non-pecuniary interest as a Non-Executive Director of Equinox Enterprises at Great Yarmouth Borough Council;
 - Mr Jamieson declared a non-pecuniary interest as a Director of Norse;
 - Mrs Vincent declared a non-pecuniary interest as a NCC Shareholder Representative for Norse;
 - Mr Timewell declared a non-pecuniary interest as he was part of a company which rented property at Scottow Enterprise Park;

4. Urgent Business

- 4.1 The Chairman requested an update from the Executive Director of Finance and Commercial Services about Carillion; he confirmed that Norfolk County Council (NCC) had no contracts with Carillion. NCC owned part of Carillion through money invested in a ftse tracker fund as part of its pension fund but Officers had found this was £8000, a small amount of the total investment of the pension fund.

- 4.2 Mr Jamieson reported that Norse was actively pursuing contracts with local Councils that Carillion was working with to add to existing capability where relevant and appropriate.

5. Public Questions

- 5.1 A question and a supplementary question were received from Mr Cousens; see appendix A. The Chairman added that, if in future access to Newton House could be gained, this may afford the possibility to create a heritage site or room.

6. Member Questions

A question was received from Cllr Kemp; see appendix A. The Chairman added that a meeting was planned with NCC, LEP (New Anglia Local Area Partnership), Norwich City Council and Unilever on 3 February 2018 to continue with talks on this matter.

7. Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on.

- 7.1 The Chairman updated members on:
- A meeting he attended in Great Yarmouth about the Energy Enterprise Zone involving NCC, universities, apprenticeship providers, training organisations, LEP, Sajid Javid and others. A presentation was given about the potential of Great Yarmouth and the renewable energies sector set there;
 - The “Sync the City” event in Norwich Cathedral sponsored by NCC and the University of East Anglia;
 - A visit to the Local Government Association headquarters in London with Officers to bid for Scottow for the awards process for Business Enterprise. He wished to publicly recognise Simon Coward and Sarah Rhoden’s presentation for this bid.
- 7.2 The Vice-Chairman had resigned from the Broads Authority before Christmas 2017.
- 7.3 Mrs Walker was disappointed to report that the Area Board Committee meeting planned for the 14 December 2017 had been cancelled.
- 7.4 Mr Brame reported that the Greater Thetford Development Partnership was now set up in a new format with a new Chairman and Vice Chairman; they had asked if the Chairman of Business and Property Committee could meet with them to discuss investment in the Gateway to Norfolk. He **agreed** to do so.

8. Agritech programme board

- 8.1 Ms Bowes had indicated her intention to step down from the Agritech Programme Board. Mr Eagle nominated himself for the role seconded by the Chairman.
- 8.2 The Committee **AGREED** to appoint Mr F Eagle as the Committee’s representative on the Agritech Programme Board.

9. Forward Plan and Delegated Decisions

- 9.1 The Committee reviewed and **NOTED** the forward plan and delegated decisions taken by officers.

9.2 Mr D Douglas arrived at 14:21pm

10. Economic Development update

- 10.1 The Committee received the report providing an overview of the work of the Economic Development team reflecting work being done at that time, the ambition to plan work around national strategy, industrial strategy and Brexit and around securing funding.
- 10.2.1 Update was requested on LEADER funding available through the rural development plan. The Interim Head of Economic Development reported that the department was ahead of spend profile in 3 of the 5 Local Action Group (LAG) areas and behind in the 2 new ones; it was the first time County-Wide coverage had been achieved. An expected additional £3m funding announcement for the programme had not been received. Cllrs could help by promoting the funding and website.
- 10.2.2 It was noted that the Borough Council of King's Lynn and West Norfolk (BCKLWN) had also been part of the Greater Cambridgeshire Greater Peterborough (GCGP) LEP area from the outset. The GCGP LEP had now been absorbed into the office of the Mayor which in future would only focus on its core area. Going forward the BCKLWN would fall solely within the New Anglia LEP; the impact of this was queried. The Interim Head of Economic Development clarified that there was no impact of these changes since economic partnerships did not control LAG money coming into NCC from Defra through the LEADER programme.
- 10.2.3 Support for companies seeking to transition from oil and gas to renewable energy was queried. The Economic Development Manager clarified he was part of a task group set up and chaired by the LEP, which included Brandon Lewis MP, when the oil and gas crisis hit in 2016. One of the outcomes was the establishment of an oil and gas transition fund for companies wanting to diversify into the renewable energy sector or another sector such as transport, utilities or engineering; around 10 grants had been awarded but he believed the oil and gas sector was starting to recover and the need for this grant was diminishing.
- 10.2.4 Mr Timewell queried how NCC could improve business in Norfolk, how dynamic and innovative they were in their approach and willingness to attract companies; he proposed that Officers brought a report and proposal for a stronger Economic Development department tasked with bringing more development to Norfolk. The Interim Head of Economic Development discussed how funding was used for business and job creation, encouraging more highly paid jobs and to attract inward business; lagging performance in wage levels would be tackled through attracting higher level jobs. He acknowledged more could be done but recognised the limitations of the resources available.
- 10.2.5 The Apprenticeships Training Agency was now set up, run by Traac, aimed at young people in care and with significant educational and learning difficulties. The first cohort would be recruited in the next 4-6 weeks and a pilot would run for a year to 18 months to identify if the model was suitable for the cohort.
- 10.2.6 Apprentices would be employed by Traac and apprenticeships available Norfolk wide. Some of the cost paid to employers as apprenticeship contribution by NCC would include transport costs for apprentices.

- 10.2.7 The Interim Head of Economic Development clarified that targets shown in table 2 of the report were long term and reviewed annually. Regular meetings were held about the delivery strategy, which would be brought to the Committee when finalised.
- 10.2.8 It was **suggested** that Officers considered how to make information easily available to SMEs (Small and Medium (business) Enterprises).
- 10.2.9 National funding for the East-West Link Road was shown in the delivery plan; the Interim Head of Economic Development **agreed** to bring detail on progress of this at a later date.
- 10.3 The Committee **NOTED** the ongoing work of the Economic Development team.

11. Key economic sector developments in Norfolk – Inward Investment Activity

- 11.1 The Committee discussed the report providing an overview of Norfolk County Council's approach to attracting and retaining investment
- 11.2.1 It was suggested that parts of the Norwich Research Park were not accessible via public transport; the Economic Development Manager reported that infrastructure investment would be undertaken as development progressed, which would include improvements to current public transport provision as well as walking and cycling; complex funding issues needed to be overcome to enable further development on the site. He **agreed** to provide further information to Mr Douglas on this issue. Officers had been encouraging the Research Park to consider travel for the site as part of their infrastructure package and had already funded infrastructure changes for public transport, walking and cycling.
- 11.2.2 It was **suggested** that a bus link between Kings Lynn and Hunstanton was added into the infrastructure plan.
- 11.2.3 The Economic Development Manager confirmed that Kings Lynn and Lowestoft Ports were owned by ABP (Associated British Ports); having spoken in 2017 with a director of ABP, it was clear that they understood the capabilities of their ports.
- 11.2.4 It was confirmed that 5 property acquisitions had been made by the Great Yarmouth Development Company on the South Denes in the past year and no compulsory purchase orders had been made; a meeting of the board was being arranged.
- 11.2.5 Officers had looked at redevelopment and investment on Norwich Airport site, and lobbied for resurrection of the redevelopment scheme to establish new bus routes.
- 11.3 The Committee **NOTED** the contents of the report.

12. Scottow Enterprise Park – vision for future development

- 12.1.1 The Committee received the report seeking Member's views on potential future projects in the context of developing the future direction of the site, and heard a presentation (see appendix B).
- 12.1.2 The Executive Director of Community and Environmental Services requested the Committee's thoughts, aspiration and concerns to support with bringing together the business case.

- 12.1.3 The Managing Director of Hethel Innovation gave a presentation, see Appendix B:
- 65% businesses were in STEM (science, technology, engineering and maths);
 - The Managing Director of Hethel Innovation updated members on changes to the Scottow Enterprise Park team;
 - There were now approximately 100 tenants on the site;
 - It was necessary to meet Energy Performance Certificate ratings of E and above;
 - There was a target to achieve 500 jobs on site in 2018;
 - Large, difficult to rent buildings, would be split into small offices as this had been shown to have a higher level of success in occupancy;
 - Space was now becoming limited so there were plans to build more buildings;
 - Capital grant funding was being sought;
- 12.2 The Managing Director of Hethel Innovation confirmed that photos of RAF personnel from the land's previous use as an RAF base were displayed on the Scottow site. The Hamlet had been removed when the RAF moved from the site but it was being investigated whether the Front House could be purchased to create a heritage site.
- 12.3 Mrs Walker **proposed** that the Committee commend the report as received. The Committee **AGREED** the proposal.
- 12.4 The Committee **CONSIDERED** and **COMMENDED** the approach and potential future projects set out in this report.

13. Disposal, Acquisition and Exploitation of Properties

- 13.1 The Committee received the report outlining proposals for exploiting properties surplus to operational requirements, pro-actively releasing property assets with latent value where the operational needs can be met from elsewhere and strategically acquiring property to drive economic growth and wellbeing in the County
- 13.2.1 The Bircham Covenant was queried; the Head of Property clarified that a detailed title search was needed after which Officers would write to any holders of the Covenant. The schedule to get section 71 consent could be lengthy.
- 13.2.2 The Chairman **proposed** to take all 11 recommendations together unless any concerns were raised by Members.
- 13.2.3 The Head of Property reported that the asset at recommendation 10 had increased in value from 50p per sq ft to £3 per sq ft.
- 13.2.4 The property team had been looking at the most economically viable methods of disposal for those previously agreed by Committee.
- 13.2.5 A column showing the final sale figure of each disposal was **requested**. The Head of Property **agreed** to bring this on a quarterly basis.
- 13.3 The Committee:
- i) **FORMALLY DECLARED** Abbott Farm Barns, Binham surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of Business and Property Committee is authorised to accept the most advantageous bid and report the fact at a subsequent Business and Property Committee meeting.

- (ii) **ENDORSED** the amendment to the boundaries of the previously disposed land adjoining Low Farm Buildings, Postwick Lane – Brundall
- (iii) **FORMALLY DECLARED** the Land at Brancaster Road, Docking surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of Business and Property Committee is authorised to accept the most advantageous bid and report the fact at a subsequent Business and Property Committee meeting.
- (iv) **FORMALLY DECLARED** this parcel of land rear of Rear of Church Road, Hilgay surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property to the adjoining owner. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of Business and Property Committee is authorised to accept the most advantageous bid and report the fact at a subsequent Business and Property Committee meeting.
- (v) **FORMALLY DECLARED** Oaklands Farm House, Sidegate Road, Hopton on Sea surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of Business and Property Committee is authorised to accept the most advantageous bid and report the fact at a subsequent Business and Property Committee meeting.
- (vi) **FORMALLY DECLARED** the Land at Martham Estate, amounting to 8.22 acres, surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of Business and Property Committee is authorised to accept the most advantageous offer and report the fact at a subsequent Business and Property Committee meeting.
- (vii) **FORMALLY DECLARED** this parcel of land rear of 5/6/7 Blanks Close, Mautby surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property to the adjacent owner for £46,000.
- (viii) **FORMALLY DECLARED** Part of Covert Farm (also known as Decoy Farm), Woodland Area, Mautby surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property to tenant A. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of Business and Property Committee is authorised to accept the most advantageous offer and report the fact at a subsequent Business and Property Committee meeting.
- (ix) **FORMALLY DECLARED** the Land at Back Lane, Rollesby surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property to the licensee. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of Business and Property Committee is authorised to accept the most advantageous offer and report the fact at a subsequent Business and Property Committee meeting.
- (x) **AUTHORISED** the Executive Director of Finance and Commercial Services Head of Property to arrange for NCC to enter in to a lease with Swift Aircraft Ltd for hanger 2 at Scottow Enterprise park.

(xi) **FORMALLY DECLARED** Wash Farm Premises, Dexter Road, Stow Bardolph surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of Business and Property Committee is authorised to accept the most advantageous offer and report the fact at a subsequent Business and Property Committee meeting.

(xii) **NOTED** the progress of the property disposal programme.

14. Finance Monitoring

- 14.1 The Committee received the report providing them with information on the budget position for services reporting to Business & Property Committee for 2017-18.
- 14.2 The Executive Director of Finance and Commercial Services reported that a modest underspend was expected for the year 2017-18. To date, £10m of the capital budget had been spent which was deemed positive.
- 14.3 The Committee **NOTED** the report.

15. Performance Management

- 15.1 The Committee received the third performance management report based upon the revised Performance Management System.
- 15.2.1 It was suggested that Officers worked with SME's regarding apprenticeship work.
- 15.2.2 It was suggested that financial yield shown against value would be helpful. The Executive Director of Finance and Commercial Services confirmed this would be relevant for some portions of the estate but would not be suitable for others.
- 15.3 The Committee **REVIEWED** and **AGREED** the performance data, information and analysis presented in the vital sign report cards.

16.1 Strategic and Financial Planning 2018-19 to 2021-22 & Revenue Budget 2018-19

- 16.1.1 The Committee received the report setting out proposals to inform Norfolk County Council's decisions on council tax and contribute towards the Council setting a legal budget for 2018-19.
- 16.1.2 The Executive Director of Finance and Commercial Services highlighted to Members proposals B&P001 "Return from property development company – Repton Property Developments Ltd", B&P002 "Property further centralisation of existing property budgets in services will allow maximisation of savings opportunities" and P&R027/P&R058/P&R060 "property savings".
- 16.2.1 Mrs C Walker had reservations about taking money from the investments and projects as proposed in the report, and asked for it to be noted that she agreed the recommendations with these reservations.
- 16.3 The Committee duly:
 - 1) **NOTED** the new corporate priorities – Norfolk Futures – to focus on demand

management, prevention and early help, and a locality focus to service provision as set out in section 2 of this report.

2) **CONSIDERED** and **AGREED** the service-specific budgeting issues for 2018-19 as set out in section 5 of this report.

3) **CONSIDERED** and **COMMENTED** on the Committee's specific budget proposals for 2018-19 to 2021-22, **NOTING** the findings of public consultation in respect of the budget proposals set out in section 8 of this report.

4) **CONSIDERED** the findings of equality and rural impact assessments detailed in section 9 of this report and in doing so, **NOTED** the Council's duty under the Equality Act 2010 to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5) **CONSIDERED** and **AGREED** any mitigating actions proposed in the equality and rural impact assessments;

6) **CONSIDERED** the recommendations of the Executive Director of Finance and Commercial Services, and:

- a. **RECOMMENDED** to Policy and Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2018-19, within the council tax referendum limit of 3.0% for 2018-19;
- b. **NOTED** that the Council's budget planning includes an increase in council tax of 3.0% for the Adult Social Care precept in 2018-19, meaning that no increase in the Adult Social Care precept would be levied in 2019-20.

7) **AGREED** and **RECOMMENDED** to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 4 including all of the savings for 2018-19 to 2021-22 as set out.

For consideration by Policy and Resources Committee on 29 January 2018, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 12 February 2018.

8) **AGREED** and **RECOMMENDED** the Capital Programmes and schemes relevant to this Committee as set out in Appendix 5 to Policy and Resources Committee for consideration on 29 January 2018, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 12 February 2018.

17. Risk Management

17.1 The Committee considered the report providing the Committee with the latest departmental level property risks as at January 2018 following the latest review conducted in December 2017.

17.2 The Risk Management Officer updated the Committee on risk RM14200, "failure to meet NCC carbon reduction target"; the target date was 2020, and progress was monitored on a quarterly basis. The Risk Management Officer **agreed** to verify details on the target and progress towards meeting it and report back to the Committee.

17.3 The Committee **CONSIDERED** and **AGREED**:

- a) the risk reported by exception (in paragraph 2.2 and Appendix A of the report), and the other departmental risks relating to Property (in Appendix D of the report);
- b) that the recommended mitigating actions identified in Appendix A of the report are appropriate.

18. Land Acquisition process – Norwich Distributor Road (NDR)

- 18.1.1 The Committee received the report reviewing and clarifying the process for remaining purchases.
- 18.1.2 The process for land acquisition for road schemes was formulaic and likely to involve lots of small acquisitions in excess of 100. Therefore the report recommended delegating these to the Executive Director of Community and Environmental Services in order to avoid lots of small acquisitions coming to Committee.
- 18.2 The Committee **AGREED** to delegate responsibility for all land acquisition decisions for the NDR scheme to the Executive Director of Community and Environmental Services, in consultation with the Head of Property, Executive Director of Finance and Commercial Services, Chair of Business and Property Committee and Chair of Environment Development and Transport Committee.

19. Exclusion of the public

- 19.1 The Committee **AGREED** to exclude the public for discussion of items 20, County Farms Estate Management Update, and 21, Exempt Minutes.
- 19.2 Mr Jamieson left the meeting at 15:50

20. County Farms update

- 20.1 The Committee received the report by the Executive Director of Finance and Commercial Services.
- 20.2 The Committee **AGREED** the recommendations set out in the report.

21. Exempt Minutes

- 21.1 The exempt minutes were agreed as an accurate record and signed by the Chairman.

The Meeting ended at: 16:10

**Mr Keith Kiddie, Chairman,
Business and Property Committee**



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MEMBER/PUBLIC QUESTIONS TO BUSINESS AND PROPERTY COMMITTEE : THURSDAY 18 JANUARY 2018

5. PUBLIC QUESTIONS

5.1 Question from Mervyn Cousens

In the year that the Royal Air Force celebrates its centenary, it is vital for Norfolk that plans are made for former RAF Coltishall to ensure that the county provides and encourages public understanding of RAF Coltishall's role and its uniquely special place in Norfolk. It should also ensure that the site remains a key asset in the cultural and historical heritage of the county. It would therefore be helpful to understand what use the Council is making of the several recognised groups (including the RAF Station Coltishall Heritage Trust, SoCA and others) to secure and develop a permanent location on the site to house the RAF Coltishall Heritage Collections.

Response by Chairman of B&P Committee

We recognise the historical and heritage importance of the area, and continue to be committed to promoting and celebrating this in an appropriate way. We are part of a strategic heritage partnership with the Spirit of Coltishall Association, through which we are planning a number of events to commemorate and celebrate the history/heritage of RAF Coltishall in 2018. We will also continue to hold heritage open days and continue to develop the web based virtual tour on our website at <http://www.scottowenterprise.com/heritage/>.

5.2 Supplementary Question from Mervyn Cousens

Will the committee confirm that it supports the aim of establishing a heritage centre at former RAF Coltishall with a view to educating the public in the history of RAF Coltishall and has or will establish a full working dialogue with all interested Heritage and community groups (including the RAF Station Coltishall Heritage Trust SoCA, and others) that have a vested interest in such a worthwhile project.

Response by Chairman of B&P Committee

The focus of Scottow Enterprise Park is on supporting business and economic development in Norfolk, in particular through start-ups and advanced engineering and high value manufacturing.

At this stage, there is no building on the Park suitable to use for a heritage centre, or similar. You will see that the Business and Property Committee is considering a report at the meeting today on the vision for the site. This includes reference in section 4.5 to potential future uses for buildings currently outside the boundary of Scottow Enterprise Park, including Newton House. It is possible that Newton House may be able to

incorporate a small heritage centre of some type, and is in a suitable location. However, the County Council does not own or have access to this building.

6. MEMBER QUESTIONS

6.1 Question from Cllr Alexandra Kemp

Norfolk is the County of the Future, through its strategic major ports and access to international export markets, through its quality of life as a place to work and grow; and through its developing infrastructure invested in by Norfolk County Council; would the Committee call on Britvic and Unilever to transform plans that risk West Norfolk jobs, as well as Norwich jobs and would take £16 million in spending power out of the local economy, and ask them instead to stay in the heart of Norwich where they both belong?

Response by Chairman of B&P Committee

The County Council, along with its partners the City Council and the Local Enterprise Partnership have had regular and open dialogue with both Britvic and Unilever since the announcement last year. We have also met with growers' representatives. Our aim was to retain the jobs of workers at the plant and maintain the strong brand presence in Norfolk. We asked them to stay.

Britvic chose to close their operation here and do not believe there is any alternative outcome that could be achieved. Subsequently, the much-publicised issues that Unilever faces have led to their decision to relocate some of their functions to Burton-on-Trent and Germany.

I believe we presented the strongest case possible and I am as disappointed as anyone that we were unable to compete with the alternative options. However, there are a number of positives to be drawn from the outcome, not least the commitment by Unilever to continue to source local mustard and mint, retaining some of the Unilever operations in the Norwich area, working with local landowners and developers.

We will continue to work with the growers and with Unilever to offer whatever support we can to them, affected supply chain businesses and most importantly the staff who will unfortunately lose their jobs.



START OF THE JOURNEY

HISTORY

- 1938 PLANS FOR SCOTTOW AIRFIELD ANNOUNCED
- BECAME FIGHTER STATION IN JUNE 1940
- 1950S / 1960S RAF COLTISHALL DESIGNATED A V BOMBER DISPERSAL AIRFIELD
- 1974 LIGHTNINGS LEAVE AND SEPECAT JAGUARS ARRIVE
- 1987 CONCORDE LANDS
- BASE CLOSED ON 30TH NOV 2006 AFTER 66 YEARS SERVICE
- 2009 SITE PASSED TO MINISTRY OF JUSTICE & HMP BURE BUILT
- REMAINDER OF SITE PURCHASED BY NORFOLK COUNTY COUNCIL IN 2012
- SCOTTOW ENTERPRISE PARK OPENED IN 2013

0 SITE PURCHASE



PHASED DEVELOPMENT



KEY PHASES		KEY OBJECTIVES		
1	BUILD THE FOUNDATIONS	REPAIR / REBUILD INFRASTRUCTURE & BUILDINGS	EMBED ROBUST & EFFECTIVE SYSTEMS	RECRUIT SKILLED, FLEXIBLE & ADAPTABLE TEAM
2	MARKET THE OFFER	DEVELOP CLEAR VISION & OFFER	RUN BUSINESS OPEN DAYS / VISITS / CONSULTATION	DELIVER EFFECTIVE COMMUNICATION THROUGH NEWSLETTERS / WEB / SOCIAL MEDIA
3	ENCOURAGE ENTERPRISE	DELIVER STARTUP MASTERCLASSES & ENTERPRISE OPEN DAYS	LAUNCH ON SITE INCUBATION SPACES	LAUNCH NORTH NORFOLK MANUFACTURING GROUP & GROWTH SUPPORT PROGRAMS
4	ENGAGE COMMUNITIES	WITH SOCA PARTNER DELIVER HERITAGE INVESTMENT & DELIVERY PLAN	DELIVER SCHOOL / COLLEGE / UNIVERSITY ENGAGEMENT PROGRAM	OPERATE COMMUNITY & ENTERPRISE FUNDS
5	NEW BUILD EXPANSION	UNDERTAKE SITE MASTERPLAN	BUILD TO MEET DEMAND OF GROWING BUSINESSES	DEVELOP ASSOCIATED SERVICES & FACILITIES
6	AN ENGINE OF GROWTH	SUPPORT BUSINESSES CREATING INNOVATION & TECHNOLOGY PLATFORMS	FACILITATE COLLABORATIONS BETWEEN BUSINESSES & ACADEMIA / RESEARCH INSTITUTIONS	PILOT SCIENCE, RESEARCH & TECHNOLOGY PROJECTS

1 BUILD THE FOUNDATIONS

1

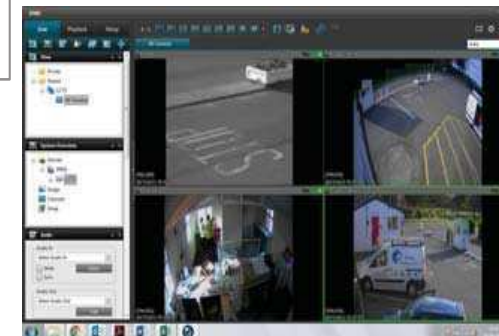
16

REPAIR & REBUILD INFRASTRUCTURE



ACTIONS COMPLETED

- NEW WATER SYSTEM INSTALLED TO 47 BUILDINGS
- 122 ASBESTOS SURVEYS COMPLETED (TARGET: 129)
- ASBESTOS REMOVED FROM 9 OF 14 BUILDINGS
- PHASE 1 & 2 PV FARM INSTALLED
- REPAIRS TO 11000V HIGH VOLTAGE SYSTEM
- INSTALLED NEW GAS SYSTEM
- SECURITY PHASE 1 INSTALLED
- DEMOLITION OF CIRCA 12 PORTACABINS



REPAIR & REBUILD INFRASTRUCTURE



NEXT ACTIONS

- INSTALL BATTERY STORAGE
- FURTHER REPAIRS 11000V HIGH VOLTAGE SYSTEM
- INSTALL PHASE 2 SECURITY
- INSTALL ADDITIONAL SIGNAGE & BARRIERS
- DEMOLITION OF REMAINING 2 BUILDINGS



1 BUILD THE FOUNDATIONS

REPAIR BUILDINGS



ACTIONS COMPLETE

- 121 UNITS HAVE BEEN BROUGHT BACK TO LIFE
- TARGET IS TO REPAIR IN TOTAL 140 UNITS IE 550,000 SQFT OF OFFICE / LAB / WORKSHOP SPACE
- THERE IS AN ADDITIONAL 5 YARDS THAT ARE BEING CLEANED UP
- A SMALL CONTAINER PARK IS BEING IDENTIFIED
- SO FAR, THE SEP TEAM HAS SPENT JUST OVER £700K IN MAKING 121 UNITS LETTABLE IE £5800 PER UNIT

ACHIEVEMENTS

- 86% OCCUPIED
- 390 PERSONS EMPLOYED
- 99 TENANTS

HANGAR 2
REFURBISHMENT

1 BUILD THE FOUNDATIONS

REPAIR BUILDINGS



1 BUILD THE FOUNDATIONS

GROW THE TEAM



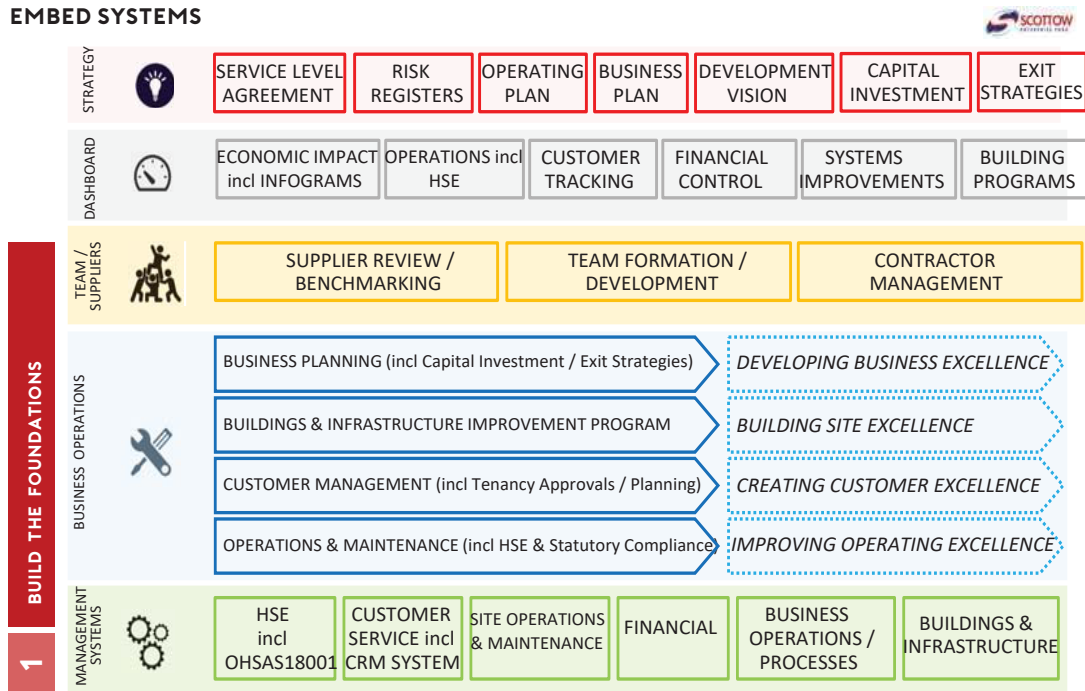
SCOTTOW ENTERPRISE TEAM

- ELIOT SOUTHAM – BUSINESS COORDINATOR
- PETER KERRISON – PLANNING / FUNDING BIDS / SYSTEMS
- PETER GARROD – ENGINEERING & INFRASTRUCTURE MANAGER
- SAM CURRAL – OPERATIONS MANAGER

SUPPORTED BY HETHEL INNOVATION
TEAM AT HETHEL ENGINEERING CENTRE

1 BUILD THE FOUNDATIONS

EMBED SYSTEMS



THE VISION

SCOTTOW ENTERPRISE PARK VISION

- CREATE A SECURE BUSINESS PARK
- RESPECT & GAIN VALUE FROM THE CONSERVATION & HERITAGE VALUE OF THE SITE
- FOCUS ON ENTERPRISE & STEM SECTOR GROWTH
- PROVIDE INCUBATION & GROW ON SPACE
- DELIVER BUSINESS STARTUP & BUSINESS GROWTH PROGRAMS
- ENCOURAGE ENGAGEMENT WITH LOCAL COMMUNITY GROUPS
- INSPIRE FUTURE GENERATIONS OF ENTREPRENEURS & INNOVATORS
- CONNECT TO GROWTH CORRIDORS AND BUILD ADDITIONAL CAPACITY
- SEEK TO MINIMISE THE ENVIRONMENTAL IMPACT OF CURRENT & FUTURE INFRASTRUCTURE & BUILDINGS GROWTH
- BE AN ECONOMIC ENGINE OF GROWTH IN NORTH NORFOLK
- DELIVER FINANCIAL RETURNS TO SHAREHOLDER



COMMUNICATING THE OFFER

ACTIONS COMPLETED

- RUN MORE THAN 12 ENTERPRISE OPEN DAYS
- HOSTED VISITS FROM PRINCESS ANNE & SHERIFF OF NORWICH
- SECURED LOTS OF STORIES IN LOCAL MEDIA, SUCH AS EDP & RADIO NORFOLK

ENTERPRISE OPEN DAY + DROP-IN SESSION

Norfolk's Scottow Enterprise Park shortlisted in local government awards

Start-ups flourish on park

Savvy Mums Business aims to help women create their ideal job to fit around the family

WEB SITE / ENEWSLETTERS / EMAGS

ACTIONS COMPLETED

- WWW.SCOTTOWENTERPRISEPARK.COM WEB SITE CREATED
- ENEWSLETTERS GOING OUT QUARTERLY AND SEP EMAG GONE OUT TO TENANTS

SEP PERFORMANCE CONTINUES TO SOAR

390	22	99	86%
EMPLOYED CREDS	NEW STARTUPS	BUSINESS TENANCY	OCCUPANCY

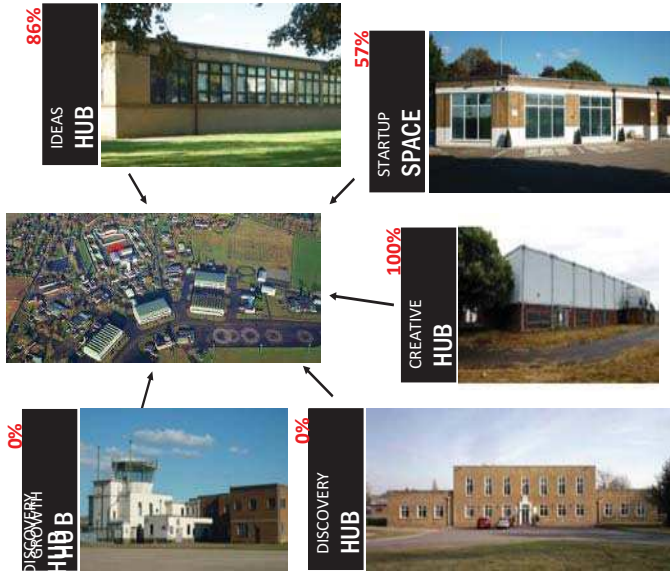
BUILDING INCUBATORS

DELIVERING SUPPORT

3 ENCOURAGE ENTERPRISE

ACTIONS COMPLETED

- IDEAS HUB UP & RUNNING
- STARTUP SPACE SECURED CAPITAL FUNDING & WILL BE FINISHED MAR 18
- CREATIVE HUB UP & RUNNING WITH OCTOBER FILMS
- GROWTH HUB GOES LIVE JAN 18
- DISCOVERY HUB WILL BE LAUNCHED IN Q2 18
- MORE HUBS TO FOLLOW ...



ACTIONS COMPLETED

- SEP IS PART OF NEW ANGLIA LEP'S ENTERPRISE ZONE, AND AS A RESULT HAS SECURED £2.9M OVER THE NEXT 25 YEARS
- ENTERPRISE ZONE STATUS GIVES MANY TENANTS ZERO BUSINESS RATES FOR 5 YEARS
- MONTHLY ENTERPRISE OPEN DAYS
- QUARTERLY STARTUP MASTERCLASS PROGRAMS IE ACTIVATE
- ACTIVATE WILL BE RUNNING SOON AT CROMER LIBRARY
- LAUNCH OF NORTH NORFOLK MANUFACTURING GROUP
- START OF INNOVATE TRAINING PROGRAM, HELPING BUSINESSES LEARN HOW TO INNOVATE ...
- DURING NEXT EASTER HOLIDAY WILL DELIVER ENTERPRISE BREAKTHROUGH PROGRAM WITH STUDENTS



3 ENCOURAGE ENTERPRISE

ENGAGING STUDENTS & SCHOOLS

4 ENGAGE COMMUNITIES

ACTIONS COMPLETED

- STUDENT STEM BREAKTHROUGH PROGRAM BEING LAUNCHED IN 2018
- FORMULA GOBLIN EVENT SUCCESSFULLY RUN IN 2017 ... TO BE REPEATED IN 2018
- TEACHER TRAINING WORKSHOPS DELIVERED AT SEP



RESPECTING THE PAST

4 ENGAGE COMMUNITIES

ACTIONS COMPLETED

- SEP HAS SIGNED AN MOU WITH THE SPIRIT OF COLTISHALL ASSOCIATION ... TO WORK TOGETHER TO RESPECT AND CELEBRATE THE HISTORY AND HERITAGE OF THE SITE
- SEP IS NOW DEVELOPING A HERITAGE INVESTMENT PLAN
- ANNUAL HERITAGE TOURS ARE DELIVERED IN PARTNERSHIP WITH SOCA
- HISTORICAL AND HERITAGE RELATED ASPECTS OF CERTAIN BUILDINGS ARE BEING SYMPATHETICALLY REPAIRED / REFURBISHED

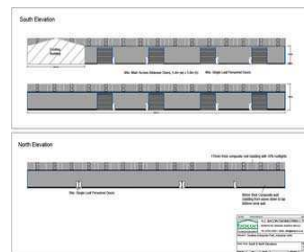
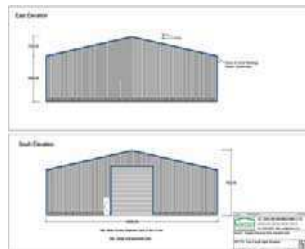
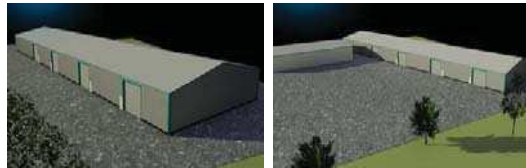


NEW BUILD

5 NEW BUILD EXPANSION

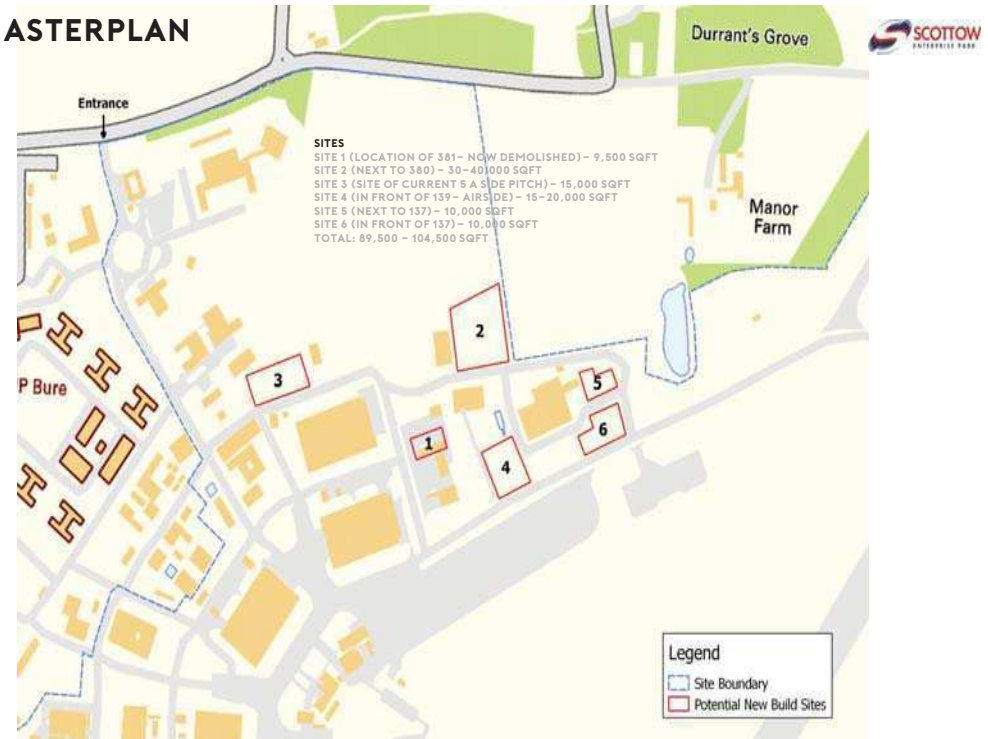
ACTIONS COMPLETED

- WITH DEMAND FOR SMALL WORKSHOPS OUTSTRIPPING SUPPLY, SEP TEAM HAS STARTED WORK ON PULLING TOGETHER COSTS FOR BUILDING 20 – 25,000 SQFT WORKSHOP, TO BE SPILT INTO 5/6 SMALL WORKSHOPS
- COSTS ARE BEING PULLED TOGETHER INTO A BUSINESS PLAN



MASTERPLAN

5 NEW BUILD EXPANSION



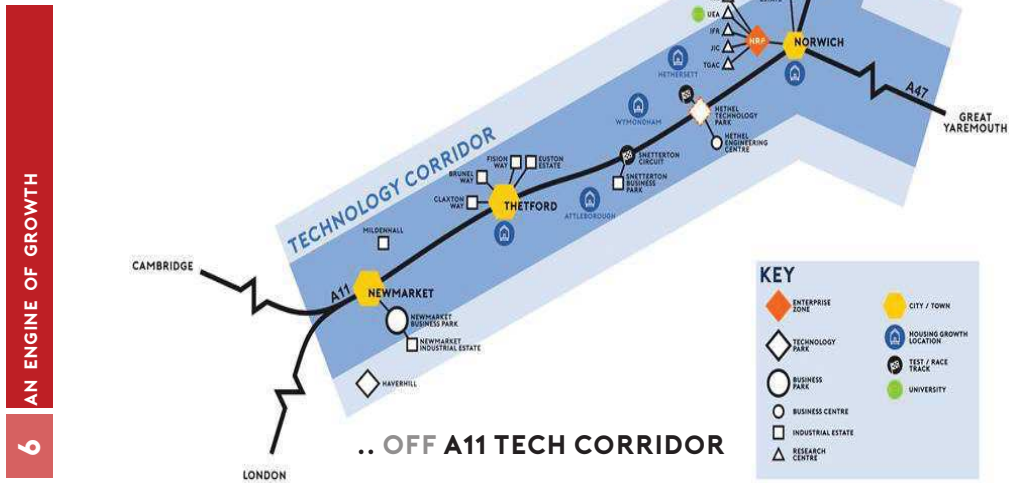
DELIVERING BEYOND SEP

ACTIONS COMPLETED

- THROUGH THE NORTH NORFOLK MANUFACTURING GROUP ... BRING TOGETHER ENGINEERING & MANUFACTURING BUSINESSES TO CONNECT / NETWORK / SHARE BEST PRACTICE
- ACTIVATE: STARTUP MASTERCLASS PROGRAM WILL BE RUNNING SOON AT CROMER LIBRARY ... & HOPEFULLY OTHER LIBRARIES ACROSS NORTH NORFOLK
- DURING NEXT EASTER HOLIDAY WILL DELIVER ENTERPRISE BREAKTHROUGH PROGRAM WITH STUDENTS, HOPEFULLY IN PRIMARY / HIGH SCHOOLS ACROSS NORTH NORFOLK



CONNECTING TO GROWTH CORRIDORS



ECONOMIC IMPACT



	Dec-15	Dec 17	June 18	April 19	April 20
Occupancy	23%	86%	90%	95-100%	100%
Total Rentable Floor space (sqft)	401,833	533,500	550,000	600,000	+ 650,000
No of Tenants	24	99	105	110	+ 115
No of Lettable Units	70	121	128	133	+ 133
Persons employed on Site	60	390	420	480	+ 520
No of Startups	3	22	24	30	+ 35
No of Enterprise Open Days	0	12	15	27	39
No of Start up Masterclasses	0	4	6	10	14
% STEM Tenants		54%	57%	60%	65%

CONNECTING TO GROWTH CORRIDORS



FINANCIAL IMPACT



	2015/16	2017/18
• REVENUE (£/YR)	728.6K	1,330K
• INCREASE OF 83 %		
• OVERHEADS (£/YR)	1,093K	802K
• REDUCTION OF 27 %		
• SURPLUS (£/YR)	- 364.4K	528K
• INCREASE OF 245 %		
• CAPITAL GRANT FUNDING SECURED	£96K	
• ENTERPRISE ZONE FUNDING	SECURED £2.9M	OVER 25 YEARS

THE FUTURE

SCOTTOW ENTERPRISE PARK SEEKS TO:

PHASE 5

- BUILD ADDITIONAL WORKSHOPS / OFFICES TO ACHIEVE FIRST GOAL TO CREATE 650 JOBS
- THROUGH NEW BUILD ACHIEVE TARGET OF CREATING 750K-1000KSQFT OF RENTABLE SPACE
- ULTIMATELY, TO REACH GOAL OF CREATING A SITE THAT EMPLOYS CIRCA 750-1000

PHASE 6

- DEVELOP INTO A INNOVATION PARK THAT CAN DEMONSTRATE WORLD LEADING TECHNOLOGY DEVELOPMENT IN SUCH AREAS AS:
 - SUSTAINABLE FARMING EG VERTICAL FARMING
 - SUSTAINABLE HOUSING EG MODULAR HOUSE BUILDING
 - SUSTAINABLE ENERGY EG RENEWABLE POWER FROM PV & BATTERIES



Business and Property Committee

Item No.....

Report title:	Forward Plan and decisions taken under delegated authority
Date of meeting:	14 March 2018
Responsible Chief Officer:	Executive Director of Finance and Commercial Services
Strategic impact Providing regular information about key service issues and activities supports the Council's transparency agenda and enables Members to keep updated on services within their remit. It is important that there is transparency in decision making processes to enable Members and the public to hold the Council to account.	

Executive summary

This report sets out the Forward Plan for the Business and Property Committee. The Forward Plan is a key document for this committee to use to shape future meeting agendas and items for consideration, in relation to delivering business and property issues in Norfolk. Each of the Council's committees has its own Forward Plan, and these are published monthly on the County Council's website. The Forward Plan for this Committee is included at **Appendix A**.

This report is also used to update the Committee on relevant decisions taken under delegated powers by the relevant Executive Director (or their team), within the scheme of delegation.

Recommendations:

Business and Property (B&P) Committee are asked:

- 1. To review the Forward Plan at Appendix A and identify any additions, deletions or changes to reflect key issues and priorities the Committee wishes to consider.**
- 2. To note the delegated decisions.**

1.0 Introduction

1.1 Forward Plan

1.1.1. The Forward Plan is a key document for this committee in terms of considering and programming its future business, in relation to business and property issues in Norfolk.

1.1.2. The current version of the Forward Plan is attached at **Appendix A**.

1.1.3 The Forward Plan is published monthly on the County Council's website to enable service users and stakeholders to understand the planning business for this Committee. As this is a key document in terms of planning for this Committee, a live working copy is also maintained to capture any

changes/additions/amendments identified outside the monthly publishing schedule. Therefore, the Forward Plan attached at **Appendix A** may differ slightly from the version published on the website. If any further changes are made to the programme in advance of this meeting they will be reported verbally to the Committee.

1.2 Delegated decisions

- 1.2.1 The report is also used to update on any delegated decisions within the Terms of Reference of this Committee that are reported by the Executive Directors as being of public interest, financially material or contentious.

Subject: **Property transactions (including sale, lease and acquisitions)**

Decision: As listed at **Appendix B**.

Taken by: Relevant officers, as set out in the scheme of delegation.

Taken on: As listed at **Appendix B**.

Contact for further information: Simon Hughes, Head of Property
Email: simon.hughes@norfolk.gov.uk
Phone: 01603 222043

2.0 Evidence

- 2.1 As set out in the report and appendices.

3.0 Financial Implications

- 3.1 There are no direct financial implications flowing directly from members noting this report. However the delegated decisions themselves often have significant financial implications, for example capital receipts from the sale of land/property.

4.0 Issues, risks and innovation

- 4.1 There are no other relevant implications to be considered by Members.

Officer Contact

If you have any questions about matters contained or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

If you have any questions about matters contained in this paper please get in touch with:

Officer Name:	Tel No:	Email address:
Simon Hughes	01603 222043	simon.hughes@norfolk.gov.uk



If you need this report in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

\\Norfolk.gov.uk\\nccdfs1\\CorporateProperty\\Team Admin\\Meetings\\Committees\\Business and Property Committee\\2017-2018\\18.03.14\\Final report\\18.03.14 B&P report Forward Plan and decisions taken under delegated authority (rfiwb) FINAL 1.0.doc

Appendix A

Forward Plan for Business and Property Committee

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Meeting: 15 May 2018			
Member briefings and site visits	No	To update members and view property assets.	Executive Director of Finance and Commercial Services (Simon George)
Forward Plan and delegated decisions	No	To review the Committee's forward plan and agree any amendments/additions.	Executive Director of Finance and Commercial Services (Simon George)
Regeneration of Yarmouth Riverside and Town Centre	No	To review and comment.	Interim Head - Economic Development (Vince Muspratt)/ Economic Development Manager (David Dukes)
Finance Monitoring report	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Appointments to internal and external Bodies	No	To agree appointments to internal and external bodies.	Head of Democratic Services (Chris Walton)
Disposal, acquisition and exploitation of Properties	No	To consider proposals to dispose of and/or acquire properties	Head of Property (Simon Hughes)
County Farms update	No	To comment on performance and note any changing circumstances, consider and take action as required.	Head of Property (Simon Hughes)
Meeting: 3 July 2018			

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Member briefings and site visits	No	To update members and view property assets.	Executive Director of Finance and Commercial Services (Simon George)
Forward Plan and delegated decisions	No	To review the Committee's forward plan and agree any amendments/additions.	Executive Director of Finance and Commercial Services (Simon George)
Finance Monitoring report	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Performance management	No	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	No	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson), Risk Management Officer (Thomas Osborne)
Norwich Airport Industrial Estate	No	To consider proposed developers brief.	Head of Property (Simon Hughes)
Disposal, acquisition and exploitation of Properties	No	To consider proposals to dispose of and/or acquire properties	Head of Property (Simon Hughes)
County Farms update	No	To comment on performance and note any changing circumstances, consider and take action as required.	Head of Property (Simon Hughes)
Meeting: 4 September 2018			
Member briefings and site visits	No	To update members and view property assets.	Executive Director of Finance and Commercial Services (Simon George)

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Forward Plan and delegated decisions	No	To review the Committee's forward plan and agree any amendments/additions.	Executive Director of Finance and Commercial Services (Simon George)
Finance Monitoring report	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Strategic and Financial Planning	No – all service committees will receive a report	To consider full budget savings proposals.	Executive Director of Finance and Commercial Services (Simon George)
Disposal, acquisition and exploitation of Properties	No	To consider proposals to dispose of and/or acquire properties	Head of Property (Simon Hughes)
County Farms update	No	To comment on performance and note any changing circumstances, consider and take action as required.	Head of Property (Simon Hughes)
Meeting: 9 October 2018			
Member briefings and site visits	No	To update members and view property assets.	Executive Director of Finance and Commercial Services (Simon George)
Forward Plan and delegated decisions	No	To review the Committee's forward plan and agree any amendments/additions.	Executive Director of Finance and Commercial Services (Simon George)
Finance Monitoring report	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Strategic and Financial Planning	No – all service committees will	To consider full budget savings proposals.	Executive Director of Finance and Commercial Services (Simon

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
	receive a report		George)
Performance management	No	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	No	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson), Risk Management Officer (Thomas Osborne)
Disposal, acquisition and exploitation of Properties	No	To consider proposals to dispose of and/or acquire properties	Head of Property (Simon Hughes)
County Farms update	No	To comment on performance and note any changing circumstances, consider and take action as required.	Head of Property (Simon Hughes)
Meeting: 6 November 2018			
Member briefings and site visits	No	To update members and view property assets.	Executive Director of Finance and Commercial Services (Simon George)
Forward Plan and delegated decisions	No	To review the Committee's forward plan and agree any amendments/additions.	Executive Director of Finance and Commercial Services (Simon George)
Finance Monitoring report	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Strategic and Financial Planning	No – all service committees will receive a report	To consider full budget savings proposals.	Executive Director of Finance and Commercial Services (Simon George)
Disposal, acquisition and	No	To consider proposals to	Head of Property (Simon Hughes)

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
exploitation of Properties		dispose of and/or acquire properties	
County Farms update	No	To comment on performance and note any changing circumstances, consider and take action as required.	Head of Property (Simon Hughes)
Meeting: 15 January 2019			
Member briefings and site visits	No	To update members and view property assets.	Executive Director of Finance and Commercial Services (Simon George)
Forward Plan and delegated decisions	No	To review the Committee's forward plan and agree any amendments/additions.	Executive Director of Finance and Commercial Services (Simon George)
Finance Monitoring report	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Performance management	No	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Strategic and Financial Planning 2019-20 to 202-23 and revenue budget 2019-20	No – all service committees will receive a report	To consider full budget savings proposals.	Executive Director of Finance and Commercial Services (Simon George)
Risk management	No	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson), Risk Management Officer (Thomas Osborne)
Disposal, acquisition and exploitation of Properties	No	To consider proposals to dispose of and/or acquire properties	Head of Property (Simon Hughes)

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
County Farms update	No	To comment on performance and note any changing circumstances, consider and take action as required.	Head of Property (Simon Hughes)
Meeting: 5 March 2019			
Member briefings and site visits	No	To update members and view property assets.	Executive Director of Finance and Commercial Services (Simon George)
Forward Plan and delegated decisions	No	To review the Committee's forward plan and agree any amendments/additions.	Executive Director of Finance and Commercial Services (Simon George)
Finance Monitoring report	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Performance management	No	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	No	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson), Risk Management Officer (Thomas Osborne)
Disposal, acquisition and exploitation of Properties	No	To consider proposals to dispose of and/or acquire properties	Head of Property (Simon Hughes)
County Farms update	No	To comment on performance and note any changing circumstances, consider and take action as required.	Head of Property (Simon Hughes)

Appendix B

Property decisions taken under delegated authority

Property	Transaction	Cost	Benefit	Date of decision
North Walsham High School	Lease for Crèche	-	£12,160	07/09/2017

Business and Property Committee

Item No

Report title:	Business and Property Committee Plan
Date of meeting:	14 March 2018
Responsible Chief Officer:	Executive Director of Finance and Commercial Services Executive Director of Community and Environmental Services
Strategic impact The Business and Property Committee's three year forward plan, sets out how its areas of responsibility will be shaped by the ambition of <i>Caring for our County: A vision for Norfolk in 2021</i> and the principles of <i>Norfolk Futures</i> , the County Council's new strategy. The strategy sets out what will be delivered over the next three years in the resources available. It identifies key metrics against service transformation which will be monitored by Policy and Resources Committee over the period.	

Executive summary

Norfolk County Council (NCC) agreed a vision and strategy for the medium term in February 2018. *Caring for our County* communicates the Council's ambitions for Norfolk; the strategy *Norfolk Futures* sets out the principles and priorities to turn this vision into plans that deliver sustainable services, working with our partners across the public and private sectors.

Service committees have been commissioned by Policy and Resources Committee to develop Committee Plans which will set out objectives for the year, and specifically demonstrate how each area of the Council's work will change to deliver our Norfolk Futures transformation strategy.

Recommendations:

- **Agree Business and Property Committee Plan as set out in Appendix 1.**
- **Note the Committee's contribution to, and responsibilities, for Norfolk Futures, NCC's transformation plan.**
- **Agree the performance measures against which this committee will report to Policy and Resources Committee for monitoring purposes, as set out in para 1.1.8 below.**

1.0 Proposal

1.1 Norfolk Futures and Business and Property Committee-

1.1.1 Norfolk Futures sets out the principles and priorities that will change how Council Services are delivered in the future. The overarching principles underpinning the Strategy are:

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

- Joining **up** our work so that similar activities and services are more 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.

1.1.2 The Council has agreed seven corporate priorities to deliver these principles, under the *Norfolk Futures* strategy. The priorities ensure that there is intense focus and tangible delivery in specific areas that can only be delivered through whole Council cross department working. The priorities are:

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

1.1.3 The services reporting to Business and Property Committee are actively engaged in the Norfolk Futures programme. As well as providing support and input generally for all priorities, specific work and engagement is underway in the following areas:-

- **Towards a housing strategy** – the County Council 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.

The County council will use its 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, Homes England, and the Local Enterprise Partnership (LEP) to secure additional investment.

- **Local Service Strategy** – the County Council manages its property portfolio as a catalyst for service improvement and community prosperity, whilst also ensuring value for money. The council's asset management plan is aiming to
 - Reduce the number of larger buildings.
 - Ensure retained 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.
- **Commercialisation** – there are a number of services which this Committee oversees where a commercial approach has already been agreed. These include Hethel Innovation Ltd (operating as a wholly owned company),

Scottow Enterprise Park (part of the County Council by operated by Hethel Innovation Ltd under business principles) and Repton Property Developments Ltd. All these areas are commercially activity and focussed on generating an income for the County Council. We are actively sharing information and learning from our experience with other services across the county council, as part of the Commercialisation priority, to help others to move to a more commercial position. In addition, Hethel Innovation Ltd has carried out a number of specific programmes to help up-skill staff.

- 1.1.4 The Business and Property Committee Plan attached at **Appendix 1** brings together core information and overview of services, current operating context, challenges, risks, innovation and priority actions within the resources available. This is information which is felt to be helpful background for Members to inform decision making. The plan is intended to be a living document and it is expected that it will updated during its life to reflect the Committee's and the Council's work and progress.
- 1.1.5 To enable a more detailed understanding of the key areas of priority for services in more detail, 'Plans on a Page' have been prepared. These Plans are used by the relevant senior managers and their teams to set out the direction of the service over the coming year, and are actively used as part of service performance management and planning. Copies of these Plans are included at **Appendix 2**.
- 1.1.6 The Committee Plan includes some key actions that are expected to be delivered in the coming year. The Committee may wish to consider whether it would be useful to receive a regular update on these key actions, e.g. as part of the regular performance report.
- 1.1.7 Consideration has been given to what performance measures it may be useful for the Committee to regularly monitor. These are set out in the Plan. It is intended that these measures form the basis of any future performance reporting.
- 1.1.8 The Committee needs to identify which, if any, of these measures it would also be useful to regularly report to Policy and Resources Committee, to enable them to carry out their oversight role. The following measures are suggested:
 - **Number of apprenticeship starts.**
 - **Reduction in the size of the property estate (gross internal area and number of holdings/properties).**
 - **Capital receipts.**

2.0 Financial Implications

- 2.1.1 The County Council continues to spend around £1.4 billion (gross) delivering vital services to Norfolk residents. As in previous years, around £400 million of the total budget is passed directly to schools. At a high level, the proposed revenue budget for 2018-19 is broadly the same year-on-year, and full details of changes in Committee budgets are set out in the January 2018 Policy and Resources Revenue Budget report.
- 2.1.2 The Council faces very significant cost pressures over the next four years. These are the result of:

- Inflation (which arises both on staff salaries and on the prices we pay for contracts and services).
- Legislative changes and policy decisions, including the National Living Wage.
- Increasing demand for services (including demographic changes).

2.1.3 The impact of the cost pressures experienced between 2011-12 and 2018-19 total £308 million.

2.1.4 In addition between 2011-12 and 2017-18, government funding has reduced by £189 million. Further reductions of £31 million are forecast for the period 2018-19 to 2019-20.

2.1.5 The Council agreed to freeze Council Tax (0% increases) for the years 2010-11 to 2015-16. Since 2016-17, annual increases have been agreed. Since 2014-15 Revenue Support Grant has declined significantly (by 67%), while funding from Business Rates has only increased by 8%. In total, between 2014-15 and 2018-19, funding from these three sources has been relatively static, reducing by £27m (4%). However this represents a real terms reduction in funding when inflation is taken into account. It is these cost pressures and reduced funding that require the Council to transform the way it works.

3.0 Issues, risks and innovation

3.1.1 These are set out in the Committee Plan included at Appendix 1.

4.0 Background

Our Vision, Strategy and Service Plans

Report by Managing Director to Policy and Resources, 29th January 2018

Caring for Your County

Report by Managing Director Policy and Resources, 3rd July 2017

Strategic and Financial Planning 2018/19-2021/22

Report by Executive Director of Finance and Commercial Services to Policy and Resources 25th September 2017

Strategic and Financial Planning 2018/19 - 2021/22

Report by Executive Director of Finance and Commercial Services and Strategy Director to Policy and Resources 30th October 2017

Officer Contact

If you have any questions about matters contained or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:

If you have any questions about matters contained in this paper please get in touch with:

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\\Norfolk.gov.uk\ncd\dfs1\CorporateProperty\Team Admin\Meetings\Committees\Business and Property Committee\2017-2018\18.03.14\Final report\18.03.14 B&P report Committee Plan (rfiwb) Final 2.0.doc



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

County Council Strategy An overview of the strategic planning framework p2	The Committee's Focus p4	Voice of Service Users An overview of what customers are saying p7
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Environment and operating context

Context in Norfolk About Norfolk and the services we provide p8	Challenges The challenges we face in delivering our ambitions p9	Resources and budget Resource allocation and transformation plans p12
Risks and Innovation Service risks and innovation p17		

Performance and actions – what is happening to achieve our ambitions for people in Norfolk

Performance Performance against current priorities p19	Forward Plan Anticipated business of the committee p20	Working with other committees p21
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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

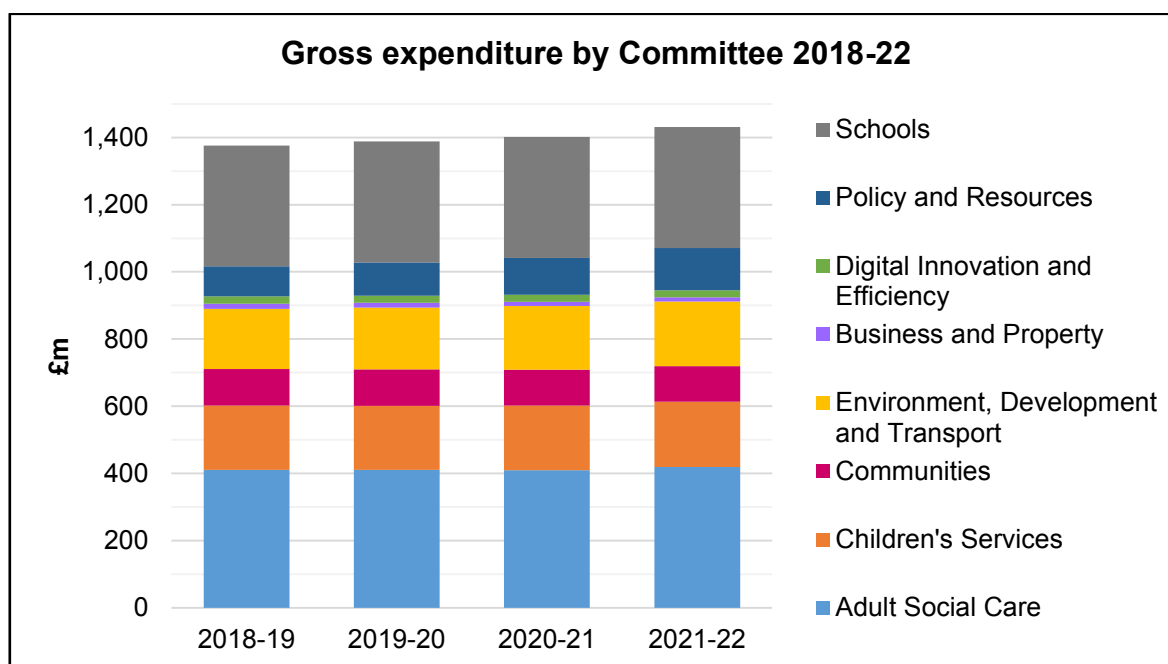
Local government faces ongoing reductions in funding over the period covered by this Plan. The two key financial tasks for all committees are to deliver their 2018-19 budget, and to plan their expenditure over the Medium Term Financial Strategy up to 2021-22. The scale of this challenge requires a new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

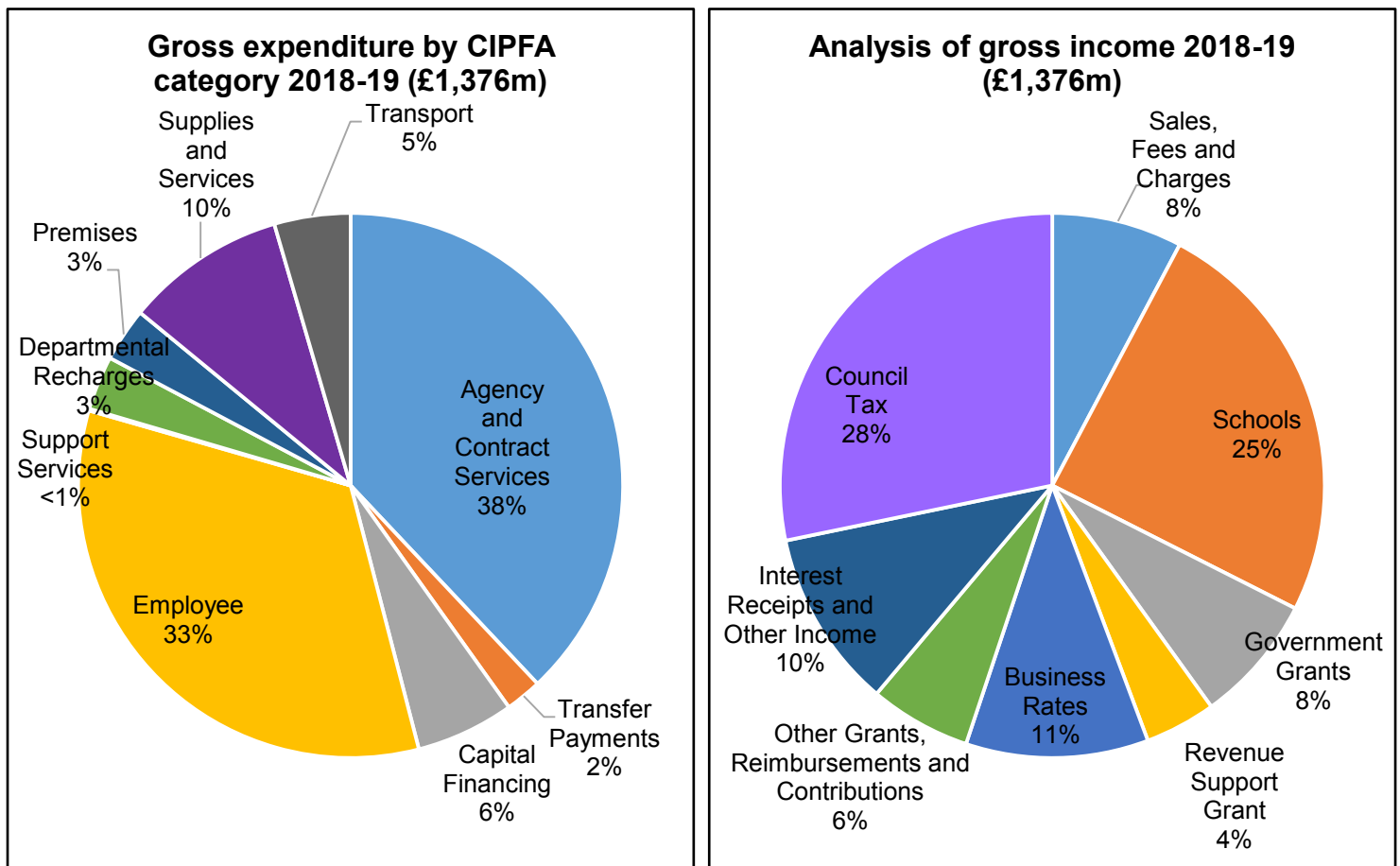
The chart below summarises the County Council's gross expenditure budget by Committee for the period covered by the Medium Term Financial Strategy 2018-19 to 2021-22. The **gross budget for 2018-19 is £1,376m**, this includes £360m which is passed directly to schools.

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.



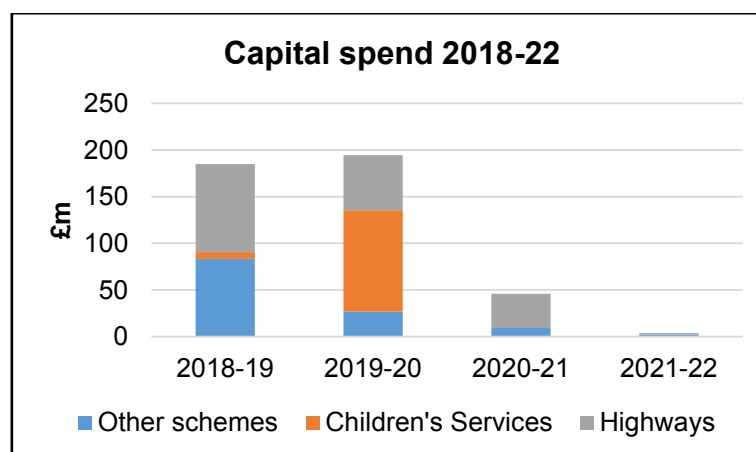
Notes:

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

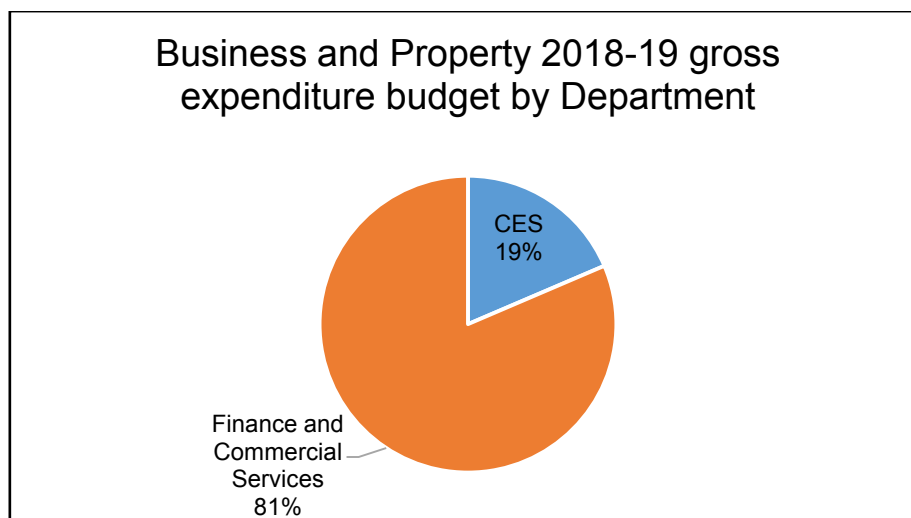
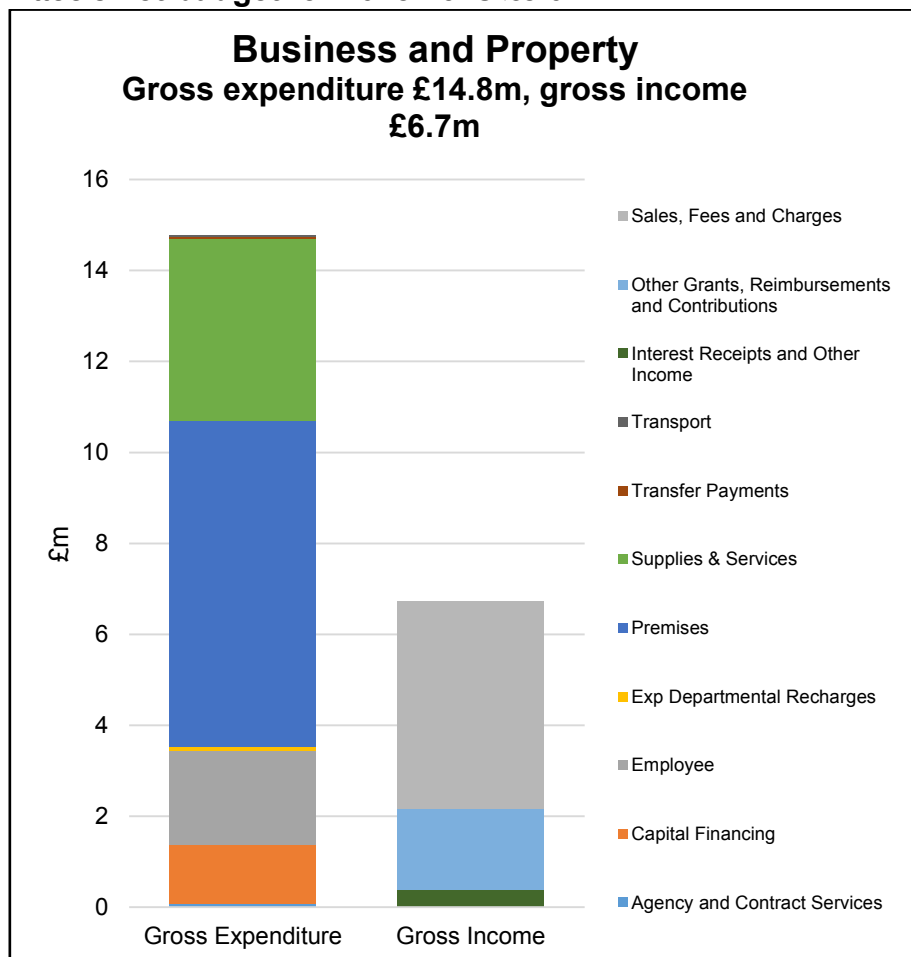
The chart below summarises the County Council's Capital Programme.



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.

\\Norfolk.gov.uk\ncd\dfs1\CorporateProperty\Team Admin\Meetings\Committees\Business and Property Committee\2017-2018\18.03.14\Final report\18.03.14 Appendix 1 Committee Plan Final 1.0.docx

Appendix 2

Service: Corporate Property Team

Plan on a Page

What we'll do

Vision:

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

Outcomes:

- Fewer larger buildings
- Newer buildings - well maintained
- Buildings intensively used
- More welcoming buildings
- Buildings supporting many uses
- Flexible buildings changing with use
- Energy efficient/sustainable buildings
- Located to optimise access & regeneration

Priorities:

- Lower the operating costs of property
- Exploit the latent value of the property estate, generate income / value
- Minimise future maintenance liabilities of the portfolio and lowering the overall carbon footprint
- Direct capital investment to support Council priorities and assets with the greatest need / likely benefit
- Adopt a strong corporate landlord model of property management
- Support the creation of a sense of place and neighbourhood vibrancy through optimising the spatial distribution of assets
- Through joint working support the creation of multi-agency service facilities

How we'll do it

Review existing properties to dispose of those that are costly and targeting discretionary elements of property spend, such as energy, to lower overall costs

Identify sites which are under-utilised and with development potential & bringing forward options for alternative use and / or development

Release buildings which are poorly performing in terms of CO2 emissions or which are expensive to maintain unless they are critical to service delivery and retro-fitting buildings to improve their sustainability

Invest to save' to release the value of property or directing spend on assets which are considered 'core' assets which will be retained over the long term

Adopt a more corporate approach to property with the centralisation of property budgets and establishing appropriate governance arrangements so that the portfolio is managed on a more strategic basis

Create multi-use 'hub' properties which can support public service delivery through a single point; where possible using existing facilities that are well positioned and able to support more flexible use

Identify which assets can support multi-agency use and what mix of assets are required at different settlements across the county

Values and behaviours that underpin everything

Integrity

Always provide a high Standard

Take responsibility

How we'll know if we've made a difference

Financial efficiency:

- Year 1 (18/19) of property savings plan (£150k) achieved.
- Year 2 (19/20) of property savings plan (£1,500k) achieved.
- Year 3 (20/21) of property savings plan (£1,500k) achieved.
- Year 4 (21/22) of property savings plan (£500k) achieved.
- Income plan from property development, income targets of 2019/20 - £500k; 2020/21 - £1000k; 2021/22 - £500k achieved.

Property development and disposals:

- Capital receipts achieved to meet these estimates: 2018/19 - £8.113m; 2019/20 - £5.502m; 2020/21 - £2.2m.
- Property development undertaken by Repton Property Developments Ltd.
- Surplus Highways land no longer is required for road schemes sold.

Property rationalisation:

- Refurbishment of County Hall Northwing, basement, lower ground floor and creation of a central store completed.
- Office buildings vacated or disposed of.
- Redundant operational sites/buildings vacated/discharged.

Property Commercialisation:

- Norwich Airport Industrial Estate (NAIE) - Investment achieved to increase occupation and increase income.
- Increased use and income from the hiring of rooms for meetings and events as well as more use of the car parking facilities.
- Increased exploitation of the opportunities available at Scotney Enterprise Park.

Develop "Single Estate" within NCC - Corporate Landlord Model:

- Property budgets centralised, (Non-school children's and CES to be completed).
- Reduced resource usage, costs and CO2 on retained properties.

One public estate:

- Support co-location and integration proposals for Health and Social Care arising from the OPE programme or from the STP Programme.
- Working with the Norfolk OPE Partnership Board to identify new projects and existing projects delivered.
- Working with partners to successfully bids for further funds to support partnership projects in Norfolk.

Countryside:

- Implementation of the Improvement plan to improve governance, transparency and stewardship to achieve financial, economic and social outcomes from the rural estate.

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Service: Economic Development

Plan on a Page

What we'll do

Vision:

Norfolk will be recognised for its well-connected, diverse, fast-growing, high-performing and inclusive economy.

Outcomes:

- Increased investment in the county
- More resilient and productive businesses
- More and better paid jobs
- More people with the skills needed to do them
- More people employed, at higher (median) wage levels.
- Norfolk has access to and draws down a wide range of funds to support growth

Priorities (linked to Norfolk and Suffolk Economic Strategy themes):

- Attracting and retaining more inward investment
- Creating jobs and improving business performance
- Collaborating with other areas to grow
- Building competitive sector-based clusters
- Increasing skills, employment and progression
- Maximising the amount of external funding coming into the County

How we'll do it

Attracting and retaining more inward investment

- More, targeted, profile raising and promotion
- Invest in key business locations to attract and retain more investment: Gt Yarmouth Port; A11 (Hethel, Attleborough, Thetford); Norwich City Centre & Greater Norwich area (including the Airport area); our Enterprise Zone sites
- Provide incubation/grow on space at council-owned sites at Scottow and Hethel

Creating jobs and improving business performance

- Maintain/develop strategic relationships with key businesses; support the growth of key business sectors through facilitating business-led sector groups;
- Improve access to finance and investment
- Prepare our business communities for the changes that Brexit will bring
- Maximise grant draw down (also priority for Driving Employment & Skills) through:
 - Managing/promoting existing programmes & ensure spend to profile
 - Work with partners to influence the shape of future funding in a post Brexit environment
 - Supporting applicants to write quality, successful bids

Driving Employment and Skills

- Increase take up of apprenticeships including from disadvantaged groups
- Targeted projects addressing the needs of individuals both in work and those seeking to enter the labour market
- Programmes supporting employers to upskill their workforce
- Supporting providers, colleges and businesses to access funding to pilot new training qualifications and initiatives in key sectors
- Expand the skills pipeline by engaging young people in schools and colleges

Values and behaviours that underpin everything

Collaborative

Influencing

Evidence-based

How we'll know if we've made a difference

- Increase in inward investment enquiries (and projects landed)
- Take up of space at EZs
- Improvement in GVA above national average
- Increase in jobs created (inc. at Scottow & Hethel)
- Increase in new business start ups (inc. at Scottow & Hethel)
- Increase in median earnings (1.7% annual growth - £200 per week increase by 2037)
- Increase in achievement of NVQ3+ (66% of working pop)
- Increase in number of apprenticeship starts from baseline of 6580 in 2016/17
- Increase/maintain employment rate above national average
- Reduction in % of people on ESA
- Successful performance of programmes managed (evaluation undertaken)
- Funds drawn down – NCC/ countywide
- Brexit – undertake evaluation of activity where we interact with businesses to determine whether they're better informed

Business and Property Committee

Item No.

Report title:	Finance Monitoring
Date of meeting:	14 March 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services, Simon George – Executive Director, Finance and Commercial Services
Strategic impact This report provides the Committee with information on the budget position for services reporting to Business & Property Committee for 2017-18. It provides information on the revenue budget including any forecast over or underspends and any identified budget risks. It also provides an update on the forecast use of reserves and details of the capital programme.	

Executive summary

The services reporting to this Committee are delivered by Community & Environmental Services, and Finance & Commercial Services.

The 2017-18 net revenue budget for this Committee is £9.084m and this report reflects the risks and forecast outturn position as at period 10, January 2018. Details are shown in Table 1 of this report.

The total capital programme relating to this committee to 2019 – 20 is £35.976m. Details are shown in Table 2 of this report.

The balance of Business and Property reserves as of 1 April 2017 was £5.273m, and the forecast balance at 31 March 2018 is £2.780m. Details are shown in Table 3 of this report.

Recommendations:

Members are recommended to note:

- a) The forecast out-turn position for the Business and Property Committee
- b) The capital programme for this Committee.
- c) The current planned use of the reserves and the forecast balance of reserves as at the end of March 2018.

1. Proposal

1.1. Members have a key role in overseeing the financial position for the services under the direction of this committee, including reviewing the revenue and capital position and reserves held by the service.

Although budgets are set and monitored on an annual basis it is important that the ongoing position is understood and the previous year's position, current and future plans and performance are considered.

1.2. This report reflects the budgets and forecast out-turn position as at the end of Period 10, January 2018.

2. Evidence

Revenue budget 2017-18

2.1. The services reporting to this Committee are delivered by Community & Environmental Services, and Finance & Commercial Services.

2.2. This report reflects the forecast outturn position for the Services that are relevant to this Committee, which are:

- Economic Development
- Economic Programmes
- Economic Strategy & Commissioning
- Employment and Skills

- Scottow Enterprise Park
- Hethel Engineering Centre – operated as Hethel Innovation Ltd

- Client Property Management

2.3. The 2017-18 net revenue budget for this committee is £9.084m, we are currently forecasting an underspend of £0.120m, using reserves and returning grant funding as detailed in Section 3 of this report.

Table 1: Business & Property Committee: Net revenue budget and forecast outturn 2017 - 18

	Current Budget	Actual year to date	Forecast outturn	Forecast variance
	£m	£m	£m	£m
Client Property Management				
Corporate Offices	4.819	5.259	5.306	0.487
Estates Management	0.852	0.609	0.771	(0.081)
Corporate Building Maintenance	2.007	1.134	1.996	(0.011)
County Farms	(0.515)	(0.167)	(0.808)	(0.293)
Corporate Property Team	0.916	0.774	0.814	(0.102)
	8.079	7.609	8.079	-
Economic Development				
Economic Programmes	(0.085)	0.119	(0.087)	(0.002)
Economic Strategy & Commissioning	0.809	0.962	0.739	(0.070)
Economic Development	0.118	0.239	0.128	0.010
Employment & Skills	0.363	0.414	0.363	0.000
Scottow Enterprise Park	(0.200)	(0.263)	(0.258)	(0.058)
	1.005	1.471	0.885	(0.120)
	9.084	9.080	8.964	(0.120)

2.4. In addition to the current forecast of a balanced revenue budget for the services that are accounted for through NCC, we are also forecasting a pre tax profit in Hethel Innovation Ltd. of £0.377m.

2.5. Client Property Management (CPM)

The CPM budget was reduced by £1.667m in 2017 – 18 to reflect planned savings to be met principally by reduced costs of property maintenance, including fewer properties to maintain via property disposals. The CPM planned to smooth the impact of this significant reduction by a reduced spend in 2016 – 17 allowing an increase in reserves to be released in 2017 – 18.

A balanced budget is thus achieved by the planned use of reserves as shown in Table 3 later in this report.

Economic Development

- 2.6. The main element of spend within Economic Development is staff related expenditure, with all spend related to planned programme activity. A number of staff are engaged in the delivery of externally funded projects where the spend profile does not always match a financial year, where this is the case project funding will be carried forward in reserves as an unspent grant.
- 2.7. Scottow Enterprise Park (SEP) – the forecasts remain unchanged since the previous report. SEP is currently forecasting to generate £1.330m of income in 2017 – 18, comprising £0.874m buildings rental, and £0.456m of rental income from the land occupied by the solar farm on site. SEP is currently forecasting a balanced budget as any additional surplus will be returned to SEP reserves for future site development. SEP is not accounted for as a separate legal entity.
- 2.8. Hethel Engineering Centre - is accounted for via the separate legal entity of Hethel Innovation Limited. Revenues for 2017 – 18 are forecast to be £1.536m comprising £1.064m from buildings rental and conferencing, £0.249m from external Consultancy and the Innovation New Anglia programme, and £0.223m from other funded programmes. The company operates on a profitable basis, forecasting to achieve a pre tax profit of £0.377m to be retained for future development of the site, an increase of £0.074m over the previously reported profit forecast.

3. Capital Programme

- 3.1. The capital programme for the services reported to this Committee is currently profiled to be delivered as detailed below.

Table 2: Business & Property Committee: Capital Programme

	Spend			
	Budget 2017 - 18 £m	to date 2017 - 18 £m	Budget 2018 - 19 £m	Budget 2019 - 20 £m
Scottow Enterprise Park	6.062	5.233	3.632	-
Infrastructure	5.342	4.276	0.496	
Buildings refurbishment	0.720	0.957	3.136	
Client Property Management	3.330	1.531	16.006	1.500
Space 2019	0.750	0.887	8.174	
Asbestos	1.515	0.631		
Other works	1.065	0.013	7.132	1.500

Grants to Community organisations			0.700	
County Farms	3.871	3.558	1.575	-
Purchase of Farms	3.161	3.161		
Other capital	0.710	0.397	1.575	
	13.263	10.322	21.213	1.500

3.2. SEP - the total available corporate and Enterprise Zone supported capital funding for the redevelopment of SEP is £9.694m, plus an additional £0.096m from the Pooled Business Rate Fund, of which £5.233m has been spent to date. The breakdown of the planned spend is as follows –

- £5.838m for essential infrastructure work to the site, £3.900m for water supply facilities, the balance principally relates to asbestos removal, security fencing, fire alarms, heating systems and utility metering to facilitate recharges back to tenants
- £3.856m is earmarked for specific buildings to be brought into a lettable condition, Hangars 1, 2 and 3 are estimated to cost £3.200m of this sum. It should be noted that expenditure is only made against a business case from specific enquiries leading to lettings income

A bid for grant funding from the Heritage Enterprise Lottery is also in progress.

3.3. The Corporate Property capital funding is in support of further refurbishment to allow rationalisation and facilitate cost reductions within the corporate property portfolio, in addition to routine general maintenance and minor works funded via capital. The principal identifiable expenditure relates to the Space 2019 programme.

3.4. The County Farms capital funding represents the agreed refurbishment programme, including land drainage schemes, which maintains the value of the Farms estate. Additional funding of £3.161m has been added for the agreed purchase of Bank House Farm.

4. Reserves 2017-18

- 4.1. The Council holds both provisions and reserves.
- 4.2. Provisions are made for liabilities or losses that are likely or certain to be incurred, but where it is uncertain as to the amounts or the dates which they will arise. The Council complies with the definition of provisions contained within CIPFA's Accounting Code of Practice.
- 4.3. Reserves (or Earmarked Reserves) are held in one of three main categories:
- 4.4. Reserves for special purposes or to fund expenditure that has been delayed, and in many cases relate to external Grants and Contributions - reserves can be held for a specific purpose, for example where money is set aside to replace equipment or undertake repairs on a rolling cycle, which can help smooth the impact of funding.
- 4.5. Local Management of Schools (LMS) reserves that are held on behalf of schools – the LMS reserve is only for schools and reflects balances held by individual schools. The balances are not available to support other County Council expenditure.
- 4.6. General Balances – reserves that are not earmarked for a specific purpose. The General Balances reserve is held to enable the County Council to manage unplanned or unforeseen events. The Executive Director of Finance is required to form a judgement on the level of the reserve and to advise Policy and Resources Committee accordingly.
- 4.7. The reserves falling under this Committee would fall into the first category. Additionally, balances may relate specific grant income where we have received the income but are yet to incur the expenditure, or the grant was planned to be used over a period of time, not related to a specific financial year.
- 4.8. We will continue to review the reserve balances to ensure that their original objectives are still valid and would identify any reserves that could be considered available for re-allocation.
- 4.9. The committees' unspent grants, reserves and provisions as at 1st April 2017 stood at £5.273m.
- 4.10. The table below shows balance of reserves and the current planned usage for 2017-18.

Table 3: Business & Property Committee: Reserves & Provisions

Reserves & Provisions 2017-18	Balance at 1 April 2017	Forecast Balance at 31 March 2018	Planned Change
	£m	£m	£m
Corporate Property Management	2.633	1.345	1.288
Economic Development (including Scottow Enterprise Park)	2.640	1.435	1.205
Committee Total	5.273	2.780	2.493

The planned use of CPM reserves is to smooth the effect of a reduced property maintenance budget, £0.688m. An additional release of £0.600m of CPM reserves was agreed in support of the 2017 – 18 Corporate budget planning process.

The balance of Economic Development reserves relates to a number of projects and specific grant funding, and includes Scottow Enterprise Park. The forecast use of reserves reflects the funding required to deliver those projects, with underspends being returned to support future project spend.

5. Financial Implications

5.1. There are no decisions arising from this report. The financial position for Communities Committee services is set out within the paper and appendices.

6. Issues, risks and innovation

6.1. This report provides financial performance information on a wide range of services responsible to the committee.

Officer Contact

If you have any questions about matters contained in this paper, please get in touch with:

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Business and Property Committee

Item No.....

Report title:	Performance management
Date of meeting:	14 March 2018
Responsible Chief Officers:	Simon George - Executive Director of Finance and Commercial Services, and Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact Robust performance management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need.	

Executive summary

This management report to this committee is based upon the revised Performance Management System, which was implemented as of 1 April 2016. There are currently 5 vital signs indicators under the remit of this committee. Work continues to see what other data may be available to report to committee on a more frequent basis and these will in turn be considered for inclusion as vital signs indicators.

Performance is reported on an exception basis using a report card format, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. To enable Members to have oversight of performance across all vital signs, all report cards (which is where more detailed information about performance is recorded) will be made available to view upon request.

The 5 vital signs indicators that fall within the remit of this committee are:

- Monitoring the job creation outputs of the projects and programmes that Norfolk County Council manages or Leads (Oct-Sep) and (Apr-Mar)
- Delivery against New Anglia Local Enterprise Partnership (NALEP) and Hethel Engineering Centre (HEC) business start-up targets (Oct-Sep) and (Apr-Mar)
- Number of apprenticeship starts
- Median full time weekly pay – comparison between Norfolk and the national average
- Reducing the % gap with rate of ESA only claimants for more than 1 year against national level

Of the 5 vital signs indicators that fall within the remit of this committee, none have met the exception criteria based on new data since the last report.

Recommendations:

1. Review and comment on the performance data, information and analysis presented in the body of the report and determine whether any recommended actions identified are appropriate or whether another course of action is required (refer to list of possible actions in Appendix 1).

In support of this, Appendix 1 provides:

- A set of prompts for performance discussions
 - Suggested options for further actions where the committee requires additional information or work to be undertaken
2. To consider whether there is any other performance data/information relating to the Committee's remit, in addition to the 5 vital signs set out in this report, which the Committee would wish to review on a regular basis.

1. Introduction

- 1.1. This performance management report to this committee is based upon the revised Performance Management System, which was implemented as of 1 April 2016.
- 1.2. There are currently 5 vital signs performance indicators that relate to the Economic Development Service in the CES Department.

Work continues to explore what data is available on a more regular basis to report to this committee, including reviewing measures reported by other councils and comparing with those currently reported in Norfolk.

- 1.3. There are currently no specific performance measures relating to property and asset management to report to this committee.

2. Performance dashboard

- 2.1. The performance dashboard provides a quick overview of Red/Amber/Green rated performance across all 5 vital signs. This then complements the exception reporting process and enables committee members to check that key performance issues are not being missed.
- 2.2. The vital signs indicators are monitored during the year and are subject to review when processes are amended to improve performance, to ensure that the indicator correctly captures future performance. A list of all vital signs indicators currently under the remit of the Business and Property committee is available in Appendix 2.
- 2.3. Targets have been set for 2017/18 and it is against these targets that performance will be evaluated. As the full performance data is only available on an annual basis with some significant lags, we will not be able to report on final performance until mid-2018. The performance dashboard for the Business and Property Committee is:

NOTES:

In most cases the RAG colours are set as: Green being equal to or better than the target; Amber being within 5% (not percentage points) worse than the target; Red being more than 5% worse than target.
 'White' spaces denote that data will become available; 'grey' spaces denote that no data is currently expected, typically because the indicator is being finalised.
 The target value is that which relates to the latest measure period result in order to allow comparison against the RAG colours. A target may also exist for the current and/or future periods.

Monthly	Bigger or Smaller is better	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Target
{PE} Monitoring the job creation outputs of the projects and programmes that NCC manages or leads (Oct-Sep)	Bigger	72.0	97.0	140.0	140.0	144.0	168.0	168.0	168.0	168.0	0.0	0.0	1.0		
{PE} Monitoring the job creation outputs of the projects and programmes that NCC manages or leads (Apr-Mar)	Bigger	623.6	658.1	1,094.6	44.1	78.4	122.0	150.7	195.7	290.2	357.7	540.5	591.7		
{PE} Delivery against NALEP and HEC business start-up targets (Oct-Sep)	Bigger	1	1	2	2	2	3	5	10	12	1	6	6		
{PE} Delivery against NALEP and HEC business start-up targets (Apr-Mar)	Bigger	40	40	140	13	20	25	41	50	60	83	95	106		
Quarterly / Termly	Bigger or Smaller is better	Dec 14	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Target
{PE} Number of apprenticeship starts	Bigger				7,290				7,670	2,440	3,830	6,120	6,580		7,917
Annual (calendar)	Bigger or Smaller is better	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Target
{PE} Median full time weekly pay – comparison between Norfolk and the national average	Bigger									91.0%	89.0%	89.0%	90.0%		90.25%
													488.7 / 540.2		
{PE} Reducing the % gap with rate of ESA only claimants for more than 1 year against national level	Smaller									65.0%	62.0%	71.0%	78.0%		77%
												0.71 / 0.68	0.78 / 0.75		

3. Report cards

- 3.1. A report card has been produced for each vital sign. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improvement performance. The report card follows a standard format that is common to all committees and it is updated on a monthly basis.
- 3.2. Vital signs are reported to committee on an exceptions basis. The exception reporting criteria are as follows:
- Performance is off-target (Red RAG rating or variance of 5% or more)
 - Performance has deteriorated for three consecutive months/quarters/years
 - Performance is adversely affecting the council's ability to achieve its budget
 - Performance is adversely affecting one of the council's corporate risks.
- 3.3. The 5 vital signs indicators that fall within the remit of this committee are:
1. Monitoring the job creation outputs of the projects and programmes that Norfolk County Council manages or Leads

(a) Oct-Sep (Oct 17 to Sep 18 Actual to-date is 1 against a target for the year period of 26 - last reported was 0 (+1)). Oct 16 to Sep 17 Actual ended with 168 against a target of 26.

(b) Apr-Mar (Apr 17 to Mar 18 Actual to-date is 591.68 against a target for the year period of 543.5 – last reported was 358.38 (+233.3)). Apr 17 to Mar 18 Actual ended with 140 against a target of 195.
 2. Delivery against New Anglia Local Enterprise Partnership (NALEP) and Hethel Engineering Centre (HEC) business start-up targets

(a) Oct-Sep (Oct 17 to Sep 18 Actual to-date is 6 against a target for the period of 7 – last reported was 1 (+5)). Oct 16 to Sep 17 Actual ended with 12 against a target of 7.

(b) Apr-Mar (Apr 17 to Mar 18 Actual to-date is 106 against a target for the period of 162.5 – last reported was 83 (+23)). Apr 17 to Mar 18 Actual ended with 1094.55 against a target of 860.
 3. Number of apprenticeship starts (Q4 Sep 2017 is 6,580 against a target for the year ending Q4 Sept 17 of 7,917)
 4. Median full time weekly pay – comparison between Norfolk and the national average (Actual for 2016 is 90% against a target of 90.25%)
 5. Reducing the % gap with rate of ESA only claimants for more than 1 year against national level (Actual for 2016 was 78% against a target of 77%)

None of the report cards have been included as no vital signs indicators have met the exception criteria based on new data since the last reporting period.

4. Measures - additional information

- 4.1.
- Measure 349 “Number of apprenticeship starts”.

National data released 25th January 2018 show provisional starts for the first quarter of 2017, covering the months of August, September and October have fallen 26 percent compared to the same quarter the previous year.

<i>National Apprenticeship starts</i>	<i>Quarter (1) 2016/17 (provisional)</i>	<i>Quarter (1) 2017/18 (provisional)</i>	<i>diff</i>	<i>%</i>
<i>All ages</i>	<i>155,600</i>	<i>114,400</i>	<i>41,200</i>	<i>-26%</i>

Data for Norfolk show provisional starts for the first quarter of 2017 have fallen by 12 percent compared to the same quarter the previous year.

<i>Norfolk Apprenticeship starts</i>	<i>Quarter (1) 2016/17 (provisional)</i>	<i>Quarter (1) 2017/18 (provisional)</i>	<i>diff</i>	<i>%</i>
<i>All ages</i>	<i>2,400</i>	<i>2,100</i>	<i>-300</i>	<i>-12%</i>

The targets set in the Vital Signs were set before knowledge of the effect of the Apprenticeship Levy reforms. As a Local Government body, we have no control or influence over the reforms and our options to mitigate these changes are limited. Our focus as we move forward is to come up with local initiatives where we can to support growth. The ATA pilot programme which has been funded by NCC recently is an example of this.

Given that data on Apprenticeships no longer seems to be released regularly and because of the limited effect we can have on national policy, it is suggested that we further review this Vital Sign to find an alternative methodology for measuring NCC performance around apprenticeships.

- 4.2.
- Reducing the % gap with rate of ESA only claimants for more than 1 year against national level

This Vital Sign is informed by data provided by the Department of Work and Pensions (DWP). DWP has advised their intention to discontinue providing the dataset (as it currently is formatted) going forward. This means potentially we will not be able to provide further updates (including 2017 update). We are currently investigating alternative data sources / reporting measures / methodology and will look to recommend alternatives in the next performance report to committee.

5. Scottow Enterprise Park – latest performance

The Committee asked for some information about operational performance at Scottow Enterprise Park to be included regularly in these performance reports. Performance as reported at February 2018 is set out below:

- Total rentable floor space available – 533,500 ft²
- Occupancy rate – 91%# with a further 4% in the pipeline (last reported was 86%, when HIL took over in 2015 was at 23%)
- Number of tenants – 105 (an increase of 6 since last reported, when HIL took over in 2015 it was 24)
- Number of jobs (*as at Sept 2017*) – 410* (an increase of 20 since last reported, when HIL took over in 2015 it was 60)
- Number of start-ups – 25* (an increase of 3 since last reported, when HIL took over in 2015 it was 3)
- Number of customer enquiries handled – 735 enquiries (last reported was 714 enquiries)

#Of total rentable floor space (currently 124 lettable units – last reported it was 121, when HIL took over in 2015 it was 70).

**Figures relate to total amount since Enterprise Park became operational.*

It should also be noted that:

- SEP is shortlisted for LGC 2018 Awards
- Enterprise Zone funding now agreed in principle of £2.9M over 25 years ... and additional grant funding of £0.1M secured
- SEP Open Days for businesses continue every month
- Activate: Startup program continues offering training over 4 sessions in how to startup your own business. Programs are now happening at SEP and local libraries (most recently at Cromer library)
- Innovate: Business program started offering training over 4 sessions in how to develop new products /processes and develop new customer markets
- Site now has full planning permission
- Swift Aircraft have moved into Hangar 2

6. Recommendations

Review and comment on the performance data, information and analysis presented in the body of the report and determine whether any recommended actions identified are appropriate or whether another course of action is required (refer to list of possible actions in Appendix 1).

In support of this, Appendix 1 provides:

- A set of prompts for performance discussions
- Suggested options for further actions where the committee requires additional information or work to be undertaken

To consider whether there is any other performance data/information relating to the Committee's remit, in addition to the 5 vital signs set out in this report, which the Committee would wish to review on a regular basis.

7. Financial Implications

There are no significant financial implications arising from the performance management report.

8. Issues, risks and innovation

There are no significant issues, risks and innovations arising from the development of the revised performance management system or the performance management report.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:

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Appendix 1 - Performance discussions and actions

Reflecting good performance management practice, there are some helpful prompts that can help scrutinise performance, and guide future actions. These are set out below.

Suggested prompts for performance improvement discussion

In reviewing the vital signs that have met the exception reporting criteria and so included in this report, there are a number of performance improvement questions that can be worked through to aid the performance discussion, as below:

1. Why are we not meeting our target?
2. What is the impact of not meeting our target?
3. What performance is predicted?
4. How can performance be improved?
5. When will performance be back on track?
6. What can we learn for the future?

In doing so, committee members are asked to consider the actions that have been identified by the vital sign lead officer.

Performance improvement – suggested actions

A standard list of suggested actions have been developed. This provides members with options for next steps where reported performance levels require follow-up and additional work.

All actions, whether from this list or not, will be followed up and reported back to the committee.

Suggested follow-up actions

The suggested 'follow up actions' have been amended, following on from discussions at the Communities Committee meeting on 11 May 2016, to better reflect the roles and responsibilities in the Committee System of governance.

	Action	Description
1	Approve actions	Approve actions identified in the report card and set a date for reporting back to the committee
2	Identify alternative/additional actions	Identify alternative/additional actions to those in the report card and set a date for reporting back to the committee
3	Refer to Departmental Management Team	DMT to work through the performance issues identified at the committee meeting and develop an action plan for improvement and report back to committee
4	Refer to committee task and finish group	Member-led task and finish group to work through the performance issues identified at the committee meeting and develop an action plan for improvement and report back to committee
5	Refer to County Leadership Team	Identify key actions for performance improvement and refer to CLT for action
6	Refer to Policy and Resources Committee	Identify key actions for performance improvement that have 'whole Council' performance implications and refer them to the Policy and Resources committee for action.

Appendix 2 – Business and Property Committee Vital Signs indicators

A vital sign is a key indicator from one of the Council's services which provides members, officers and the public with a clear measure to assure that the service is performing as it should and contributing to the Council's priorities. It is, therefore, focused on the results experienced by the community. It is important to choose enough vital signs to enable a good picture of performance to be deduced, but not so many that strategic discussions are distracted by detail.

There are currently 5 vital signs performance indicators that relate to the Business and Property Committee.

Of these vital signs indicators, the two in bold are considered to be corporately significant. As such, they will also be reported to the Policy and Resources Committee.

Service	Vital Signs Indicators	What it measures	Why it is important	Data
Planning & Economy (CES)	Job creation in Norfolk	Monitoring the job creation outputs of the projects and programmes that NCC manages or leads	SEP has a target to deliver 73,000 more jobs by 2026. This measure looks at those jobs the EDS service has had a hand in bringing forward	Partly monthly
Planning & Economy (CES)	New Anglia Growth Hub delivery – business start up	Delivery of New Anglia Growth Hub's business start-up targets	All programmes should deliver outputs that benefit the Norfolk economy	Partly monthly
Planning & Economy (CES)	Apprenticeships Norfolk Network Success Measures	Number of Apprenticeship Starts	By the end of 2019 we will create an additional 2500 apprentices in Norfolk (baseline 6270 in 2013/14)	Quarterly (subject to data release)
Planning & Economy (CES)	Norfolk median weekly earnings	Median full time weekly pay – comparison between Norfolk and the national average	A skilled workforce is essential to growing existing, and attracting new businesses to Norfolk and to the overall prosperity of Norfolk communities	Annual
Planning & Economy (CES)	People on benefits can find work quickly	Reducing the % gap with rate of ESA only claimants for more than 1 year against national level	Residents claiming ESA have a higher likelihood of receiving support from NCC services.	Annual

Business and Property Committee

Item No.

Report title:	Risk Management
Date of meeting:	14 March 2018
Responsible Chief Officer:	Simon George, Executive Director of Finance and Commercial Services
Strategic impact One of the Business and Property Committee's roles is to consider the management of risks relating to Norfolk County Council's commercial property. Assurance on the effectiveness of risk management helps the Committee undertake some of its key responsibilities. Risk management contributes to achieving departmental objectives, and is a key part of the performance management framework.	

Executive summary

This report provides the Committee with the latest departmental level property risks as at March 2018, following the latest review conducted in February 2018. The reporting of risk is aligned with, and compliments, the performance and financial reporting to the Committee.

Recommendations:

Members are asked to consider:

- a) **the risk reported by exception (in paragraph 2.2 and Appendix A), and the other departmental risks relating to Property (in Appendix D);**
- b) **whether the recommended mitigating actions identified in Appendix A are appropriate, or whether another course of action is required (as per Appendix B);**

1. Proposal

- 1.1. The Finance and Commercial Services and Environment, Development, and Transport Departmental Management Teams (DMTs) have been engaged in the preparation of the corporate and departmental level property risks.

The risk presented in **Appendix A** is the risk that is reported by exception, as detailed in paragraph 2.2.

A note of the criteria used to determine which risks sit at which level can be located as per the background information at **Appendix C** of this report.

Appendix D shows a summary of all of the current corporate and departmental level risks relating to this Committee. It is proposed that these current risks continue to be reported to Committee via appendices until mitigated to the point where they pose minimal risk to this Committee's objectives.

The Risk Management Officer is in discussion with the Head of the Corporate Property Team to identify any risks to the two corporate priorities of "Towards a Housing Strategy" and "Commercialisation", both of which are relevant to this Committee. Any significant risks identified to achieving these priorities will be presented to this Committee in due course.

2. Evidence

- 2.1. The Property risk data detailed in this report reflects those key business risks that are managed by the Departmental Management Teams of the Finance and Commercial Services, and Environment, Development, and Transport departments, and Senior Management Team of the Corporate Property Team. Key business risks materialising could potentially result in the departments failing to achieve one or more of their key objectives and/or suffer a financial loss or reputational damage. The current risks are those identified against departmental objectives for 2017/18.
- 2.2. The Exceptions Report, in **Appendix A**, focuses on any risks that have a current risk score of 12 and above with prospects of meeting the target score by the target date of amber or red. There is currently one risk that meets this criteria, as seen in this appendix.

- 1) RM14200 - Failure to meet NCC carbon reduction target

There are three different elements to this risk (street lighting, corporate car scheme, and energy utilisation), with three different contributing areas of the Council to their management. These are set out in the risk in Appendix A.

- 2.3. There are no significant changes to risks reported at the January 2018 Committee.
- 2.4. To assist Members with considering whether the recommended actions identified in this report are appropriate, or whether another course of action is required, a list of such possible actions, suggested prompts and challenges are presented for information and convenience in **Appendix C**.
- 2.5. The Finance and Commercial Services departmental risk register contains one departmental level risk (RM14200 - Failure to meet Norfolk County Council carbon reduction target) and one corporate level risk (RM14282 – Failure of Estate Management) relevant to this Committee, with the EDT risk register containing the other risk (RM14250 - Infrastructure is not delivered at the required rate to support existing needs and the planned growth of Norfolk). **Appendix D** provides the Committee members with a summary of these risks. There are currently two corporate level risks for this Committee to consider.
- 2.6. All three risks reported to this Committee currently have an overall amber prospects score of meeting the target score by the target date. Please see Note 1 below for details of prospects scoring.

3. Financial Implications

- 3.1. There are no significant financial implications arising from this Committee report.

4. Issues, risks and innovation

- 4.1. There are no other significant issues, risks and innovations arising from this Risk Management report.

5. Background

- 5.1. Background information regarding risk scoring, and definitions can be found in **Appendix C.**

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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Note 1:

The prospects of meeting target scores by the target dates are a reflection of how well the risk owners consider that the mitigation tasks are controlling the risk. It is an early indication that additional resources and tasks or escalation may be required to ensure that the risk can meet the target score by the target date. The position is visually displayed for ease in the “Prospects of meeting the target score by the target date” column as follows:

- Green – the mitigation tasks are on schedule and the risk owner considers that the target score is achievable by the target date.
- Amber – one or more of the mitigation tasks are falling behind and there are some concerns that the target score may not be achievable by the target date unless the shortcomings are addressed.
- Red – significant mitigation tasks are falling behind and there are serious concerns that the target score will not be achieved by the target date and the shortcomings must be addressed and/or new tasks introduced.

Risk Number	RM14200					Date of update		16 February 2018		
Risk Name	Failure to meet NCC carbon reduction target									
Risk Owner	Jeannine de Sousa					Date entered on risk register		01 April 2016		
Risk Description										
There is a risk of a failure to address energy efficiency as part of operational practice, leading to increased energy and tax costs, against a background of a flexible buildings portfolio. The risks reside around the principal impacts associated with the use of buildings, transport and street lighting in support of service delivery. Reporting responsibility resides with the Corporate Property Team who oversee the delivery of statutory reporting; impact is organisation-wide.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	3	4	12	2	3	6	Mar-20	Amber
Tasks to mitigate the risk										
1) To reach a 50% reduction by 2020 requires an added focus on transport and street lighting impacts, given that the corporate building estate is well within reach of meeting its own contribution, as indicated in the end of year 2014-15 figures. Corporate target agreed by Members. Project management delivered through interface with existing programmes, such as through the work of the Corporate Property Team. Delivery of the programme has transferred to CPT.										
2) Develop a corporate car scheme and pilot before rolling out if successful and viable.										
3) Identify opportunities for further managing energy utilisation and reducing the Council's carbon footprint.										
Progress update										
1) A large proportion of the target was building related and targets were achieved through the County Hall project and investment through the CERF funding for the wider corporate building estate, i.e. with improvements in fire stations of insulation. Going forward we are developing an energy policy / strategy to determine minimum and maximum changes / alterations to buildings where we do refurb works. We are also reviewing how we monitor water, gas and electricity with the Head of procurement, as well as energy procurement. Further work is required to ascertain street lighting reduction performance. Development/growth of residential areas will likely impact on performance figures. It is important to note that the carbon reduction calculation is established by looking at a range of different service sectors which are subject to inclusion / removal by central government.										
2) A corporate pool car scheme has been developed and piloted. The success of the scheme will depend on registration and uptake and the development of Human Resources policy on the use of pool cars.										
3) An Energy Projects Officer has been appointed to identify further opportunities for carbon reduction and to manage energy utilisation across the Council. They are responsible for producing and maintaining an energy policy for the Council. The appointed officer is in post for 6 months from 01.10.17. We are reviewing bundles of properties and utilisation on site with a plan to suggest changes that can be made with a prioritised list. This is an ongoing process with the 1st bundle currently being the Independence Matters properties, and this element of the risk is green in terms of progress.										

Risk management discussions and actions

Reflecting good risk management practice, there are some helpful prompts that can help scrutinise risk, and guide future actions. These are set out below.

Suggested prompts for risk management improvement discussion

In reviewing the risks that have met the exception reporting criteria and so included in this report, there are a number of risk management improvement questions that can be worked through to aid the discussion, as below:

1. Why are we not meeting our target risk score?
2. What is the impact of not meeting our target risk score?
3. What progress with risk mitigation is predicted?
4. How can progress with risk mitigation be improved?
5. When will progress be back on track?
6. What can we learn for the future?

In doing so, committee members are asked to consider the actions that have been identified by the risk owner and reviewer.

Risk Management improvement – suggested actions

A standard list of suggested actions have been developed. This provides members with options for next steps where reported risk management scores or progress require follow-up and additional work.

All actions, whether from this list or not, will be followed up and reported back to the committee.

Suggested follow-up actions

	Action	Description
1	Approve actions	Approve recommended actions identified in the exception reporting and set a date for reporting back to the committee
2	Identify alternative/additional actions	Identify alternative/additional actions to those recommended in the exception reporting and set a date for reporting back to the committee
3	Refer to Departmental Management Team	DMT to work through the risk management issues identified at the committee meeting and develop an action plan for improvement and report back to committee
4	Refer to committee task and finish group	Member-led task and finish group to work through the risk management issues identified at the committee meeting and develop an action plan for improvement and report back to committee
5	Refer to County Leadership Team	Identify key actions for risk management improvement and refer to CLT for action
6	Refer to Policy and Resources Committee	Identify key actions for risk management improvement that have whole Council 'Corporate risk' implications and refer them to the Policy and Resources committee for action.

Appendix C – Background Information

A **corporate risk** is one that requires:

- strong management at a corporate level, thus the County Leadership Team should direct any action to be taken.
- input or responsibility from more than one Executive Director for mitigating tasks; and if not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key objectives and/or suffer a significant financial loss or reputational damage.

A **departmental risk** is one that requires:

- strong management at a departmental level thus the Departmental Management Team should direct any action to be taken.
- appropriate management. If not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key departmental objectives and/or suffer a significant financial loss or reputational damage.

A **Service Risk** is one that requires:

- strong management at a service level, thus the Head of the Service should direct any action to be taken.
- input or responsibility from the Head of Service for mitigating tasks; if not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key service objectives and/or suffer a significant financial loss or reputational damage.

Each risk score is expressed as a multiple of the impact and the likelihood of the event occurring.

- Original risk score – the level of risk exposure before any action is taken to reduce the risk
- Current risk score – the level of risk exposure at the time the risk is reviewed by the risk owner, taking into consideration the progress of the mitigation tasks
- Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks. This can be seen as the risk appetite.

Risk Appetite

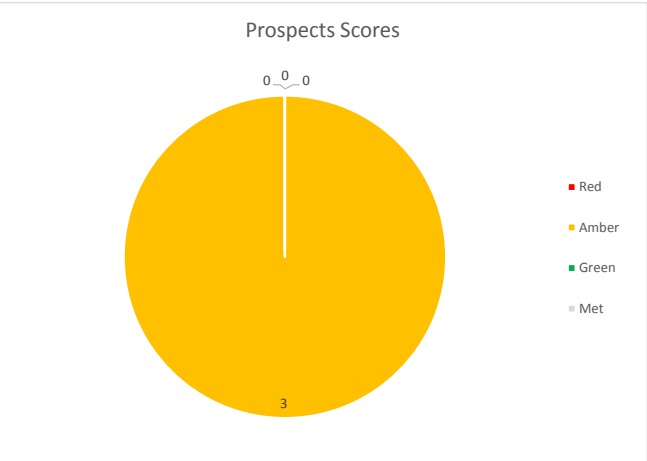
Risk Appetite is strategic and directly related to the achievement of the Council's objectives, including the allocation of resources. The risk appetite set by each Committee explicitly articulates the attitudes to and boundaries of risk that the Committee expects Executive Directors to take.

Risk Tolerance

Risk Tolerance is the tactical and operational boundaries and values which enable the Council to control its risk appetite in line with the organisational strategic objectives.

Appendix D, Business and Property Committee Risk Summary, March 2018

Summary Name			Business and Property Committee Risk Summary										Red	⬇️ Worsening	
Prepared by			Thomas Osborne										Amber	↔️ Static	
Date updated			February 2018										Green	⬆️ Improving	
Next update due			June 2018										Met		
Area	Corp. / Dept.	Risk Number	Risk Name	Risk Description			Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Prospects of meeting Target Risk Score by Target Date	Direction of travel from previous review	Risk Owner
Environment , Development and Transport - Strategic Infrastructure	C	RM14250	Infrastructure is not delivered at the required rate to support existing needs and the planned growth of Norfolk	1) Not securing sufficient funding to deliver all the required infrastructure for existing needs and planned growth leading to: • congestion, delay and unreliable journey times on the transport network • a lack of the essential facilities that create sustainable communities e.g. good public transport, walking and cycling routes, open space and green infrastructure. 2) Not meeting the funding profiles (e.g. Local Growth Fund) and losing the funding.			3	3	9	3	2	6	Amber	↔️	Tom McCabe
Finance and Commercial Services - Corporate Property	C	RM14282	Failure of Estate Management	There is a risk that the Council does not have a clear policy around estate management, is not acting in line with the expectations of a landlord, and does not have sound tenancy agreements in place.			3	2	6	2	2	4	Amber	↔️	Simon George
Finance and Commercial Services - Corporate Property	D	RM14200	Failure to meet Norfolk County Council carbon reduction target	There is a risk of a failure to address energy efficiency as part of operational practice, leading to increased energy and tax costs, against a background of a flexible buildings portfolio. The risks reside around the principal impacts associated with the use of buildings, transport and street lighting in support of service delivery. Reporting responsibility resides with the new the new Corporate Property Team who oversee the delivery of statutory reporting; impact is organisation-wide.			3	4	12	2	2	4	Amber	↔️	Jeannine de Sousa



Business and Property Committee

Item No.....

Report title:	Repton Property Developments Ltd – Articles of Association etc.
Date of meeting:	14 March 2018
Responsible Chief Officer:	Executive Director of Finance and Commercial Services
Strategic impact Proposals in this report support Norfolk County Council priorities by focussing on key objectives of the Council's Asset Management Plan to pro-actively exploit the latent value of the property portfolio and release capital resources for other purposes. The creation of the capability for direct property development will support the Council's Norfolk Futures Strategy through commercialisation of assets to generate future income streams to support funding for service delivery and support towards a housing strategy.	

Executive summary

In July 2017 Policy & Resources Committee (P&R) authorised the setting up of Repton Property Developments Limited, a company wholly owned by Norfolk County Council.

The point has now been reached to complete the formal procedures to establish the governance for the company, adopting suitable articles of association and formally register the Directors appointed by Council.

Recommendations:

- 1. Business and Property Committee are asked to review and recommend Policy and Resources Committee adopt the proposed articles of association, delegations and reserved matters and the special resolution as detailed in the appendices.**
- 2. Business and Property Committee are asked to recommend Policy & Resources Committee nominate to Full Council David Dukes as the replacement County Council Officer Director.**

1.0 Introduction

- 1.1** Policy and Resources Committee at their meeting on 3 July 2017 resolved to agree to the establishment of Repton Property Developments Limited (Repton), a company wholly owned by Norfolk County Council (NCC).
- 1.2** To ensure the name for the company selected by Members was able to be used the new company was registered using the model articles of association provided by Companies House and the Head of Property registered as a single director.

- 1.3 Full Council at the meeting of 16 October 2017 resolved to appoint the following as Directors of the company:

<u>Position</u>	<u>Nomination</u>
County Councillor Director	Councillor Kiddie
County Councillor Director	Councillor Iles
County Council Officer Director	Simon George
County Council Officer Director	Fiona McDiarmid
County Council Officer Director	Harvey Bullen
County Council Officer Director	Al Collier
Non-Executive Director	To be recruited via advertisement
Non-Executive Director	To be recruited via advertisement

- 1.4 Business and Property Committee at their reconvened meeting 11 December 2017 agreed the outline business case for Repton.
- 1.5 The point has now been reached to complete the formal procedures to establish the governance for the company, adopting suitable articles of association and formally register the Directors appointed by Council.

2.0 Governance of Repton Property Developments Ltd

- 2.1 Policy and Resources Committee act as the Shareholder on behalf of the County Council.
- 2.2 There are three key documents that are required to be adopted by Policy and Resources Committee acting as the shareholder. These are:
- The Articles of Association (copy **appendix 1**).
 - The Delegations & Reserved Matters (copy **appendix 2**).
 - Adoption of a special resolution (copy **appendix 3**).
- 2.3 The proposed articles of association will replace the model version that was used to establish the company.
- 2.4 Business and Property Committee are asked to review and recommend Policy and Resources Committee adopt the proposed articles of association, delegations and reserved matters and the special resolution as detailed in the appendices.
- 2.5 Subsequent to Full Council's appointment of directors for the company Simon George has stood down and the nominated County Council Officer Director is David Dukes, Economic Development Manager in Community and Environmental Services.
- 2.6 Business and Property Committee are asked to recommend Policy & Resources Committee nominate to Full Council David Dukes as the replacement County Council Officer Director.

3.0 Financial Implications

- 3.1 There are no financial implication from the activity to complete establishing the governance for the new company.

4.0 Legal implications

- 4.1 Legal processes around setting up a wholly-owned limited company are tried and tested with the County Council having set up similar companies in the past.

5.0 Issues, risks and innovation

- 5.1 Any risks around finalising the governance for the new company were mitigated by obtaining expert legal advice.

6.0 Background

- 6.1 There are several strands forming the strategic background to these proposals, namely:

- The overall Council's priorities under the Norfolk Futures Strategy of:
 - Safer Children and Resilient Families.
 - Promoting Independence for Vulnerable Adults.
 - Smarter Information and Advice.
 - Towards a Housing Strategy.
 - Digital Norfolk.
 - Local Service Strategy.
 - Commercialisation.
- Norfolk County Council Asset Management Plan 2016-19.
- The adoption of an updated property savings plan, that calls for £4.25m of savings for the next four years.
- The Norfolk One Public Estate Programme that is supporting the joint strategic exploitation of the combined public sector property estate.
- The medium term financial strategy includes commercialisation of NCC property assets as a priority to help diversify the Council's funding.

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APPENDIX 1 – Articles of Association

No. 10887284

THE COMPANIES ACT 2006

PRIVATE COMPANY LIMITED BY SHARES

**ARTICLES OF ASSOCIATION
OF
REPTON PROPERTY DEVELOPMENTS
LIMITED**

MILLS & REEVE

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INTERPRETATION AND LIMITATION OF LIABILITY

1 **Definitions and interpretation**

1.1 In these articles, unless the context requires otherwise:

“**alternate**” or “**alternate director**” has the meaning given in article 23;

“**articles**” means the company’s articles of association for the time being in force;

“**associated company**” means any subsidiary or holding entity of the company or any other subsidiary of the company’s holding entity;

“**bankruptcy**” includes individual insolvency proceedings in a jurisdiction other than England and Wales or Northern Ireland which have an effect similar to that of bankruptcy;

“**business day**” means any day (other than a Saturday, Sunday or public holiday in the United Kingdom) on which clearing banks in the City of London are generally open for business;

“**CA 2006**” means the Companies Act 2006;

“**Chair**” has the meaning given in article 12;

“**Chair of the meeting**” has the meaning given in article 41.3;

“**clear days**” excludes the date on which a notice is given and the date on which the notice period expires;

“**Companies Acts**” means the Companies Acts (as defined in section 2 CA 2006), in so far as they apply to the company;

“**Conflict**” has the meaning given in article 15.1;

“**director**” means a director of the company, and includes any person occupying the position of director, by whatever name called;

“**distribution recipient**” has the meaning given in article 34.2;

“**document**” includes, unless otherwise specified, any document sent or supplied in electronic form;

“electronic form” has the meaning given in section 1168 CA 2006;

“eligible director” means a director who would be entitled to vote on the matter at a meeting of directors (but excluding any director whose vote is not to be counted in respect of the particular matter);

“fully paid” in relation to a share, means that the nominal value and any premium to be paid to the company in respect of that share have been paid to the company;

“hard copy form” has the meaning given in section 1168 CA 2006;

“holder” in relation to shares means the person whose name is entered in the register of members as the holder of the shares;

“instrument” means a document in hard copy form;

“Model Articles” means the model articles for private companies limited by shares contained in Schedule 1 of The Companies (Model Articles) Regulations 2008 (SI 2008/3229) as amended prior to the date of adoption of these articles;

“ordinary resolution” has the meaning given in section 282 CA 2006;

“paid” means paid or credited as paid;

“participate”, in relation to a directors’ meeting, has the meaning given in article 10;

“proxy notice” has the meaning given in article 46.1;

“qualifying person” has the meaning given in article 40.3;

“relevant officer” means any director or other officer of the company or an associated company, but excluding in each case any person engaged by the company (or associated company) as auditor (whether or not he is also a director or other officer), to the extent he acts in his capacity as auditor;

“shareholder” means a person/body who is the holder of a share;

“shares” means shares in the company;

“special resolution” has the meaning given in section 283 CA 2006; and

“writing” means the representation or reproduction of words, symbols or other information in a visible form by any method or combination of methods, whether sent or supplied in electronic form or otherwise.

- 1.2 No regulations or articles set out in any statute, or in any statutory instrument or other subordinate legislation made under any statute, concerning companies (including the regulations in the Model Articles) shall apply as the articles of the company.
- 1.3 Save as otherwise specifically provided in these articles, words and expressions which have particular meanings in the CA 2006 shall have the same meanings in these articles.
- 1.4 Headings in these articles are used for convenience only and shall not affect the construction or interpretation of these articles.
- 1.5 A reference in these articles to an "article" is a reference to the relevant article of these articles unless expressly provided otherwise.
- 1.6 Unless expressly provided otherwise, a reference to a statute, statutory provision or subordinate legislation is a reference to it as it is in force from time to time, taking account of:
 - 1.6.1 any subordinate legislation from time to time made under it; and
 - 1.6.2 any amendment or re-enactment and includes any statute, statutory provision or subordinate legislation which it amends or re-enacts.
- 1.7 Any phrase introduced by the terms **“including”**, **“include”**, **“in particular”** or any similar expression shall be construed as illustrative and shall not limit the sense of the words preceding those terms.
- 1.8 A reference in these articles to a **“subsidiary”**, **“holding company”**, **“undertaking”**, **“subsidiary undertaking”** or **“parent undertaking”** shall be construed in accordance with section 1159 and section 1162 of CA 2006.
- 1.9 Any words importing the singular include the plural and vice versa and words importing a gender include every gender.

2 Liability of members and controlled company

- 2.1 The liability of the members is limited to the amount, if any, unpaid on the shares held by them.
- 2.2 The company is controlled by Norfolk County Council ('controlled' being defined by reference to Part V of the Local Government and Housing Act 1989 and the Local Authorities (Companies) Order 1995).

DIRECTORS

DIRECTORS' POWERS AND RESPONSIBILITIES

3 Directors' general authority

- 3.1 Subject to these articles, and in particular the provisions set out in article 52, the directors are responsible for the management of the company's business, for which purpose they may exercise all the powers of the company.

4 Shareholders' reserve power

- 4.1 The shareholders may, by special resolution or in accordance with the provisions of article 52, direct the directors to take, or refrain from taking, specified action.
- 4.2 No such special resolution or direction Norfolk County Council in accordance with article 52 invalidates anything which the directors have done before the passing of the resolution.

5 Directors may delegate

- 5.1 Subject to the articles, and in particular the provisions set out in article 52, the directors may delegate any of the powers which are conferred on them under the articles:
 - 5.1.1 to such person or committee;
 - 5.1.2 by such means (including by power of attorney);
 - 5.1.3 to such an extent;
 - 5.1.4 in relation to such matters or territories; and

5.1.5 on such terms and conditions;

as they think fit.

5.2 If the directors so specify, any such delegation may authorise further delegation of the directors' powers by any person to whom they are delegated.

5.3 The directors may revoke any delegation in whole or part, or alter its terms and conditions.

6 Committees

6.1 Committees to which the directors delegate any of their powers must follow procedures which are based as far as they are applicable on those provisions of the articles which govern the taking of decisions by directors.

6.2 The directors may make rules of procedure for all or any committees, which prevail over rules derived from the articles if they are not consistent with them.

DECISION-MAKING BY DIRECTORS

7 Directors to take decisions collectively

7.1 The general rule about decision-making by directors is that any decision of the directors must be either a majority decision at a meeting or a unanimous decision taken in accordance with article 8.

8 Unanimous decisions

8.1 A decision of the directors is taken in accordance with this article when all eligible directors indicate to each other by any means that they share a common view on a matter provided that any such indication shall be recorded by the directors in permanent form so that it may be read with the naked eye.

8.2 Such a decision may take the form of a resolution in writing, where each eligible director has signed one or more copies of it, or to which each eligible director has otherwise indicated agreement in writing.

8.3 A decision may not be taken in accordance with this article if the eligible directors would not have formed a quorum at such a meeting.

9 Calling a directors' meeting

9.1 Any director may call a directors' meeting by giving notice of the meeting to the directors or by authorising the company secretary (if any) to give such notice.

9.2 Notice of any directors' meeting must indicate:

9.2.1 its proposed date and time;

9.2.2 where it is to take place; and

9.2.3 if it is anticipated that directors participating in the meeting will not be in the same place, how it is proposed that they should communicate with each other during the meeting.

10 Participation in directors' meetings

10.1 Subject to the articles, directors participate in a directors' meeting, or part of a directors' meeting, when:

10.1.1 the meeting has been called and takes place in accordance with the articles; and

10.1.2 they can each communicate to the others any information or opinions they have on any particular item of the business of the meeting.

10.2 In determining whether directors are participating in a directors' meeting, it is irrelevant where any director is or how they communicate with each other.

10.3 If all the directors participating in a meeting are not in the same place, they may decide that the meeting is to be treated as taking place wherever any of them is.

11 Quorum for directors' meetings

11.1 At a directors' meeting, unless a quorum is participating, no proposal is to be voted on, except a proposal to call another meeting.

11.2 Subject to article 11.3, the quorum for the transaction of business at a meeting of directors is five eligible directors, where at least one eligible director present at the meeting is also an officer of Norfolk County Council.

11.3 For the purposes of any meeting (or part of a meeting) held pursuant to article 15 to authorise a director's conflict, if there is only one eligible director in office besides the conflicted director(s), the quorum for such meeting (or part of a meeting) shall be one eligible director.

11.4 If the total number of directors in office for the time being is less than the quorum required, the directors must not take any decision other than a decision:

11.4.1 to appoint further directors; or

11.4.2 to call a general meeting so as to enable the shareholders to appoint further directors.

12 Chairing of directors' meetings

12.1 The directors may appoint a director to chair their meetings for such term as is agreed by the directors.

12.2 The person so appointed for the time being is known as the Chair.

12.3 The directors may terminate the Chair's appointment at any time.

12.4 If the Chair is not participating in a directors' meeting within ten minutes of the time at which it was to start, the participating directors must appoint one of themselves to chair it.

13 Casting vote

13.1 Further to article 13.2, if the numbers of votes for and against a proposal at a meeting of directors are equal, the Chair or other director chairing the meeting shall have a casting vote.

13.2 Article 13.1 shall not apply in respect of a particular meeting (or part of a meeting) if, in accordance with the articles, the Chair or other director is not an eligible director for the purpose of that meeting (or part of a meeting).

14 Transactions or other arrangements with the company

14.1 Subject to the provisions of CA 2006 and provided he has declared the nature and extent of any interest of his (unless the circumstances in any of sections 177(5) and 177(6) or sections 182(5) and 182(6) CA 2006 apply, in which case no disclosure is

required), a director who is in any way, whether directly or indirectly, interested in an existing or proposed transaction or arrangement with the company, notwithstanding his office:

- 14.1.1 may be a party to, or otherwise interested in, any transaction or arrangement with the company or in which the company is otherwise (directly or indirectly) interested;
- 14.1.2 may act by himself or his firm in a professional capacity for the company (otherwise than as auditor) and he or his firm shall be entitled to remuneration for professional services as if he were not a director;
- 14.1.3 may be a director or other officer of, or employed by, or a party to a transaction or arrangement with, or otherwise interested in, any body corporate promoted by the company or in which the company is otherwise (directly or indirectly) interested;
- 14.1.4 shall not, save as he may otherwise agree, be accountable to the company for any benefit which he (or a person connected with him (as defined in section 252 CA 2006)) derives from any such contract, transaction or arrangement or from any such office or employment or from any interest in any such body corporate which he is permitted to hold or enter into by virtue of articles 14.1.1, 14.1.2 or 14.1.3 and no such contract, transaction or arrangement shall be liable to be avoided on the grounds of any such interest or benefit nor shall the receipt of any such remuneration or other benefit constitute a breach of his duty under section 176 CA 2006; and
- 14.1.5 shall subject to article 15.1, be an eligible director for the purposes of any proposed decision of the directors (or committee of directors) and shall be entitled to vote at a meeting of directors (or of a committee of the directors) or participate in any unanimous decision on any matter referred to in articles 14.1.1 to 14.1.3 (inclusive) or on any resolution which in any way concerns or relates to a matter in which he has, directly or indirectly, any kind of interest whatsoever and if he shall vote on any such resolution his vote shall be counted.

- 14.2 For the purposes of this article 14, references to proposed decisions and decision-making processes include any directors' meeting or part of a directors' meeting.

- 14.3 Subject to article 14.4, if a question arises at a meeting of directors or of a committee of directors as to the right of a director to participate in the meeting (or part of the meeting) for voting or quorum purposes, the question may, before the conclusion of the meeting, be referred to the Chair whose ruling in relation to any director other than the Chair is to be final and conclusive.
- 14.4 If any question as to the right to participate in the meeting (or part of the meeting) should arise in respect of the Chair, the question is to be decided by a decision of the directors at that meeting, for which purpose the Chair is not to be counted as participating in the meeting (or that part of the meeting) for voting or quorum purposes.

15 Directors' conflicts of interest

- 15.1 For the purposes of section 175 CA 2006, the directors may authorise any matter proposed to them in accordance with these articles which would, if not so authorised, involve a breach of duty by a director under that section, including, without limitation, any matter which relates to a situation in which a director has, or can have, an interest which conflicts, or possibly may conflict, with the interests of the company (a "**Conflict**"). Any such authorisation will be effective only if:
- 15.1.1 any requirement as to quorum at the meeting at which the matter is considered is met without counting the director in question or any other interested director; and
- 15.1.2 the matter was agreed to without their voting or would have been agreed to if their votes had not been counted. The directors may (whether at the time of the giving of the authorisation or subsequently) make any such authorisation subject to any limits or conditions they may expressly impose but such authorisation is otherwise given to the fullest extent permitted. The directors may vary or terminate any such authorisation at any time, but this will not affect anything done by the director in question prior to such variation or termination, in accordance with the terms of such authorisation.

For the purposes of these articles, a conflict of interest includes a conflict of interest and duty and a conflict of duties, and interest includes both direct and indirect interests.

- 15.2 The shareholder(s) may also authorise a Conflict by ordinary resolution (a **“Shareholder Authorisation”**) and may at any time, by ordinary resolution:
- 15.2.1 make any Shareholder Authorisation subject to such terms and conditions as they think fit, and
 - 15.2.2 vary or terminate any Shareholder Authorisation (provided that this will not affect anything done by the relevant director or the company in accordance with that Shareholder Authorisation before any such variation or termination).
- 15.3 The shareholder(s) hereby authorise any Conflict which arises solely by virtue of the relevant director being an employee of Norfolk County Council or being an elected member of Norfolk County Council and the provisions of Article 15.5 to 15.7 shall apply to that director as if he had received a Shareholder Authorisation with no conditions attaching to it.
- 15.4 A director shall be under no duty to the company with respect to any information which he obtains or has obtained otherwise than as a director of the company and in respect of which he owes a duty of confidentiality to another person. However, to the extent that his relationship with that other person gives rise to a Conflict, this article applies only if the existence of that relationship has been authorised pursuant to article 15.1 or approved by the directors pursuant to article 15.1 or by the shareholder(s) pursuant to article 15.3. In particular, the director shall not be in breach of the general duties he owes to the company by virtue of sections 171 to 177 CA 2006 (inclusive) because he fails:
- 15.4.1 to disclose any such information to the board or to any director or other officer or employee of the company; and/or
 - 15.4.2 to use or apply any such information in performing his duties as a director of the company.
- 15.5 Where the existence of a director’s relationship with another person has been authorised pursuant to these articles or approved by the board pursuant to article 15.1 or by the shareholder(s) pursuant to article 15.3 and his relationship with that person gives rise to a Conflict, the director shall not be in breach of the general duties he owes to the company by virtue of sections 171 to 177 CA 2006 (inclusive) because he:

15.5.1 absents himself from meetings of the board at which any matter relating to the Conflict will or may be discussed or from the discussion of any such matter at a meeting or otherwise; and/or

15.5.2 makes arrangements not to receive documents and information relating to any matter which gives rise to the Conflict sent or supplied by the company and/or for such documents and information to be received and read by a professional adviser,

for so long as he reasonably believes such Conflict subsists.

15.6 The provisions of articles 15.5 and 15.6 are without prejudice to any equitable principle or rule of law which may excuse the director from:

15.6.1 disclosing information, in circumstances where disclosure would otherwise be required under these articles; or

15.6.2 attending meetings or discussions or receiving documents and information as referred to in article 15.5, in circumstances where such attendance or receipt of such documents and information would otherwise be required under these articles.

15.7 A director is not required, by reason of being a director (or because of any fiduciary relationship established by reason of being a director), to account to the company for any remuneration, profit or other benefit which he derives from or in connection with a relationship involving a Conflict which has been authorised in accordance with article 15.1 or by the directors or the shareholder(s) or by the company in general meeting (subject in each case to any terms, limits or conditions attaching to that authorisation) and no contract shall be liable to be avoided on such grounds.

16 Records of decisions to be kept

16.1 The directors must ensure that the company keeps a record, in writing, for at least 10 years from the date of the decision recorded, of every unanimous or majority decision taken by the directors.

16.2 Where decisions of the directors are taken by electronic means, such decisions shall be recorded by the directors in permanent form, so that they may be read with the naked eye.

17 Directors' discretion to make further rules

- 17.1 Subject to the articles, the directors may make any rule which they think fit about how they take decisions, and about how such rules are to be recorded or communicated to directors.

APPOINTMENT OF DIRECTORS

18 Number of directors

- 18.1 Unless otherwise determined by notice given by Norfolk County Council, the number of directors (other than alternate directors) shall not be subject to any maximum but shall not be less than three.

19 Methods of appointing directors

- 19.1 Any person who is willing to act as a director, and is permitted by law to do so, may be appointed to be a director by notice given by Norfolk County Council pursuant to article 52.

20 Termination of director's appointment

- 20.1 A person ceases to be a director as soon as:
- 20.1.1 that person ceases to be a director by virtue of any provision of the CA 2006 or is prohibited from being a director by law;
 - 20.1.2 a bankruptcy order is made against that person;
 - 20.1.3 a composition is made with that person's creditors generally in satisfaction of that person's debts;
 - 20.1.4 a registered medical practitioner who is treating that person gives a written opinion to the company stating that that person has become physically or mentally incapable of acting as a director and may remain so for more than three months;
 - 20.1.5 notification is received by the company from the director that the director is resigning from office as director, and such resignation has taken effect in accordance with its terms; or

20.1.6 a notice in writing is served upon the director and the company signed by Norfolk County Council removing that person from office as director; or

20.1.7 that person becomes disqualified for elected membership of Norfolk County Council or any other local authority.

21 Directors' remuneration

21.1 Directors may undertake any services for the company that Norfolk County Council decides.

21.2 Directors are entitled to such remuneration as Norfolk County Council determines:

21.2.1 for their services to the company as directors; and

21.2.2 for any other service which they undertake for the company.

21.3 Subject to the articles, a director's remuneration may:

21.3.1 take any form; and

21.3.2 include any arrangements in connection with the payment of a pension, allowance or gratuity, or any death, sickness or disability benefits, to or in respect of that director.

21.4 Unless Norfolk County Council decides otherwise, directors' remuneration accrues from day to day.

22 Directors' expenses

22.1 Subject to the adoption of a specific scheme for payment of directors expenses approved by Norfolk County Council, the company may pay any reasonable expenses which the directors (including alternate directors) properly incur in connection with their attendance at:

22.1.1 meetings of directors or committees of directors;

22.1.2 general meetings; or

22.1.3 separate meetings of the holders of any class of shares or of debentures of the company

or otherwise in connection with the exercise of their powers and the discharge of their responsibilities in relation to the company.

NO ALTERNATE DIRECTORS

23 No Alternate directors

- 23.1 No director may appoint as an alternate any other director, or any other person approved to exercise that director's powers and carry out that director's responsibilities in relation to the taking of decisions by the directors in the absence of the alternate's appointor.

SECRETARY

24 Secretary

- 24.1 The directors may appoint any person who is willing to act as the secretary for such term, at such remuneration and upon such conditions as they may think fit and from time to time remove such person and to appoint a replacement, in each case by a decision of the directors.

SHARES AND DISTRIBUTIONS

ISSUE OF SHARES

25 All shares to be fully paid up

- 25.1 No share is to be issued for less than the aggregate of its nominal value and any premium to be paid to the company in consideration for its issue.
- 25.2 This does not apply to shares taken on the formation of the company by the subscribers to the company's memorandum.

26 Powers to issue different classes of share

- 26.1 Subject to the articles, but without prejudice to the rights attached to any existing share, the company may issue shares with such rights or restrictions as may be determined by ordinary resolution.
- 26.2 The company may issue shares which are to be redeemed, or are liable to be redeemed at the option of the company or the holder, and the directors may determine the terms, conditions and manner of redemption of any such shares.

27 Directors' authority to allot shares

- 27.1 Save to the extent authorised by these articles, or authorised from time to time by Norfolk County Council, the directors shall not exercise any power to allot shares or to grant rights to subscribe for, or to convert any security into, any shares in the company.

28 Exclusion of statutory pre-emption rights

- 28.1 Pursuant to section 567 CA 2006, the provisions of section 561 CA 2006 (existing shareholders' right of pre-emption) and section 562 CA 2006 (communication of pre-emption offers to shareholders) shall not apply to an allotment of equity securities (as defined in section 560 CA 2006) made by the company.

29 Company not bound by less than absolute interests

- 29.1 Except as required by law, no person is to be recognised by the company as holding any share upon any trust, and except as otherwise required by law or the articles, the company is not in any way to be bound by or recognise any interest in a share other than the holder's absolute ownership of it and all the rights attaching to it.

30 Share certificates

- 30.1 The company must issue each shareholder, free of charge, with one or more certificates in respect of the shares which that shareholder holds.
- 30.2 Every certificate must specify:
- 30.2.1 in respect of how many shares, of what class, it is issued;
- 30.2.2 the nominal value of those shares;
- 30.2.3 that the shares are fully paid; and
- 30.2.4 any distinguishing numbers assigned to them.
- 30.3 No certificate may be issued in respect of shares of more than one class.
- 30.4 If more than one person holds a share, only one certificate may be issued in respect of it.
- 30.5 Certificates must:

- 30.5.1 have affixed to them the company's common seal; or
- 30.5.2 be otherwise executed in accordance with the Companies Acts.

31 Replacement share certificates

31.1 If a certificate issued in respect of a shareholder's share is:

- 31.1.1 damaged or defaced; or
- 31.1.2 said to be lost, stolen or destroyed

that shareholder is entitled to be issued with a replacement certificate in respect of the same shares.

31.2 A shareholder exercising the right to be issued with such a replacement certificate:

- 31.2.1 may at the same time exercise the right to be issued with a single certificate or separate certificates;
- 31.2.2 must return the certificate which is to be replaced to the company if it is damaged or defaced; and
- 31.2.3 must comply with such conditions as to evidence and indemnity as the directors decide.

32 Share transfers

- 32.1 Shares may be transferred by means of an instrument of transfer in any usual form or any other form approved by the directors, which is executed by or on behalf of the transferor.
- 32.2 No fee may be charged for registering any instrument of transfer or other document relating to or affecting the title to any share.
- 32.3 The company may retain any instrument of transfer which is registered.
- 32.4 The transferor remains the holder of a share until the transferee's name is entered in the register of members as holder of it.
- 32.5 No shareholder shall transfer any share except with the prior consent in writing of the Norfolk County Council.

- 32.6 The directors shall register any duly stamped transfer made in accordance with this article and shall not have any discretion to register any transfer of shares which has not been made in compliance with this article.

DIVIDENDS AND OTHER DISTRIBUTIONS

33 Procedure for declaring dividends

- 33.1 The company may by ordinary resolution declare dividends, and the directors may decide to pay interim dividends.
- 33.2 A dividend must not be declared unless the directors have made a recommendation as to its amount. Such a dividend must not exceed the amount recommended by the directors.
- 33.3 No dividend may be declared or paid unless it is in accordance with shareholders' respective rights.
- 33.4 Unless the shareholders' resolution to declare or directors' decisions to pay a dividend, or the terms on which shares are issued, specify otherwise, it must be paid by reference to each shareholder's holding of shares on the date of the resolution or decision to declare or pay it.
- 33.5 If the company's share capital is divided into different classes, no interim dividend may be paid on shares carrying deferred or non-preferred rights if, at the time of payment, any preferential dividend is in arrears.
- 33.6 The directors may pay at intervals any dividend payable at a fixed rate if it appears to them that the profits available for distribution justify the payment.
- 33.7 If the directors act in good faith, they do not incur any liability to the holders of shares conferring preferred rights for any loss they may suffer by the lawful payment of an interim dividend on shares with deferred or non-preferred rights.

34 Payment of dividends and other distributions

- 34.1 Where a dividend or other sum which is a distribution is payable in respect of a share, it shall be paid by:

- 34.1.1 such method of payment as Norfolk County Council shall by notice to the directors direct in accordance with article 52; or

- 34.1.2 any other means of payment as the directors may agree with the distribution recipient in writing.
- 34.2 In the articles, “distribution recipient” means, in respect of a share in respect of which a dividend or other sum is payable:
- 34.2.1 the holder of the share; or
- 34.2.2 if the share has two or more joint holders, whichever of them is named first in the register of members.
- 35 No interest on distributions**
- 35.1 The company may not pay interest on any dividend or other sum payable in respect of a share unless otherwise provided by:
- 35.1.1 the terms on which the share was issued; or
- 35.1.2 the provisions of another agreement between the holder of that share and the company.
- 36 Unclaimed distributions**
- 36.1 All dividends or other sums which are:
- 36.1.1 payable in respect of shares; and
- 36.1.2 unclaimed after having been declared or become payable
- may be invested or otherwise made use of by the directors for the benefit of the company until claimed.
- 36.2 The payment of any such dividend or other sum into a separate account does not make the company a trustee in respect of it.
- 36.3 If:
- 36.3.1 twelve years have passed from the date on which a dividend or other sum became due for payment; and
- 36.3.2 the distribution recipient has not claimed it

the distribution recipient is no longer entitled to that dividend or other sum and it ceases to remain owing by the company.

37 Waiver of distributions

37.1 Distribution recipients may waive their entitlement to a dividend or other distribution payable in respect of a share by giving the company notice in writing to that effect, but if:

37.1.1 the share has more than one holder; or

37.1.2 more than one person is entitled to the share, whether by reason of the death or bankruptcy of one or more joint holders, or otherwise

the notice is not effective unless it is expressed to be given, and signed, by all the holders or persons otherwise entitled to the share.

CAPITALISATION OF PROFITS

38 Authority to capitalise and appropriation of capitalised sums

38.1 Subject to the articles, the directors shall, if they are so authorised by Norfolk County Council by notice in writing in accordance with article 52:

38.1.1 decide to capitalise any profits of the company (whether or not they are available for distribution) which are not required for paying a preferential dividend, or any sum standing to the credit of the company's share premium account or capital redemption reserve; and

38.1.2 appropriate any sum which they so decide to capitalise ("**capitalised sum**") to the persons who would have been entitled to it if it were distributed by way of dividend ("**persons entitled**") and in the same proportions.

38.2 Capitalised sums must be applied:

38.2.1 on behalf of the persons entitled; and

38.2.2 in the same proportions as a dividend would have been distributed to them.

- 38.3 Any capitalised sum may be applied in paying up new shares of a nominal amount equal to the capitalised sum which are then allotted credited as fully paid to the persons entitled or as they may direct.
- 38.4 A capitalised sum which was appropriated from profits available for distribution may be applied in paying up new debentures of the company which are then allotted credited as fully paid to the persons entitled or as they may direct.
- 38.5 Subject to the articles, the directors may:
- 38.5.1 apply capitalised sums in accordance with articles 38.3 and 38.4 partly in one way and partly in another;
 - 38.5.2 make such arrangements as they think fit to deal with shares or debentures becoming distributable in fractions under this article (including the issuing of fractional certificates or the making of cash payments); and
 - 38.5.3 authorise any person to enter into an agreement with the company on behalf of all the persons entitled which is binding on them in respect of the allotment of shares and debentures to them under this article.

DECISION-MAKING BY SHAREHOLDERS

ORGANISATION OF GENERAL MEETINGS

39 Attendance and speaking at general meetings

- 39.1 A person is able to exercise the right to speak at a general meeting when that person is in a position to communicate to all those attending the meeting, during the meeting, any information or opinions which that person has on the business of the meeting.
- 39.2 A person is able to exercise the right to vote at a general meeting when:
- 39.2.1 that person is able to vote, during the meeting, on resolutions put to the vote at the meeting; and
 - 39.2.2 that person's vote can be taken into account in determining whether or not such resolutions are passed at the same time as the votes of all the other persons attending the meeting.

- 39.3 The directors may make whatever arrangements they consider appropriate to enable those attending a general meeting to exercise their rights to speak or vote at it.
- 39.4 In determining attendance at a general meeting, it is immaterial whether any two or more members attending it are in the same place as each other.
- 39.5 Two or more persons who are not in the same place as each other attend a general meeting if their circumstances are such that if they have (or were to have) rights to speak and vote at that meeting, they are (or would be) able to exercise them.

40 Quorum for general meetings

- 40.1 No business other than the appointment of the Chair of the meeting is to be transacted at a general meeting if the persons attending it do not constitute a quorum.
- 40.2 If the company has only one shareholder, one qualifying person present at a meeting is a quorum.
- 40.3 If the company has more than one shareholder, two qualifying persons present at a meeting are a quorum, unless each is a representative of a corporation or each is appointed as proxy of a shareholder and they are representatives of the same corporation or are proxies of the same shareholder.

For the purposes of these articles, a “**qualifying person**” is:

- 40.3.1 an individual who is a shareholder of the company;
- 40.3.2 a person authorised to act as the representative of an organisation (which would include the Director of Finance and Commercial Services of Norfolk County Council, or such other representative of the Policy and Resources Committee of Norfolk County Council (or any successor committee to the Policy and Resources Committee from time to time) as approved by that committee, for such time as Norfolk County Council is a shareholder) in relation to the meeting; or
- 40.3.3 a person appointed as proxy of a shareholder in relation to the meeting.

41 Chairing general meetings

41.1 If the directors have appointed a Chair, the Chair shall chair general meetings if present and willing to do so.

41.2 If the directors have not appointed a Chair, or if the Chair is unwilling to chair the meeting or is not present within ten minutes of the time at which a meeting was due to start:

41.2.1 the directors present; or

41.2.2 (if no directors are present), the meeting

must appoint a director or shareholder to chair the meeting, and the appointment of the Chair of the meeting must be the first business of the meeting.

41.3 The person chairing a meeting in accordance with this article is referred to as “the Chair of the meeting”.

42 Attendance and speaking by directors and non-shareholders

42.1 Directors may attend and speak at general meetings, whether or not they are shareholders.

42.2 The Chair of the meeting may permit other persons who are not:

42.2.1 shareholders of the company; or

42.2.2 otherwise entitled to exercise the rights of shareholders in relation to general meetings

to attend and speak at a general meeting.

43 Adjournment

43.1 If the persons attending a general meeting within half an hour of the time at which the meeting was due to start do not constitute a quorum, or if during a meeting a quorum ceases to be present, the Chair of the meeting must adjourn it.

43.2 The Chair of the meeting may adjourn a general meeting at which a quorum is present if:

- 43.2.1 the meeting consents to an adjournment; or
- 43.2.2 it appears to the Chair of the meeting that an adjournment is necessary to protect the safety of any person attending the meeting or ensure that the business of the meeting is conducted in an orderly manner.
- 43.3 The Chair of the meeting must adjourn a general meeting if directed to do so by the meeting.
- 43.4 When adjourning a general meeting, the Chair of the meeting must:
 - 43.4.1 either specify the time and place to which it is adjourned or state that it is to continue at a time and place to be fixed by the directors; and
 - 43.4.2 have regard to any directions as to the time and place of any adjournment which have been given by the meeting.
- 43.5 If the continuation of an adjourned meeting is to take place more than 14 days after it was adjourned, the company must give at least 7 clear days' notice of it (that is, excluding the day of the adjourned meeting and the day on which the notice is given):
 - 43.5.1 to the same persons to whom notice of the company's general meetings is required to be given; and
 - 43.5.2 containing the same information which such notice is required to contain.
- 43.6 No business may be transacted at an adjourned general meeting which could not properly have been transacted at the meeting if the adjournment had not taken place.

VOTING AT GENERAL MEETINGS

44 Voting: general

- 44.1 A resolution put to the vote of a general meeting must be decided on a show of hands unless a poll is duly demanded in accordance with the articles.

45 Poll votes

- 45.1 A poll on a resolution may be demanded:
 - 45.1.1 in advance of the general meeting where it is to be put to the vote; or

- 45.1.2 at a general meeting, either before a show of hands on that resolution or immediately after the result of a show of hands on that resolution is declared.
- 45.2 A poll may be demanded at any general meeting by any qualifying person present and entitled to vote at the meeting.
- 45.3 A demand for a poll may be withdrawn if:
- 45.3.1 the poll has not yet been taken; and
- 45.3.2 the Chair of the meeting consents to the withdrawal.
- A demand so withdrawn shall not invalidate the result of a show of hands declared before the demand was made.
- 45.4 Polls must be taken immediately and in such manner as the Chair of the meeting directs.

46 Content of proxy notices

- 46.1 Proxies may only validly be appointed by a notice in writing ("**proxy notice**") which:
- 46.1.1 states the name and address of the shareholder appointing the proxy;
- 46.1.2 identifies the person appointed to be that shareholder's proxy and the general meeting in relation to which that person is appointed;
- 46.1.3 is signed by or on behalf of the shareholder appointing the proxy, or is authenticated in such manner as the directors may determine; and
- 46.1.4 is delivered to the company in accordance with the articles not less than 48 hours before the time appointed for holding the meeting or adjourned meeting at which the right to vote is to be exercised and in accordance with any instructions contained in the notice of the general meeting (or adjourned meeting) to which they relate
- and a proxy notice which is not delivered in such manner shall be invalid, unless the directors, in their discretion, accept the notice at any time before the meeting.
- 46.2 The company may require proxy notices to be delivered in a particular form, and may specify different forms for different purposes.

46.3 Proxy notices may specify how the proxy appointed under them is to vote (or that the proxy is to abstain from voting) on one or more resolutions.

46.4 Unless a proxy notice indicates otherwise, it must be treated as:

46.4.1 allowing the person appointed under it as a proxy discretion as to how to vote on any ancillary or procedural resolutions put to the meeting; and

46.4.2 appointing that person as a proxy in relation to any adjournment of the general meeting to which it relates as well as the meeting itself.

47 Delivery of proxy notices

47.1 A person who is entitled to attend, speak or vote (either on a show of hands or on a poll) at a general meeting remains so entitled in respect of that meeting or any adjournment of it, even though a valid proxy notice has been delivered to the company by or on behalf of that person.

47.2 An appointment under a proxy notice may be revoked by delivering to the company a notice in writing given by or on behalf of the person by whom or on whose behalf the proxy notice was given.

47.3 A notice revoking a proxy appointment only takes effect if it is delivered before the start of the meeting or adjourned meeting to which it relates.

47.4 If a proxy notice is not executed by the person appointing the proxy, it must be accompanied by written evidence of the authority of the person who executed it to execute it on the appointor's behalf.

48 Amendments to resolutions

48.1 An ordinary resolution to be proposed at a general meeting may be amended by ordinary resolution if:

48.1.1 notice of the proposed amendment is given to the company in writing by a person entitled to vote at the general meeting at which it is to be proposed not less than 48 hours before the meeting is to take place (or such later time as the Chair of the meeting may determine); and

48.1.2 the proposed amendment does not, in the reasonable opinion of the Chair of the meeting, materially alter the scope of the resolution.

- 48.2 A special resolution to be proposed at a general meeting may be amended by ordinary resolution, if:
- 48.2.1 the Chair of the meeting proposes the amendment at the general meeting at which the resolution is to be proposed; and
 - 48.2.2 the amendment does not go beyond what is necessary to correct a grammatical or other non-substantive error in the resolution.
- 48.3 If the Chair of the meeting, acting in good faith, wrongly decides that an amendment to a resolution is out of order, the Chair's error does not invalidate the vote on that resolution.

PART 5

ADMINISTRATIVE ARRANGEMENTS

49 Service of notices and other documents

- 49.1 Any notice, document or other information shall be deemed served on or delivered to the intended recipient:
- 49.1.1 if properly addressed and sent by prepaid United Kingdom first class post to an address in the United Kingdom, 48 hours after it was posted;
 - 49.1.2 if properly addressed and delivered by hand, when it was given or left at the appropriate address;
 - 49.1.3 if properly addressed and sent or supplied by electronic means, one hour after the document or information was sent or supplied; and
 - 49.1.4 if sent or supplied by means of a website, when the material is first made available on the website or (if later) when the recipient receives (or is deemed to have received) notice of the fact that the material is available on the website.

For the purposes of this article, no account shall be taken of any part of a day that is not a business day.

- 49.2 In proving that any notice, document or other information was properly addressed, it shall be sufficient to show that the notice, document or other information was addressed to an address permitted for the purpose by the CA 2006.
- 49.3 Subject to the articles, anything sent or supplied by or to the company under the articles may be sent or supplied in any way in which the CA 2006 provides for documents or information which are authorised or required by any provision of that Act to be sent or supplied by or to the company.
- 49.4 Subject to the articles, any notice or document to be sent or supplied to a director in connection with the taking of decisions by directors may also be sent or supplied by the means by which that director has asked to be sent or supplied with such notices or documents for the time being.
- 49.5 A director may agree with the company that notices or documents sent to that director in a particular way are to be deemed to have been received within a specified time of their being sent, and for the specified time to be less than 48 hours.

DIRECTORS' INDEMNITY AND INSURANCE

50 Indemnity

- 50.1 Subject to the provisions of, and so far as may be consistent with, the Companies Acts and any other provision of law, but without prejudice to any indemnity to which a relevant officer may otherwise be entitled, the company shall indemnify every relevant officer out of the company's assets against all costs, charges, losses, expenses and liabilities incurred by him as a relevant officer in the actual or purported execution and/or discharge of his duties and/or the actual or purported exercise of his powers and/or otherwise in relation to or in connection with his duties, powers or office, including (without prejudice to the generality of the foregoing) any liability incurred by him in relation to any proceedings (whether civil or criminal) or any regulatory investigation or action which relate to anything done or omitted or alleged to have been done or omitted by him as a relevant officer provided that, in the case of any director, any such indemnity shall not apply to any liability of that director:

- 50.1.1 to the company or to any of its associated companies;

50.1.2 to pay any fine imposed in criminal proceedings or any sum payable to a regulatory authority by way of penalty in respect of non-compliance with any requirement of a regulatory nature (however arising); or

50.1.3 incurred:

(i) in defending any criminal proceedings in which he is convicted or any civil proceedings brought by the company or any of its associated companies in which judgment is given against him; or

(ii) in connection with any application under any statute for relief from liability in respect of any such act or omission in which the court refuses to grant him relief,

in each case where the conviction, judgment or refusal of relief by the court is final within the meaning stated in section 234(5) CA 2006.

50.2 Every director shall be entitled to have funds provided to him by the company to meet expenditure incurred or to be incurred in connection with any proceedings (whether civil or criminal) brought by any party which relate to anything done or omitted or alleged to have been done or omitted by him as a director, provided that he will be obliged to repay such amounts no later than:

50.2.1 in the event he is convicted in proceedings, the date when the conviction becomes final;

50.2.2 in the event of judgment being given against him in proceedings, the date when the judgment becomes final; or

50.2.3 in the event of the court refusing to grant him relief on any application under any statute for relief from liability, the date when refusal becomes final

in each case where the conviction, judgment or refusal of relief by the court is final within the meaning stated in section 234(5) CA 2006.

51 Insurance

51.1 The directors shall purchase and maintain insurance, at the expense of the company, for the benefit of any relevant officer in respect of any relevant loss.

- 51.2 In this article a “**relevant loss**” means any loss or liability which has been or may be incurred by a relevant officer in connection with that relevant officer’s duties or powers in relation to the company, any associated company or any pension fund or employees’ share scheme of the company or associated company.

OVERRIDING PROVISIONS

52 Matters requiring Norfolk County Council consent

- 52.1 Whenever Norfolk County Council, or any subsidiary of Norfolk County Council, shall be the holder of any issued ordinary shares of the company, the following provisions shall apply and to the extent of any inconsistency shall have overriding effect as against all other provisions of these articles.
- 52.2 Norfolk County Council may at any time and from time to time:
- 52.2.1 appoint any person to be a director of the company or remove from office any director howsoever appointed but so that in the case of a managing director or a director appointed to any other executive office his removal from office shall be deemed an act of the company and shall have effect without prejudice to any claim for damages for breach of any contract of service between him and the company;
 - 52.2.2 impose restrictions on all or any of the powers of the directors to such extent as Norfolk County Council may by notice to the company prescribe.
- 52.3 No shares or other securities in the company shall be issued or agreed to be issued, nor shall any rights to subscribe for or to convert into shares or any other securities of the company be granted or agreed to be granted without the consent of Norfolk County Council.
- 52.4 Any appointment, removal or notice of Norfolk County Council made or given under this article 52 shall be in writing served on the company and signed on behalf of Norfolk County Council by the Director of Finance and Commercial Services of Norfolk County Council, or such other representative of the Policy and Resources Committee (or any successor committee from time to time) as approved by that committee, for such time as Norfolk County Council is the shareholder.
- 52.5 No person dealing with the company shall be concerned to see or enquire whether the powers of the directors have been in any way restricted pursuant to these articles

or whether any requisite consent of Norfolk County Council has been obtained and no obligation incurred or security given or transaction effected by the company to or with any third party shall be invalid or ineffectual unless the third party has at the time express notice that the incurring of such obligation or the giving of such security or the effecting of such transaction was in excess of the powers of the directors.

Appendix 2 - Delegations and Reserved Matters

DELEGATIONS AND RESERVED MATTERS – REPTON PROPERTY DEVELOPMENTS LIMITED (the “Company”)

This Scheme of Delegations document is to be read in conjunction with and is subject to the Constitution and Officer Delegation Scheme of Norfolk County Council (NCC)

All references to a committee or officer position of NCC shall be deemed to include any successor committee or officer position of NCC.

Background

Paragraph 5.10.1 of NCC's Financial Regulations grants powers to the Policy and Resources Committee ('P&R') to establish subsidiary companies of NCC and to take decisions as shareholder of a subsidiary company.

Paragraph 5.10.6 of NCC's Financial Regulations set out that the appointment of directors to companies in which the County Council has an interest must be made by Full Council, having regard to the advice of the Director of Finance and Commercial Services.

This document sets out how the P&R will take decisions as shareholder of the Company.

Approval to incorporate the Company

At the meeting of the P&R on 03/07/17, following recommendations were approved:

- 1 incorporate a company limited by shares wholly owned by NCC so as to allow NCC to exercise the power to trade contained in the Local Government Act 2003 and the Localism Act 2011;
- 2 the primary purpose of the Company is to generate income streams to support service delivery and agree to the secondary objectives as detailed in paragraph 1.2.
- 3 the composition of the Company Board is to include 2 County Councillors, 2 external Non-Executive Directors and 4 County Council Officers.
- 4 the nomination of Councillor Kiddie and Councillor Iles as the founding directors of the new Company. Directors will then be appointed annually, as part of the process for appointment to external bodies.

- 5 the company will be offered suitable NCC surplus properties and other assets, suitable for development, at full market value (each proposed disposal will be reported to P&R).
- 6 endorse the business objectives and operating model for the Company, noting that the Board of the Company will focus on the development of a 5 year business plan, to be reported to the Business and Property Committee before commencing trading.
- 7 the name of the company is to be Repton Property Developments (subject to a final check that name has not been used elsewhere).

Acting as Shareholder of the Company

At the P&R meeting on 26/03/18, the P&R approved the following recommendations (which will be effective from [01/04/18]):

- 1 save in respect of the Reserved Matters, all decisions of NCC as Shareholder of the Company will be taken as follows: by the Director of Finance and Commercial Services (or any successor position thereto) or the Head of Property (or any successor position thereto) as Deputy (the '**Delegated Officer**'). The Delegated Officer shall report to the P&R in respect of all decisions of NCC as Shareholder of the Company.
- 2 Reserved Matters shall not be managed by the board of directors of the Company but shall be under the control of NCC as Shareholder. Decisions in respect of the Reserved Matters shall be made as indicated below, either by:
 - 2.1 the P&R; or
 - 2.2 the Delegated Officer (on behalf of the P&R); or
 - 2.3 the Full Council.
- 3 The following matters are Reserved Matters unless they have been approved in advance in writing by the P&R:

	Reserved Matter	Approval of Delegated Officer	Approval of P&R	Approval of Full Council
1	The presentation of any petition or passing of any resolution for winding-up of the Company, the service of notice of intention to appoint an administrator in respect of the Company, the appointment of an administrator of the Company by the holder of a qualifying floating charge, the Company or the directors of the Company or the presentation of a petition for an administration order in respect of the Company.		✓	
2	The creation, allotment or issue of any shares or the grant or agreement to		✓	

	grant any option over shares or any uncalled capital of the Company or the issue of any obligations convertible into shares.			
3	The admission of any person (whether by subscription or transfer) as a shareholder of the Company.		✓	
4	The borrowing of any money from any person or any change in the banking arrangements or facilities (including change in bank mandates) of the Company.		✓	
5	The giving of any guarantee, indemnity or other security outside the ordinary course of business.		✓	
6	The creation of any mortgage, charge, lien (other than a lien arising in the ordinary course of trading) or encumbrance on any assets or the granting of an option to acquire any assets		✓	
7	The lending of any money (otherwise than by way of deposit with a bank or other institution in the United Kingdom the normal business of which includes the acceptance of deposits or the granting of credit to any person).		✓	
8	The declaration or payment of any dividend or the making of any distribution		✓	
9	The formation or acquisition of any subsidiary of the Company.		✓	
10	The acquisition by the Company of any shares or other interests in any other company or the participation by the Company in any partnership or joint venture.		✓	
11	The amalgamation or merger of the Company with any other company or legal entity.		✓	
12	Any change to the appointment of the directors on the Board from time to time.			✓

13	The determination of any services provided by any of the Directors to the Company.		✓	
14	The fixing or payment of the remuneration of any Director or provision of benefits of any nature whatsoever to any Director, former Director or any associate of any Director or former Director.		✓	
15	Any material change in the nature or scope of the business of the Company or the commencement of any new business not being ancillary or incidental to such business.		✓	
16	The entry into any contract or arrangement (whether legally binding or not) otherwise than on arm's-length market terms.		✓	
17	The making of any claim, disclaimer, surrender, election or consent of a material nature for tax purposes.		✓	
18	The factoring or assignment of any of the book debts or the Company.		✓	
19	The entering into of any contract or arrangement of a material nature outside the normal course of business including, without limitation, the disposal of a material part of the business or undertaking of the Company or a contract or arrangement which cannot be terminated by the Company without penalty or compensation within 12 months of its commencement.		✓	
20	The commencement, settlement or compromise of any material legal dispute or proceeding to which the Company is a party (other than routine debt collection).		✓	
21	The appointment or removal or any material change in the scope of authority of any director or senior officer of the Company.		✓	

22	Any change of the accounting reference date of the Company or a material change to its accounting policies.		✓	
23	Any change of auditors of the Company		✓	
24	Any delegation by the directors of any of their powers to committee of directors or to any other person whomsoever		✓	

- 4 Approval of the P&R or the Full Council may be given in writing by a person delegated by the P&R or the Full Council (as applicable) or by a person(s) delegated by the P&R or the Full Council (as applicable) to attend and vote at a meeting of the board of directors of the Company.
- 5 Approval of the Delegated Officer may be given in writing or by the Delegated Officer attending and voting at a meeting of the board of directors of the Company.
- 6 With the exception of the Reserved Matters, the business and all affairs of the Company shall be managed by the board of directors of the Company. To that end but subject always to the Reserved Matters, the Board shall have full and complete authority, power and discretion to direct, manage and control the Company and the affairs and properties of the Company, to make all decisions regarding those matters and to perform any and all other acts or activities customary or incidental to the management of the Company.

Authority in the Company's Articles of Association to impose restrictions on the powers of the Directors

Article 52 of the Company's Articles of Association, sets out that whenever NCC, or any subsidiary of NCC, shall be the holder of any issued ordinary shares of the Company, it may impose restrictions on all or any of the powers of the directors to such extent as NCC may by notice prescribe. Further to Article 52, the P&R has agreed that all Reserved Matters (set out above) relating to the Company shall only be effective if duly approved by the P&R, the Full Council or the Delegated Officer as indicated above.

Appendix 3 - Special resolution

Company number 10887284

PRIVATE COMPANY LIMITED BY SHARES

WRITTEN RESOLUTION

of

REPTON PROPERTY DEVELOPMENTS LIMITED

(the “**Company**”)

[CIRCULATION DATE]

Under Chapter 2 of Part 13 of the Companies Act 2006, the directors of the Company propose that the following resolution is passed as a special resolution (**Resolution**).

SPECIAL RESOLUTION

THAT as of the effective date of this Resolution the draft articles of association attached to this resolution be adopted as the articles of association of the Company in substitution for, and to the exclusion of, the Company's existing articles of association.

AGREEMENT

Please read the notes at the end of this document before signifying your agreement to the Resolution.

The undersigned, a person entitled to vote on the Resolution on [CIRCULATION DATE], hereby irrevocably agrees to the Resolution:

Signed for and on behalf of **NORFOLK**
COUNTY COUNCIL by [NAME],
[TITLE]
Date

CC: a copy of the Resolution is sent to the auditors of the Company.

NOTES

1. If you agree with the Resolution, please indicate your agreement by signing and dating this document where indicated above and returning the signed version, either by hand or by post to [NAME AND ADDRESS].

You may not return the Resolution to the Company by any other method.

If you do not agree to the Resolution, you do not need to do anything. You will not be deemed to agree if you fail to reply.

2. Once you have indicated your agreement to the Resolution, you may not revoke your agreement.

3. Unless by [LAPSE DATE] sufficient agreement is received for the Resolution to pass, it will lapse. If you agree to the Resolution, please ensure that your agreement reaches us before or during this date.

Business and Property Committee

Item No.....

Report title:	Disposal, Acquisition and Exploitation of Properties
Date of meeting:	14 March 2018
Responsible Chief Officer:	Executive Director of Finance and Commercial Services
<p>Strategic impact</p> <p>Proposals in this report are aimed at supporting Norfolk County Council (NCC) priorities by exploiting properties surplus to operational requirements, pro-actively releasing property assets with latent value where the operational needs can be met from elsewhere and strategically acquiring property to drive economic growth and wellbeing in the County.</p> <p>One of the key strategic actions within the Asset Management Plan is a sharp focus on maximising income through adoption of a more commercial approach to property.</p>	

Executive summary

As part of corporate management of property and a systematic approach to reviewing the use and future needs of property assets for service delivery there is a continued emphasis on minimising the extent of the property estate retained for operational purpose. However on occasion there will be the requirement to acquire or reuse a particular property to support a service to delivers its aims.

By adopting a “single estate” approach internally, and sharing property assets with public sector partners through the One Public Estate programme, the Council is aiming to reduce net annual property expenditure by £4.25 million over the next four years (2018/19 to 2021/22).

Consideration is also given to suitability of surplus property assets for use or redevelopment to meet specific service needs that could improve quality of services for users, address other policy areas and/or improve financial efficiency for the County Council, for example, facilitating the supply of assisted living accommodation and other housing solutions for people requiring care, undertaking re-development to support jobs and growth.

This means that as well as continuing with the rationalisation of the operational property estate to reduce the number of buildings used by the County Council, a more commercial approach is being adopted over the sale or redeployment of surplus property assets.

Recommendations:

Business and Property (B&P) Committee are asked to:

- (i) Review the previous decision to declare Emneth Canal, High Road to Collette Bridge (2027/015) surplus and either:**

(a) Confirm the site is surplus and instruct the Head of Property to dispose of the property at best consideration. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting.

Or

(b) Retain the site. In this eventuality the County Council will retain the liabilities and costs for maintaining this site.

(ii) Formally declare Part of Union Farm Land, Fakenham Road, Gressenhall surplus to County Council requirements and instruct the Head of Property to dispose of the property by way of sale of the freehold. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting.

(iii) Formally agree to the sale of their freehold interest in the Hethel Engineering Centre for £3,000,000 and assign the leasehold interest in the site to Hethel Innovation Ltd.

1.0 Introduction

- 1.1 The Council actively manages its property portfolio in accordance with the adopted Asset Management Plan. Property is held principally to support direct service delivery, support policy objectives, held for administrative purposes or to generate income. Property is acquired or disposed of as a reaction to changing service requirements, changing council policies or to improve the efficiency of the overall portfolio.
- 1.2 The County Council challenges the use of its property on an ongoing basis. In the event of a property asset becoming surplus to a particular service need there are internal officer processes to ascertain whether other service areas have an unmet need that could be addressed by re-using the property asset for that service. This may lead to a change of use of individual properties, for example, an office building may be reused for operational service delivery. Any proposals for retention are only agreed if supported by a robust business case showing the benefits to the County Council and are funded from approved budgets. This assessment will also consider whether a property could be offered at best consideration to public sector or third sector partners.
- 1.3 The above assessments are carried out by the Corporate Property Officer (the Head of Property) in consultation with the Corporate Property Strategy Group (CPSG). Once it is confirmed there is no further County Council requirement the Business and Property Committee is asked to formally declare property assets surplus or re-designate for alternative purposes.

- 1.4 The Corporate Property Officer reviews options for maximising income from surplus properties usually by open market sale to obtain the best consideration possible. These will range from selling immediately on the open market (to the bidder making the best offer overall), enhancing the value prior to sale, strategic retention for a longer term benefit through to direct development of the land and buildings and selling/letting the completed assets, in the expectation of enhanced income for the Council.
- 1.5 For properties to be sold immediately there is sometimes a need to consider selling directly to a specific purchaser instead of going to the open market. This may be justified where the third party is in a special purchaser situation and is willing to offer more than the assessed market value. Conversely this might be to a purchaser who is in a unique position of control for the unlocking of the full latent value of the Council owned site (ransom situation). A direct sale without going to market can also be justified if there are specific service benefits or a special partnership relationship which is of strategic value with service/community benefits.
- 1.6 In making recommendations for direct sale without going to market, or direct property development, the Corporate Property Officer will consider risks, opportunities, service objectives, financial requirements and community benefits.

2.0 Proposals

Emneth Canal, High Road to Collette Bridge (2027/015)

- 2.1 This property is owned by NCC and is a linear feature of approximately 19,722 m² (4.88 acres/1.97 hectares) in size previously used to deposit waste.
- 2.2 Policy and Resources committee, at their meeting on 31 May 2016, declared this site surplus to County Council use. This followed on from a review undertaken by the Head of Property in consultation with CPSG where it was confirmed that the site was unsuitable for use by other County Council services.
- 2.3 The Member for Marshland South Division has raised a concern regarding the possible loss of amenity if the site were sold and subsequently the Head of Property has become aware that the Member's views were not adequately reflected in the original committee report.
- 2.4 To ensure a robust decision and following on from consultation with the Director of Financial and Commercial Services the Head of Property is requesting Business and Property Committee review the original decision.
- 2.5 B&P Committee are asked to review the previous decision to declare Emneth Canal, High Road to Collette Bridge (2027/015) surplus and either:
 - (a) Confirm the site is surplus and instruct the Head of Property to dispose of the property at best consideration. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the

Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting.

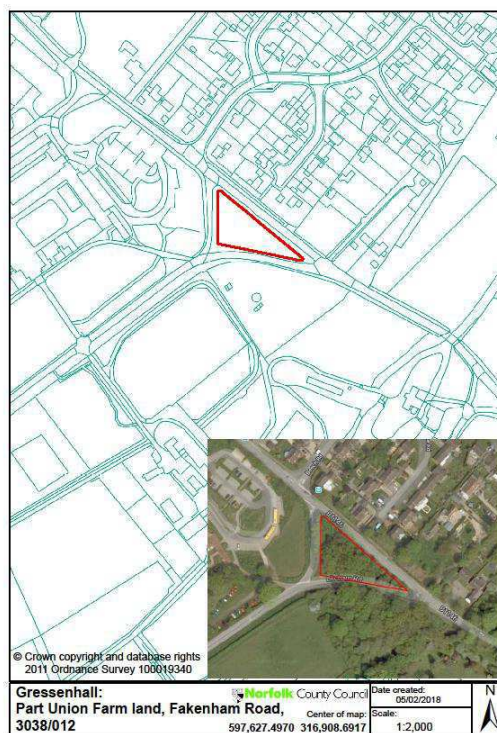
Or

- (b) Retain the site. In this eventuality the County Council will retain the liabilities and costs for maintaining this site.



Gressenhall – Part of Union Farm Land, Fakenham Road (3038/012)

- 2.6 This property was acquired by NCC as part of the Gressenhall workhouse and farm site though this triangle was created by virtue of a road diversion in 1777.
- 2.7 The site is approximately 1,509 m² (0.37acres/0.151 Hectares) in area.
- 2.8 The land is currently unused by NCC. Following a review by the Head of Property in consultation with CPSG it has been confirmed that the site is not required for NCC service use.
- 2.9 B&P Committee is asked to formally declare Part of Union Farm Land, Fakenham Road, Gressenhall surplus to County Council requirements and instruct the Head of Property to dispose of the property by way of sale of the freehold. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting.



Bracon Ash & Hethell/Wrenningham - Hethel Engineering Centre (7013/011)

- 2.10 Approximately half of the Hethel Engineering Centre building is owned by NCC with the other half owned by Hethel Innovation Limited (HIL), (areas edged red and blue respectively on the plan) The landscaping and part of the car parking areas are occupied on a long leasehold held by NCC from Lotus Cars Ltd (area edged green).
- 2.11 HIL is wholly owned by NCC and operates the whole of the Hethel Engineering Centre to deliver economic development outcomes leasing space to technology and manufacturing companies. HIL manages the centre and retains all rent received, and is responsible for operating and maintaining the centre from that revenue.
- 2.12 Following negotiations between the Executive Director of Community and Environmental Services and the Managing Director of HIL it is proposed to sell the NCC freehold property assets at full market value for £3,000,000 and assign the adjacent leasehold interests to HIL. This sale will generate a capital receipt for the Council and allow the Council to avoid any further contingent liabilities associated with holding the freehold and leasehold assets.
- 2.13 The Council's consultant, NPS, is providing expert valuation advice for the freehold sale. NPS are also advising on the lease assignment.
- 2.14 HIL's acquisition of the property will be funded by a loan from NCC at a commercial interest rate, which will generate a revenue income for the Council. The Council's Finance team have completed due diligence and assessed that HIL can service a debt of £3m. The transfer will effectively

convert a non-income generating property asset into a revenue stream with which to support front line service delivery.

- 2.15 B&P Committee is asked to formally agree to the sale of the freehold interest in the Hethel Engineering Centre for £3,000,000 and assign the leasehold interest in the site to Hethel Innovation Ltd.



3.0 Financial Implications

- 3.1 Decisions in this report will ultimately result in sale proceeds which will support funding of the Capital Programme or the repayment of debt. Other financial implications include:

- Reduction in property expenditure and financial efficiency through reduction in the number of sites and buildings retained.
- Generating revenue income/capital receipts from the exploitation of surplus property assets.
- Disposal and development costs to fund planning and assessment work. The cost of these will be funded from future receipts.

4.0 Issues, risks and innovation

- 4.1 For disposals and acquisitions in the usual way the legal implications are around the parties agreeing to the terms of the agreement for each acquisition and disposal and entering a contract.

5.0 Background

- 5.1 There are several strands forming the strategic background to these proposals, namely:

- The overall Council's priorities under the Norfolk Futures Strategy of:
 - Safer Children and Resilient Families.
 - Promoting Independence for Vulnerable Adults.
 - Smarter Information and Advice.
 - Towards a Housing Strategy.
 - Digital Norfolk.
 - Local Service Strategy.
 - Commercialisation.
- Norfolk County Council Asset Management Plan 2016-19.
- The adoption of an updated property savings plan, that calls for £4.25m of savings for the next four years.
- The Norfolk One Public Estate Programme that is supporting the joint strategic exploitation of the combined public sector property estate.
- The medium term financial strategy includes commercialisation of NCC property assets as a priority to help diversify the Council's funding.

- 5.2 Strategic asset management is focussed on:

- Releasing properties that are costly, not delivering services efficiently or in the wrong location.
- Exploiting the latent value of the property estate with an emphasis on using the retained estate more intensively or identifying opportunities to generate revenue income or increasing the capital value.
- Reducing future maintenance liabilities and reducing the overall carbon footprint.
- Directing spend on "core" property assets that are to be retained over the long term.

- 5.3 There are several key targets in the prioritised work plan in the Asset Management Plan that support these proposals:

- Ongoing implementation of the property savings plan.
- Reduce cost of retained property.
- Continued focus on property rationalisation.
- Ongoing implementation of a 3-year disposals programme, allied with seeking opportunities for development.
- Surplus Highways land – implement disposals of packages of land parcels no longer required for road schemes.

- Deliver strategy to promote surplus/fringe sites for housing.
- Working with partners to exploit opportunities at Scottow Enterprise Park.

Officer Contact

If you have any questions about matters contained in this paper please get in touch with:

Officer Name:	Tel No:	Email address:
Simon Hughes	01603 222043	simon.hughes@norfolk.gov.uk



If you need this report in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

\\Norfolk.gov.uk\ncd\dfs1\CorporateProperty\Team Admin\Meetings\Committees\Business and Property Committee\2017-2018\18.03.14\Final report\18.03.14 B&P committee disposal, acquisition and exploitation of properties report (rfiwb) FINAL 1.0.doc

Business and Property Committee

Item No.....

Report title:	County Farms Estate Management Update
Date of meeting:	14 March 2018
Responsible Chief Officer:	Executive Director of Finance and Commercial Services
Strategic impact The County Farms Estate extends to 16,739 acres, supporting over 145 tenant farmers, and is the third largest local authority farms estate in England & Wales. It is the general aim of the Estate to (a) Provide a 'gateway' into agriculture for people to farm on their own account promoting the integration of good environmental and farming practices whilst ensuring a financial return to the County Council; (b) Judiciously improve it, where appropriate, and support its tenants whilst seeking to grow the operational surplus that it generates to support the other functions of the Council; and, (c) Sustain rural communities by supporting the living, working countryside and providing opportunities for greater public access and understanding of agriculture and the countryside.	

Executive summary

This report provides an update on the County Farms Estate to the Committee since its last meeting, including such matters as the reletting cycle that is currently underway, proposed capital improvements to the Estate, the next Farmers Market and rent collection update.

Recommendation:

Business and Property (B&P) Committee is asked to formally:

- (i) **Note the management update.**

1.0 2018 Farm Re-lettings

- 1.1 As reported in January's meeting, we have now begun marketing four farm holdings. The closing date for applications is 12 Noon Friday 9th March 2018 and we propose to hold interviews shortly after Easter.
- 1.2 The farms have been advertised through the EDP and Farmers Weekly and both publications have also carried the relettings as positive news stories (please refer to the articles in Appendix 1). In addition, we have promoted the farms through the Council's website and our social media profiles on Facebook ([@norfolkcountyfarms](#)) and Twitter ([@norfolkcfarms](#)) and directly through the National Farmers Union, Tenant Farmers Association, Norfolk

Young Farmers Clubs and the National Federation of Young Farmers Clubs. As a result, we have had an excellent level of interest as evidenced by over 1,300 individual views of the County Farms pages on the Councils website (about 60 views per day since the campaign began).

- 1.3 There have been many enquiries from new entrants or those at the early stages of their agricultural careers as well as expressions of interest from existing Estate tenants considering moving to a larger farm. We are also aware of interest from parties (some direct approaches and others that appear to be using a 'Trojan horse' to apply) who are already active farmers with significant land holdings that we will have to be weeded out in preference to our target audience.
- 1.4 The only negative issue to report was an isolated incident of a prospective tenant turning up unannounced to view a farm outside of the advertised farm viewing day. The sitting tenant was understandably upset by this and reminders about not visiting the farms being advertised were posted on the Councils website and on Facebook. No further incidents have been reported.
- 1.5 The first session of the Farm Applicants Training day was held on Tuesday 13th February with the full complement of 24 attendees. This was provided for us through Anglia Rural Consultants and aims to develop applicants' skills in communication, farm appraisal and business planning. The course has received positive feedback from those attending.

2.0 Proposed Capital Improvements 2018/19

- 2.1 The team is currently working through developing a capital investment programme on the Estate to provide some much needed infrastructure to ensure that the farms we offer are fit for purpose.
- 2.2 Items that are provisionally being considered include five general purpose buildings (versatile agricultural buildings that provide crop storage facilities as well as machinery storage and workshop space), land drainage improvements and estate road improvements.
- 2.3 Further details will be reported as the programme develops. It is intended that these investments will underpin existing rent levels as well as provide enhanced revenue opportunities.

3.0 County Farms Farmers Market

- 3.1 Members may recall back in November last year, we invited tenants of the Estate to take part in a pop-up farmers' market in the Marble Map area of County Hall to showcase their produce to the staff. This was a really big hit on the day for staff and tenants alike, some of whom had not previously undertaken any direct selling.

- 3.2 We are proposing to host another farmers' market on Thursday 3rd May, which we will be branding as "SpringFest". Preparations for this event are underway and we are aiming to set this up on the forecourt area outside. Being outside will hopefully mean that we may be able to bring small numbers of livestock to add to the event as well as some farm equipment. Childrens' Services have already expressed interest in bringing a party of looked-after children to the market.
- 3.3 As before, Norse are supporting the market through a themed BBQ with produce sourced from the Estate.
- 3.4 We aim to use this as an opportunity to not only promote our tenant farmers and their businesses, but the County Farms Estate and agriculture general.

4.0 Rent Collection

- 4.1 The last invoice run for Estate rents was 11 October 2017.
- 4.2 By the 11th December 2017, the rents were 92% collected and by the beginning of January this year all rent due from October was 100% collected. There were some challenging trading conditions for farmers in 2017 and a few tenants experienced delays to the Basic Payment Scheme Entitlement payments. Therefore, to be 100% collected against that backdrop is an impressive achievement for both tenants and the Farms team.
- 4.3 The next rent invoice run will take place on 6 April 2018.

5.0 Financial implications

- 5.1 The cost of the Farm Applicant Training day will be in the region of £2,000. However, the course promotes the Council in a positive light and, based on experience of offering similar course in the past, will result in a general increase in the quality of applications received through providing enhanced business skills to the attendees. The cost of marketing is budgeted at £1,200.
- 5.2 The proposed capital projects will be reported on again in due course. Currently we are not in a position to obtain quotations for the work identified whilst the schemes are worked up.
- 5.3 There is no charge to the Estate's tenants in taking a pitch on the farmers' market. There will be infrastructure costs for providing a marquee and these are currently being sought. It is anticipated that this will be less than £1,000.

6.0 Issues, risks and innovation

- 6.1 The adoption of the proposals in this report will ensure issues and risks are managed around the use and development of the County Farms Estate.

- 6.2 The Farm Applicant Course is an innovative offering from the Council which has been emulated elsewhere (Cambridgeshire). It supports those applying for County Farms holdings but also raises the level of skill amongst potential rural entrepreneurs who, if unsuccessful with their application, can transfer those skills to other business proposals.

If you have any questions about matters contained in this report please get in touch with:

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Farm bought for £3m is among four plots offered for let by Norfolk County Council

Chris Hill chris.hill@archant.co.uk @ChrisHill75

PUBLISHED: 11:56 26 January 2018 | **UPDATED:** 11:32 31 January 2018

Four farms covering a total of more than 1,000 acres are being offered for let to help aspiring farmers build their businesses as part of the Norfolk County Farms estate.

The 16,738-acre estate, owned and managed by Norfolk County Council, is split into 70 smaller farms which provide income to the authority, while creating rural jobs and business opportunities – particularly as an entry point into the industry for new farmers.

The four farms available this year include a 437-acre holding in Marshland St James, near King's Lynn, which was acquired by the council for almost £3m in September.

Anyone wishing to apply for one of the four tenancies must attend one of four viewing days later this month:

- Bank House Farm, Marshland St James – 437-acre equipped farm. Viewing February 22.
- NCC Farm, Welney Farms Estate – 75-acre fully equipped starter farm. Viewing February 23.
- Cox Hill Farm, North Burlingham – 219-acre fully equipped farm. Viewing February 26.

- Great Crow Farm, Binham – 311-acre fully equipped farm. Viewing February 27.

Keith Kiddie, chairman of the council's business and property committee, said: "It's really exciting for the council to be able to offer these four farms and we anticipate high interest in them.

"There are opportunities here for people at all stages of their farming career, whether it's a new entrant looking for their first farm, someone looking for the next rung on the ladder or those ready to go to the next level with a commercial-sized farm holding. Offering these tenancies underlines the council's support for sustaining and creating rural employment throughout the county."

The council has joined forces with Anglia Rural Consultants to offer would-be applicants some free business planning training on February 13 and 21, a course specifically designed to assist new entrants and those unfamiliar with producing a business plan.

Duncan Slade, rural estates surveyor for Norfolk County Farms, said: "When it comes to the sort of tenant we are looking for, we have quite a strict tenant specification to consider.

"Norfolk County Council is seeking tenants who can demonstrate that they are capable and the best able to take on the farm and make it work. Whoever is successful will need to be keen, enterprising, adaptable and hardworking to tackle the huge changes that we are on the cusp of seeing in the agricultural industry."

Full information and online application details can be downloaded from Norfolk County Council's website. Tenancies are for occupation from October, and the closing date for applications is midday on Friday 9 March 2018. For more information contact 01603 638400 or county.farms@norfolk.gov.uk.

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Losses can exceed deposits

Keen and capable tenants wanted for Norfolk farms

Friday 2 February 2018 6:00**Ben Pike (<http://www.fwi.co.uk/author/ben-pike>)**

Keen, adaptable and hard-working tenants are being sought to take on business tenancies at four county farms across Norfolk.

Ranging from 75-437 acres, Norfolk County Farms says the five-year lettings offer opportunities for new starters and established growers looking to scale up.

The launches come hot on the heels of applications opening for four tenancies across Norfolk's neighbouring county of Cambridgeshire.

See also: [The benefits of becoming a council farm tenant \(http://www.fwi.co.uk/business/the-benefits-of-becoming-a-council-farm-tenant.htm\)](http://www.fwi.co.uk/business/the-benefits-of-becoming-a-council-farm-tenant.htm)

Duncan Slade, rural estates surveyor at Norfolk County Farms, said: "There are opportunities here for a new entrant, someone looking for the next rung on the ladder or those ready to go to the next level with a commercial-sized farm holding."

Mr Slade said the tender process would have "quite a strict" criteria.

"We are seeking tenants who can demonstrate that they are capable and the best able to take on the farm and make it work," he told *Farmers Weekly*.

"Whoever is successful will need to be keen, enterprising, adaptable and hard-working to tackle the huge changes that we are on the cusp of seeing in the agricultural industry."

See also: [What it's like to be a first-time farm tenant \(http://www.fwi.co.uk/business/what-its-like-to-be-first-time-farm-tenant-lee-smith.htm\)](http://www.fwi.co.uk/business/what-its-like-to-be-first-time-farm-tenant-lee-smith.htm)

New entrants and those with limited experience of business planning can attend a training course organised by the authority in February.

What the council wants from applicants and how to apply

- Business name
- Business summary
- Aims and objectives
- Financial summary
- Management strategy
- Marketing and sales strategy
- Targets and timescales
- Strengths, weaknesses, opportunities and threats analysis
- Business strapline
- 200-word elevator pitch (a brief persuasive statement about the applicant)

See full particulars and viewing dates at www.norfolk.gov.uk/countyfarms (<http://www.norfolk.gov.uk/countyfarms>)

Applications close Friday 9 March.

Bank House Farm



Deep, stoneless Grade 2 clay soils lend the 437 acres at Bank House to a sugar beet, cereals and vegetable rotation. The residing tenant has winter wheat, sugar beet and oilseed rape in the ground, with some small parcels of grass. Located on the Stow and Marshland Estate, seven miles from Downham Market, the land surrounds the holding

where a 600t grain store and general purpose building is located.

There is a farm office and a house could be included by negotiation.

Great Crow Farm



Great Crow is about to receive significant investment from Norfolk County Council with the conversion of an old building to create a dwelling, plus a new 600t grain store.

There is 200t on on-floor storage, plus an implement shed.

The holding has 311 acres of arable land which is growing maize, winter and spring barley, wheat and sugar beet on Grade 3 and Grade 2 soils near Fakenham.

NCC Farm



Located on the Welney Farms Estate, the smallest of the four offerings from Norfolk County Council has 75 acres of high-quality Grade 1 soils.

Winter wheat, sugar beet and potatoes are grown across the acreage which is equipped with three general purpose buildings in the yard.

A three-bedroom bungalow could be replaced with another house which will be included in the farm business tenancy.

Coxhill Farm



Sugar beet, cereals and vegetables have been grown across the 219 ring-fenced acreage which comprises entirely Grade 1 soils.

There is 550t of grain storage split across two steel-framed sheds, with a lean-to offering extra general storage space.

A three-bedroom house is included on the holding, which is next to the village of Lingwood, 10 miles from Norwich.

Read more on: Business (<http://www.fwi.co.uk/business>)

Land markets (<http://www.fwi.co.uk/business/markets-and-trends/land-markets>)