

# Business and Property Committee

Date: **Tuesday, 15 May 2018**

Time: **10:00**

Venue: **Edwards 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](mailto:committees@norfolk.gov.uk)

**Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.**

## 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 held on the 14 March 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 QuestionTime

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](mailto:committees@norfolk.gov.uk)) by **5pm Thursday 10 May 2016**.

For guidance on submitting public question, please visit <https://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](http://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](mailto:committees@norfolk.gov.uk)) by **5pm on Thursday 10 May 2018**.

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

**8. Forward Plan and delegates decisions**

**Page 10**

A report by the Executive Director of Finance and Commercial Services

**9. Annual Review of Business and Property Committee activities**

**Page 20**

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

**10. Regeneration of Yarmouth Riverside and Town Centre**

**Page 23**

A report by the Executive Director of Community and Environmental Services

**11. Economic Development - strategic context for Norfolk**

**Page 28**

A report by the Executive Director of Community and Environmental Services

**12. Finance Monitoring**

**Page 34**

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

**13. Appointments to internal and external bodies**

**Page 40**

A report by the Managing Director

**14. Disposal, Acquisition and Exploitation of Properties**

**Page 45**

A report by the Executive Director of Finance and Commercial Services

## 15. Exclusion of the Public

Page

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 items below on the grounds that they involve the likely disclosure of exempt information as defined by Paragraphs 1 and 3 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 conclusions of the public interest tests carried out by the report author and is recommended to confirm the exclusions.

## 16. County Farms Estate Management Update

Page

A report by the Executive Director of Finance and Commercial Services

## 17. Acquisition of Farm Land

Page

A report by the Executive Director of Finance and Commercial Services

### 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: 04 May 2018



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## **Business and Property Committee**

**Minutes of the Meeting held on Wednesday, 14 March 2018 at  
10:00 am in the Edwards Room at County Hall**

**Present:**

Mr K Kiddie (Chairman)

Mr S Aquarone

Ms C Bowes

Mr R Brame

Mr D Douglas

Mr J Fisher

Mr B Iles (Vice-Chairman)

Mr A Jamieson

Mr M Kiddle-Morris

Mr C Smith

Mr J Timewell

Mrs K Vincent

Mrs C Walker

### **1. Apologies and Substitutions**

- 1.1 Apologies were received from Mr Fabian Eagle (Mr J Fisher substituting).

### **2. Minutes**

- 2.1 The minutes of the meeting held on the 18 January 2018 were **AGREED** as an accurate record and signed by the Chairman.

### **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; and he was a director of a modular buildings company.

### **4. Urgent Business**

- 4.1 There was no urgent business.

### **5. Public Questions**

- 5.1 There had been no public questions submitted.

## **6. Member Questions**

There had been no Member questions submitted.

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

- 7.1 The Chairman reported that he had attended an Economic Development meeting with local food producers which was to enhance the links with them.
- 7.2 The Chairman was also the Armed Forces champion and reported that there would be a covenant this Summer in Norwich, and further information would be available at a later date.

## **8. Forward Plan and Delegated Decisions**

- 8.1 The Committee reviewed and **NOTED** the forward plan and delegated decisions taken by officers.
- 8.2 It was clarified that the benefit quoted on page 32 of the report was a per annum benefit as opposed to a one-off benefit.

## **9. Committee Plan 2018/2021**

- 9.1 The Committee received the annexed report (9) which set out the Committee's three year forward plan which set out its areas of responsibility would be shaped by the ambition of the County Council's new strategy.
- 9.2 Members asked Officers to be more specific in the four key areas and suggested adding infrastructure into the main areas even though infrastructure was heavily mentioned elsewhere in the plan.
- 9.3 Members noted that £73million of funding was from European funding and questioned if Brexit would have an impact on this. The current programmes were due to run until 2020. The Government was due to launch the consultation of the replacement for the European funds but it had been delayed until the Autumn at the earliest.
- 9.4 Members suggested that the plan could be bolder about what the Committee wanted to achieve and it needed more detailed discussion regarding housing and economic development, potentially in the form of task and finish groups. Repton had been devised to achieve the housing objectives but they would only play a small part and would adhere to statutory requirements. It would also be necessary for bids to support the infrastructure for the housing developments.
- 9.5 Some Members wanted more clarity on what the long term simple vision was for economic development and what the Council were aiming for in 10 years' time. The work being carried out needed to be of benefit to the whole community and the committee wanted to know what was being done in this area and therefore suggested regular reports to Committee, along with options of how to achieve the vision.
- 9.6 The Committee asked to see an oversight of the property portfolio and asked for report: which contained percentage of let of property, projected income from rental, arrears, and capital receipts etc. Officers agreed that this could be shown to Committee and

would be brought to a future meeting for Scottow, Hethel, County Farms and any Commercial property.

- 9.7 The plan could be moved on and developed as the Committee evolved.
- 9.8 Members asked for progress reports of performance against the plan on a page on a regular basis so that performance was based against measurable targets. Metrics for housing and economic development were particularly requested. The Executive Director of Community and Environmental Services confirmed that as part of the Norfolk and Suffolk plan, metrics were available and could be shown to Committee as and when requested.
- 9.9 Members requested a report to a future Committee meeting on the Norfolk/Suffolk Economic Strategy and NCC's contribution to it.
- 9.10 The Committee;
- **AGREED** Business and Property Plan as set out in Appendix 1
  - **NOTED** the Committee's contribution to, and responsibilities, for Norfolk Futures, NCC's transformation plan.
  - **AGREED** the performance measures against which the committee will report to Policy and Resources Committee for monitoring purposes, as set out in para 1.1.8 of the report.

## **10. Finance Monitoring**

- 10.1 The Committee received the annexed report (10) which provided information on the budget position for services relating to the Committee. It provided information on the revenue budget including any forecast over or underspends and any identified budget risks. It also provided an update on the forecast use of reserves and details of the capital programme.
- 10.2 Attention was brought to the fact that Scottow Enterprises had let 92% and Hethel Engineering 98%. The Committee sent their compliments to the management and noted that it was testament to the staff.
- 10.3 The Committee **NOTED**;
- The forecast outturn position for the Business and Property Committee
  - The capital programme for this Committee
  - The current planned use of the reserves and the forecast balance of reserves as at the end of March 2018.

## **11. Performance Management**

- 11.1 The Committee received the annexed report (11) which provided information on the five vital signs indicators under the remit of the Committee.
- 11.2 Members questioned if the 5 vital signs indicators mentioned on page 73 of the report were enough to monitor performance fully. Officers agreed to work to see if there were other data sources that could be used and would bring back to a future meeting.
- 11.4 The Committee **NOTED** the performance data, information and analysis presented in the report and **AGREED** that the recommended list of actions identified were appropriate.

## 12. Risk Management

- 12.1. The Committee received the annexed report (12) which provided the Committee with the latest departmental level property risks as at March 2018, following the latest review conducted in February 2018.
- 12.2 The risks still outlined in amber were clarified as being those with mitigations still being worked through such as building houses but not having received funding for them.
- 12.3 Officers confirmed they were bidding for funding when it became available but assured the Committee that if funding was not granted, there were other streams available which could be bidden for.
- 12.4 The Committee asked for a report on carbon reduction and it was **AGREED** that this would be put on the forward plan for a future agenda.
- 12.5 The Committee **NOTED**;
  - The risk reported by exception (in paragraph 2.2 and Appendix A), and the other departmental risk relating to Property (in Appendix D).
  - That the recommended mitigating actions identified in Appendix A were appropriate

## 13. Repton Property Developments

- 13.1 The Committee received the annexed report (13) which informed the Committee that the point had been reached in the setting up of Repton Property developments Limited, to complete the formal procedures to establish the governance for the company, adopting suitable articles of association and formally register the Directors appointed by the Council.
- 13.2 The Committee were assured that if there were to be urgent decisions made, this could be done through the delegated process.
- 13.4 The Committee **AGREED** to:
  - **RECOMMEND** to Policy and Resourced that they adopt the proposed articles of association, delegations, and reserved matters and the special resolution as detailed in the appendices.
  - **RECOMMEND** to Policy and Resources Committee that they nominate to Full Council David Dukes as the replacement County Council Officer Director.

At this point in the meeting, the Vice-Chair took the Chair.

## 14. Disposal, acquisition and exploitation of Properties

- 14.1 The Committee received the annexed report (14) which outlined proposals for exploiting properties surplus to operational requirements, pro-actively releasing property assets with latent value where the operational needs could be met from elsewhere and strategically acquiring property to drive economic growth and wellbeing in the County.
- 14.3 The Committee had received a letter from County Councillor Humphrey advising that the Parish Council's which surrounded that area wished to purchase the land for £10k.



14.3 The Committee;

- **REVIEWED** the previous decision to declare Emneth Canal, High Road to Collette Bridge (2027/015) surplus and **AGREED** that the site is surplus and instructed 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 and 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.
- **AGREED** that Part of Union Farm Land, Fakenham Road, Gressenhall was surplus to County Council requirements and instructed 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.
- **AGREED** 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.

The Chair re-took the Chair.

**15. County Farms Estate Management Update**

- 15.1 The Committee received the annexed report (15) which provided an update on the County Farms estate since its last meeting, including such matters as the reletting cycle that currently underway, proposed capital improvements to the Estate, the next Farmers Market and rent collection update.
- 15.2 The Committee heard that Officers were reviewing the submissions for rental of the available County Farms with a view to invite successful submissions to interview. It was agreed that as both of the Labour members on the Committee were unable to make the interview dates, a substitute Labour Member would be arranged.
- 15.3 The Committee **NOTED** the management update.

**16.1 Exclusion of the Public**

- 16.1. The Committee **AGREED** to exclude the public for item 17; Exempt Minutes

**17. Exempt Minutes**

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

The Meeting ended at 11.37am.

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



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# Business and Property Committee

Item No.....

<b>Report title:</b>	<b>Forward Plan and decisions taken under delegated authority</b>
<b>Date of meeting:</b>	<b>15 May 2018</b>
<b>Responsible Chief Officer:</b>	<b>Executive Director of Finance and Commercial Services</b>
<b>Strategic impact</b> 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](mailto: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:

<b>Officer Name:</b>	<b>Tel No:</b>	<b>Email address:</b>
Simon Hughes	01603 222043	<a href="mailto:simon.hughes@norfolk.gov.uk">simon.hughes@norfolk.gov.uk</a>



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\\norfolk.gov.uk\\ncodfs1\\CorporateProperty\\Team Admin\\Meetings\\Committees\\Business and Property Committee\\2018-2019\\18.05.15\\Final report\\18.05.15 B&P committee 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
<b>Meeting: 3 July 2018</b>			
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)
Scottow Enterprise Park – new storage and workshop space	No	To consider and approve the business case for creating new storage and workshop space.	Simon Coward
Carbon Reduction	No	To comment on performance	Risk Management Officer (Thomas Osborne)
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	Head of Property (Simon Hughes)

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
		developers brief.	
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)
<b>Meeting: 4 September 2018</b>			
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 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)

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
<b>Meeting: 9 October 2018</b>			
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)
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)
<b>Meeting: 6 November 2018</b>			

<b>Issue/decision</b>	<b>Implications for other service committees?</b>	<b>Requested committee action (if known)</b>	<b>Lead officer</b>
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)
Committee Plan	No	To agree plan	Executive Director of Finance and Commercial Services (Simon George)/Executive Director of Community and Environmental Services (Tom McCabe)
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)
<b>Meeting: 15 January 2019</b>			
Member briefings and site visits	No	To update members and view property assets.	Executive Director of Finance and Commercial Services (Simon George)



<b>Issue/decision</b>	<b>Implications for other service committees?</b>	<b>Requested committee action (if known)</b>	<b>Lead officer</b>
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)
County Farms update	No	To comment on performance and note any changing circumstances, consider and take action as required.	Head of Property (Simon Hughes)
<b>Meeting: 5 March 2019</b>			
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	No	To review the Committee's	Executive Director of Finance and

<b>Issue/decision</b>	<b>Implications for other service committees?</b>	<b>Requested committee action (if known)</b>	<b>Lead officer</b>
decisions		forward plan and agree any amendments/additions.	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**

<b>Property</b>	<b>Transaction</b>	<b>£ cost</b>	<b>£ benefit</b>	<b>Date of Decision</b>
Rollsby County Farm estate	Sale of land to Parish Council		£8,000	25/05/2017
Taverham Ghost Hill Infant & Nursery School	Lease to Academy Trust		n/a	18/03/2018
Norwich Angel Road Junior School	Lease to Academy Trust		n/a	25/01/2018
Norwich Angel Road Infant School	Sub-Lease to Academy Trust		n/a	25/01/2018
Norwich 122a Thorpe Rd Coroners Court	Terminate lease in		£19,491.96	12/01/2018
Kings Lynn Churchill Park School	Academy lease		n/a	12/01/2018
South Walsham Field Farm former tip	Sale of 0.72 acres		£5,000	06/12/2017
Kings Lynn Howard Infant School	Academy lease		n/a	27/11/2017
Kings Lynn Greyfriars Primary School	Academy lease		n/a	27/11/2017
Kings Lynn Highgate Infant School	Academy lease		n/a	27/11/2017
Wimbotsham Stow Community School	Academy lease		n/a	27/11/2017
Swaffham Community Centre	Lease in renewal	£8,344.60		28/03/2017

# Business and Property Committee

Item No.....

<b>Report title:</b>	<b>Annual Review of Business and Property Committee activities</b>
<b>Date of meeting:</b>	<b>15 May 2018</b>
<b>Responsible Chief Officer:</b>	<b>Executive Director of Finance and Commercial Services Executive Director of Community and Environmental Services</b>
<b>Strategic impact</b> The Business and Property Committee has a substantial remit that is central to driving economic growth and wellbeing within the County. It provides the immediate benefit of being able to consider property related decisions in the context of the wider financial, economic and service requirements in the county.	

## Executive summary

This report sets out some of the achievements of the Business and Property Committee since it was established last year.

### Recommendation:

**Business and Property Committee is asked to note the contents of this report and the achievements made.**

## 1.0 Introduction

- 1.1 Business and Property Committee commenced 20 June 2017 and is responsible for promoting economic development and regeneration and associated activities. It also has responsibility for developing and monitoring property and asset management. Furthermore, it incorporates a 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.
- 1.2 This reports records and celebrates some of the achievements of the Committee since its inception.

## 2.0 Key achievements

- 2.1 Oversaw the **establishment of Repton Property Developments Ltd** with the aim of delivering much needed housing, capital receipts and revenue income. It is anticipated the company will see the first transfer of land later this summer and building commence in 2019.
- 2.2 Developed and recommended the adoption of up to date **objectives and policies for the County Farms estate**.

- 2.3 The successful **purchase of Bank House Farm** that has added an important asset to support the objectives of the County Farms estate.
- 2.4 Supported the joint project with Norwich City Council to draw up **proposals to realise the significant opportunities the Norwich Airport Industrial Estate** has to offer in term of increased asset value, growth in non-domestic rates and employment growth.
- 2.5 Through the asset management plan oversaw the **successful bids to the government's One Public Estate Programme** that has realised an additional £370,000 revenue funding to support partnership projects with district councils, police and the NHS. Furthermore, a bid to the government's Land Release fund realised a total capital grant of £1,440,000 (£980K for Norwich City, £300K for Breckland and £160K for Broadland) to support housing development.
- 2.6 Reviewed and **declared surplus to County Council use 33 properties with a further 12 sites from the County Farms estate** also being declared surplus. These all form part of the disposal programme which includes the key sites of King Street Stores in Norwich and the Officer's Mess at Scottow Enterprise Park, both of which are currently being marketed. The Committee has also agreed to the sale of the County Council's half of the Hethell Engineering Centre to Hethell Innovation Ltd. During 2017/18 the Council achieved £1,309,202 of capital receipts which was used to support the capital programme.
- 2.7 Reviewed and agreed the **strategic direction for Scottow Enterprise Park (SEP)**, and the key areas of focus for further development over the next 18-24 months. This will build on the highly successful approach that has enabled 492 jobs on site, 11 tenants and 26 start-up businesses. SEP was also short-listed for two National Awards.
- 2.8 Overseen the **establishment of a new Apprenticeship Training Agency (ATA)** on a trial basis. The ATA forms part of a package of work and new products being developed to refocus recruitment to 16 to 18-year olds, support more vulnerable individuals into Apprenticeships and address the recruitment issues faced in the service sectors where Apprenticeship vacancies often go unfilled.
- 2.9 Supported the bid to the European Social Fund to establish an **Integrated Health and Employment Service for Norfolk**. The project seeks to address issues faced in recruitment and retention in the health and social care environment, including through training, creating more influential leaders and supporting individuals to develop their careers. If the bid is successful, the project will start delivery in June 2018.
- 2.10 Continued to press the **economic case for major infrastructure improvements**. Over the last 12 months, construction on the Norwich Northern Distributor Route has completed and the road fully opened for use. The County Council has secured Government funding for the Great Yarmouth

3<sup>rd</sup> River Crossing project, and work to progress the Norwich Western Link, Long Stratton Bypass and other key improvements continues.

- 2.11 The County Farms estate realises an **annual rent income of over £2.1m** and at the end of the last financial year (2017/18) there were no rent arrears outstanding.
- 2.12 The Committee adopted its committee plan in March 2018 which includes a property savings target of £975,000 for 2018/19. To date **£230,000 has been achieved this financial year** by careful redefining of the Service Level Agreement with its key supplier NPS (£170,000 from estates services and £60,000 from facilities management and statutory servicing).
- 2.13 In project terms a key project on the County Hall campus was completed and involved the relocation of the training suite from the Annex into the south wing. A project to bring back in to use the 5 former dwellings at Netherwood Green is about to commence to provide modern accommodation for Adult Services. Moving forward preparation work is ongoing in relation to projects to improve IT resilience and refurbish the north wing and basement areas.
- 2.14 Away from the campus a project to refurbish the Vauxhall Centre to provide 78 car parking spaces is nearing completion. This will be commercially let to provide an income. Also, the new replacement fire station at Downham Market was opened in the Autumn of 2017.

### **3.0 Financial Implications**

- 3.1 There are no direct financial implications flowing directly from Members noting this report.

### **4.0 Issues, risks and innovation**

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

### **Officer Contact**

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# Business and Property Committee

Item No.

<b>Report title:</b>	<b>Regeneration of Yarmouth Riverside and Town Centre</b>
<b>Date of meeting:</b>	<b>15 May 2018</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> <p>The Council has pledged to play a leading role in building communities, installing infrastructure and making the most of our heritage, culture and environment. Supporting the regeneration of Gt Yarmouth's Town Centre and Waterfront areas clearly supports this ambition.</p>	

## Executive summary

This report provides members with an overview of the development of Great Yarmouth Town Centre and Waterfront, and the County Council's role.

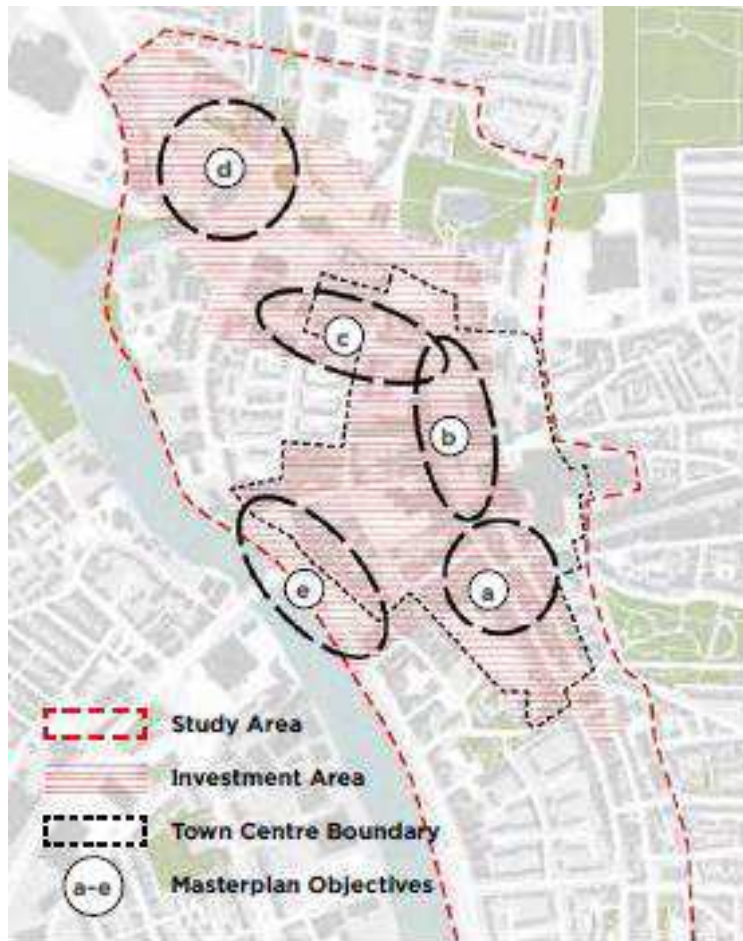
### Recommendations:

**Members are requested to note the contents of the report and identify any areas for further input**

## 1. Background

- 1.1. In February 2015 Gt Yarmouth Borough Council approved a £1million investment in the Town Centre. This was in response to the Town Centre experiencing a steady decline in occupied shops and decreasing footfall figures, with residents, businesses and stakeholders all voicing concerns about the decline.
- 1.2. Alongside this short term investment it was felt a strategic plan was needed to guide longer term investment and future plans. A master planning study for the Town Centre was commissioned, which commenced in August 2015 undertaken by Carter Jonas. The County Council was a key partner in the management of that process.
- 1.3. The Great Yarmouth Local Plan Core Strategy development plan was adopted in December 2015. The wholesale regeneration of Great Yarmouth's Waterfront is enshrined as one of two strategic site allocations under policy CS17. It reflects the ambition of the Great Yarmouth Area Action Plan (draft December 2010) which was produced by the 1st East Urban Regeneration Company, which the County Council helped establish.
- 1.4. The other Great Yarmouth Local Plan Core Strategy strategic site allocation is the land at South Bradwell which is fast being developed by Persimmon Homes west of Beacon Park Enterprise Zone and either side of the recently completed A47/A143 link road (which was delivered thanks to a successful national Pinchpoint bid).
- 1.5. The masterplan covers the entire area enclosed by the historic town walls, extending east-west between St. George's Park and the Yare riverfront, and

north-south between the Minster and the Time & Tide Museum as shown below.



Its objectives are to:

- a. **Strengthen the heart of the town centre** - By 2025, the heart of the town centre – around the junction of King Street and Regent Road – has regained its vitality with a range of new occupiers and operators including a leisure-based anchor (for example a cinema), cafes, bars and restaurants.
- b. **Improve the markets and Market Place** - By 2025, trade and custom in the 6-day and 2-day markets is greatly improved, supported by new stalls and service facilities and by the newly-paved Market Place. Together with the improved frontages this has created a beautiful setting for an expanded programme of events.
- c. **Transform The Conge** - By 2025, The Conge is transformed, with new mixed-use development lining both sides of the lower half of the street, and the next phase ready for delivery connecting it to the renewed Market Place.
- d. **Create a sense of arrival at the town centre** - By 2025, the setting of Fullers Hill, Acle New Road, the roundabout, train station and quayside creates a new sense of arrival at this key junction of road, rail and water, linked to the new development on The Conge.
- e. **Unlock the potential of Hall Quay** - By 2025, the council has adopted guidance to ensure existing buildings are conserved and developed appropriately. With the 3rd river crossing near completion, there is significant commercial interest in refurbishment and new development.

- 1.6. The Great Yarmouth Town Centre Regeneration Framework and Masterplan was adopted by GYBC in June 2017 and sits within a timeframe up until 2025. The County Council's Director of Communities and Environmental Services sits on the Town Centre Delivery Board, which ensures strategic oversight of



the masterplan and enables dialogue with Highways England and Greater Anglia regarding the key gateways into the borough.

- 1.7. In addition, officers from the Transport Planning Team also provide support and represent the County Council on both the Gt Yarmouth Town Centre Officer and Member Groups and the Gt Yarmouth Transport and Infrastructure Officer and Steering Groups. These groups also contain politically balanced representation from both County and Borough Council Members. The county council is currently represented by Brian Iles, Graham Plant and Mick Castle. It should be noted that this is not a decision-making group, and decisions need to be ratified by the two councils' respective processes. In the County Council's case they are reported to EDT
- 1.8. There is a separate Area Action Plan for the Gt Yarmouth Waterfront, which seeks to develop up to 40 hectares of prime riverside frontage. The plan embraces Bure Harbour Quay and Ice House Quay on the west bank of the river as well as the North Quay which is also covered by the Town centre Masterplan. This initiative first emerged as part of the 1st East proposals in 2010, but were scaled back. However, it is still a significant opportunity that includes 4 hectares of brownfield land and could enable up to 1,000 new dwellings, over 14,000sqm of employment and commercial floor space and over 10,000sqm of new retail units.

## **2. Current and Recent Activity**

- 2.1. There is a wide range of town centre Initiatives within the masterplan which we are working on with the Borough Council. These are summarised below.
- 2.2. The County Council has managed a series of transport related projects that are directly related to the Town Centre Initiative, including £2m for improvement of the rail station forecourt and onward links, via The Conge, to the town centre.
- 2.3. There is also a £9m for a package of measures to address congestion, tackle local issues and provide measures for walking, cycling and public transport, which clearly contributes to the enhancement of the town centre. The programme has been developed in close conjunction with local stakeholders to ensure that it delivers the aims of the town centre masterplan.
- 2.4. Several of these projects are either completed or underway, funded through the Local Growth Fund. All of these projects will contribute towards accelerating economic growth and development in the area.
- 2.5. More highway improvements are planned around Hall Quay as an advanced Planning Brief (Carter Jonas) will be consulted upon in the next few months. Many of these improvements will be enabled by the Third River Crossing.
- 2.6. A development brief produced by Carter Jonas is well advanced for The Conge which looks at significant development opportunities. This will be consulted upon in the near future. It has led to a recent bid to Homes England (Housing Infrastructure Fund, Marginal Viability Fund) which was unsuccessful, but has led to further talks with them around delivering homes in this area. Aligned with this, a significant Local Growth Fund bid has been submitted to NALF from the Borough Council and the Environment Agency, looking to match fund significant EA funding and release riverside sites in the heart of the town. This bid is underpinned by a strong business case, commissioned by the Gt Yarmouth Tidal Defence Business Partnership.

- 2.7. The Town Centre Masterplan and riverside development opportunities feature in a new 'Invest in GY' prospectus which was taken to both MIPIM 2017 in London and REVO 2017 in Liverpool. The new Conge development brief will feature at both events in 2018.
- 2.8. Development in areas such as North Quay, with multiple land owners and flood risk and potential contamination, leads to low land values and adds to the already complex issues that impact on the Councils' ability to intervene.. Generating Section 106 contributions towards flood defences is challenging, given the development viability of this area. We are working in close collaboration with the Environment Agency and others to seek the required funding. However, it should be noted that the work of 1st East prior to 2010, and more recently through Carter Jonas has done much to test the viability in and around this area.
- 2.9 Funding of up to £98m has been successfully secured from government towards delivery of the Third River Crossing, subject to a successful final business case and the statutory process. The project was recently adopted as a Nationally Significant Infrastructure Project, with significant input from County Council officers to achieve that status. Provided we pass each milestone the project is scheduled for approval by 2021 with construction complete by 2023.
- 2.10 Central Government has made a commitment to bring forward over £300m of improvements to the A47. This followed extensive lobbying by the A47 Alliance, led by Norfolk County Council. This investment includes a major improvement scheme at Vauxhall Junction, scheduled to be completed by 2022. Work is currently underway delivering a right turn from Great Yarmouth rail station / ASDA. This will allow traffic to travel directly from the rail station into the town without adding to congestion at Vauxhall Junction. This improvement forms part of Government's commitment to A47 works and is being undertaken by the county council on behalf of the Government
- 2.11 The Great Yarmouth Development Company (jointly owned by Great Yarmouth Borough Council and Norfolk County Council) oversaw a small development of 19 homes, various feasibility studies and created and led the development of what has become known as the Great Yarmouth Energy Park. The owners agree that the need for the development company has passed, and are actively considering its closure. Alternative governance arrangements for the Energy Park are being developed by the Borough Council on behalf of both partners.
- 2.12. When set alongside the locally funded and driven projects outlined it represents a considerable investment that will lead to a significant upgrade in the infrastructure within or serving the town

### **3. Finance implications**

- 3.1. None for this report.

### **4. Issues, risks and innovation**

- 4.1. None for this report.

## 5. Background Papers

5.1. None for this report.

### 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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# Business and Property Committee

Item No.

<b>Report title:</b>	<b>Economic Development - strategic context for Norfolk</b>
<b>Date of meeting:</b>	<b>15 May 2018</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe, Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> <p>The Council is a key partner in the New Anglia Local Enterprise Partnership (NALEP) and has worked with the partnership to shape its new economic strategy for Norfolk and Suffolk. The Strategy seeks to ensure the area's growth ambitions and investment priorities are realised and clearly articulated to Government and other stakeholders.</p>	

## Executive summary

The Norfolk and Suffolk Economic Strategy (NSES) was developed last year by New Anglia Local Enterprise Partnership, whose partners include all Norfolk and Suffolk local authorities, as well as the business community. It was approved by Council on 16 October 2017.

The strategy included targets to 2036, the end of the plan period. This report includes the shorter term, five year, performance targets, to inform delivery plans. Mechanisms for monitoring delivery of the targets are also outlined in the report.

The Strategy focuses on eight 'priority places' (where the evidence shows there are the greatest opportunities and commitment for continued growth). For Norfolk these priority places are

- The Norfolk and Suffolk 'Energy Coast' (Great Yarmouth / Bacton / Lowestoft and Sizewell)
- The Cambridge – Norwich Tech Corridor
- Norwich and Greater Norwich
- The A47 (from Great Yarmouth to King's Lynn)
- King's Lynn and the A10 and rail corridor to Cambridge

This report sets out Norfolk's contribution to delivery of the NSES, including proposals for spending Economic Development's 2018-19 funding.

### Recommendations:

Members are requested to:

- Provide feedback on the proposals outlined in the report.**

## 1. The New Anglia Economic Strategy

- 1.1 The New Anglia Local Enterprise Partnership, of which the County Council is a member, undertook to produce a new Norfolk and Suffolk Economic Strategy (NSES) during 2017.
- 1.2 The initial output was an economic evidence report for the two counties and, following a number of engagement events with local authorities and business, the final strategy document was endorsed by Policy and Resources Committee on 25 September 2017 and adopted by Full Council on 16 October.
- 1.3 This report outlines the ambitions, themes and performance targets of the Strategy, together with emerging thinking on a Norfolk-wide delivery plan, focussed on investment in particular employment and housing sites, as well as 'inclusive growth' – meaning that the benefits of growth are felt throughout the county.

## 2. Overview of the strategy

### 2.1 Ambitions, themes and priority places

The Strategy comprises a number of investment ambitions, addressing major themes in a number of priority places\*:

Ambitions, with investment focussed on...	Major Themes...	Priority Places
<ul style="list-style-type: none"><li>• The place where high growth businesses with aspirations choose to be</li><li>• An international-facing economy with high value exports</li><li>• A high performing, productive economy</li><li>• A well-connected place</li><li>• An inclusive economy, with a highly skilled workforce</li><li>• A centre for the UK's clean energy sector</li><li>• A place with a clear, ambitious offer to the world</li></ul>	<ul style="list-style-type: none"><li>• Our offer to the world</li><li>• Driving business growth and productivity</li><li>• Driving inclusion and skills</li><li>• Collaborating to grow</li><li>• Competitive clusters, close to global centres</li></ul>	<ul style="list-style-type: none"><li>• Greater Norwich</li><li>• Ipswich and its surrounding area</li><li>• The Norfolk and Suffolk Energy Coast (including Bacton, Gt Yarmouth, Lowestoft and Sizewell)</li><li>• The Norwich – Cambridge corridor, connecting two global centres of research</li><li>• East-West corridors (A47, Gt Yarmouth to King's Lynn and A14, Felixstowe to Cambridge)</li><li>• King's Lynn - and the A10 and rail corridor to Cambridge</li></ul>

\* Priority Places: locations where the evidence shows there are the greatest opportunities and commitment for continued growth.

The next section outlines the performance targets for the Strategy, over the next five years.

### 2.2 Delivering the Strategy – short term performance targets

Members have previously been made aware of the targets to 2036, when the Strategy was approved. There are now five-year targets, from the 2016 baseline to 2021, to inform delivery plans:

Indicator	2016 baseline	Result by 2021
GVA (grow the value of our economy in real terms)	£35.5bn	£40.3bn

Productivity (GVA per hour)	£30.20	£32.60
Net new jobs	786,592	814,392
Successful new businesses	61,015	70,509
New homes	753,840	798,900
Inclusive Growth: Median Full-Time Weekly Wages	£503.80	£529.60
Inclusive Growth: Employment rate (A higher proportion of people engaged in the labour market than across the UK)	76.9%	78.3%
Inclusive Growth: Skills (no. of people qualified to NVQ3+)	50.2%	54.2%

### 2.3 Delivering the Strategy – how performance will be measured

A number of mechanisms will ensure that the Strategy is delivered:

- Short term delivery plans (to 2021), aligned to the above targets.
- A common investment prioritisation framework, to assess projects and actions.
- A shared ‘inclusive growth’ toolkit, to provide assurance that projects are also judged consistently by their capacity to deliver positive impacts for residents.
- Ongoing monitoring of the above targets, coupled with an annual stocktake of progress by New Anglia partners, to review where changes are needed to reflect new economic or policy circumstances.

## 3. Norfolk Delivery Plan – initial priorities

### 3.1 Investment in priority places

Norfolk Leaders are currently working up proposals to accelerate delivery of jobs and homes in key sites across the county – a Norfolk Growth Strategy, to underpin the NSES in Norfolk. Work on these proposals will be reflected in Economic Development’s work programme in due course.

### 3.2 Successful Housing Infrastructure Fund bids

The £5bn [Housing Infrastructure Fund](#) is a government capital grant programme to help unlock new homes in areas with the greatest housing demand and enable the Government to fulfil its commitment to building 300,000 homes a year nationally by the mid-2020s. Funding is awarded to local authorities on a highly competitive basis.

The fund is divided into 2 streams:

- A Marginal Viability Fund – available to all single and lower tier local authorities in England – to provide a piece of infrastructure funding to get additional sites allocated or existing sites unblocked quickly. Bids can be up to £10m.
- A Forward Fund – available to the uppermost tier of local authorities in England – for a small number of strategic and high-impact infrastructure projects. Bids can be up to £250m.

Norfolk district councils each submitted a Marginal Viability bid to address their highest housing priority. Of these, three have been successful:

Breckland	Thetford Northern Sustainable Urban Extension	£9,950,000
Norwich	Anglia Square	£12,226,232
South Norfolk	Land south of the A11, Cringleford	£5,500,000

The County Council, in conjunction with Broadland Council, devised a proposal for the

Forward Fund, which has been successful in getting through to the next stage. The c.£70m bid is for almost 8,000 new homes in the Broadland Growth Triangle area and forms part of the largest urban extension in the country (13,500 homes). If the bid is ultimately successful, HIF will be used to construct enabling infrastructure across three key sites in Broadland by:

- Establishing a bespoke Infrastructure Fund that would provide public sector finance for some or all of the main infrastructure requirements at Beeston Park and North Rackheath. The fund would be drawn down by delivery partners and repaid as land was developed.
- The acquisition and servicing of land south of Salhouse Road, including delivery of an important link road connection

The scheme would directly enable, or accelerate the delivery of, up to 7,720 homes, and indirectly, or directly using recycled funds, support the delivery of all 13,500 homes.

The Government will be progressing Forward Funding projects to go through to co-development in the coming weeks, with final funding announced from Autumn 2018.

Norfolk partners will work together to ensure the successful delivery of these projects, helping to secure access to the revamped Homes England products:

- Affordable homes grant / programme
- Development and infrastructure finance
- Housing Infrastructure Fund
- Local Authority accelerated construction
- Strategic acquisition
- Emerging programmes
- Brokering

### 3.3 To give members a flavour of Economic Development's contribution to delivering the NSES, these are some priorities for 2018-19:

- Support local authority Leaders to develop a Norfolk Growth Strategy and delivery plan – the county's key contribution to delivering the NSES
- Shape the Norfolk and Suffolk sectoral and thematic plans to 2021, eg Skills
- Support the development of Norfolk's key employment sites and sectors, eg:
  - Port infrastructure underpinning the offshore wind sector in Great Yarmouth;
  - Advanced manufacturing/engineering proposals at key sites along the A11, such as Attleborough, and master-planning the Hethel Technology Park
  - The Britvic/Colman's site redevelopments
  - Exploring the potential for a digital creative incubator in Norwich
  - Exploring the potential for a food processing consortium around the national centre in Lincolnshire, which could develop a sister cluster in West Norfolk
  - Delivering specific elements of the Sector Skills Plans for the two counties
- Align business rates pool funds to support agreed economic growth and infrastructure priorities, to maximise impact
- Enhance the impact of our inward investment and profile-raising activity, using additional, ERDF-funded, resource

- Work with partners to develop centres of excellence to boost business productivity – an Institute of Productivity, linked to UEA, a regional Institute of Technology and Lintott Academy
- Prepare the Council and our partners for the changes Brexit will bring – labour market supply, regulatory changes, trade with the EU, post-Brexit funding (eg Shared Prosperity Fund)
- Manage/promote existing funded programmes and ensure spend to profile (most run to the end of 2020), as well as develop innovative funding proposals, eg using Social Impact Bonds
- Roll out an Apprenticeship Training Agency pilot
- Develop an Integrated Health and Employment Service, following successful initial ESF and BRP applications, in order to support those furthest from the labour market back into employment.

## 4. Financial implications

- 4.1 The Norfolk Growth Strategy will require significant funding to deliver the actions proposed. The funding implications for each intervention will be assessed and funding sources explored – eg bids to Government funding pots, prudential borrowing, pooled business rates etc.

Economic Development's own projects budget is limited, due to the ongoing savings required to meet corporate targets.

We have reserves of around £122k per annum for the next year years which cover committed and ongoing costs:

Project	£
New Anglia LEP grant (matched by Government):	75,000
Innovation New Anglia 3 year programme (match funding for Hethel)	15,000
Visit Norfolk Tourism grant (in order to secure district contributions of c.£49k to the marketing fund and retain the Visit Norfolk Partnership)	10,000
Inward Investment ERDF project	6,666
<b>Total</b>	<b>106,666</b>

In addition, we have an annual projects budget of £173k, to contribute to the 18/19 activity outlined in 3.3.

Once our reserves are exhausted, we will need to use our annual projects budget to pay for ongoing commitments, such as the LEP grant. If we are unable to identify other monies, this will impact our ability to carry out new activity or match-fund projects that would secure additional funding.

- 4.2 Business Rates Pool (BRP). An important source of additional funding for economic development activity is pooled business rates. The County and district councils have an agreement to pool the uplift in business rates growth, which has amounted to just under £2m in recent years, but is c.£4m for this year. The exact amount in the 17/18 Pool will be known in May, once district council returns have been received.

These funds are increasingly being aligned to develop and deliver the projects in the [Norfolk Infrastructure Delivery Plan](#) (agreed with Environment, Transport and Development Committee in November 2017, to help unlock jobs and housing growth), as well as targeted skills interventions. As BRP projects require 50% match-funding, Economic Development will be limited in the scope of the projects it can take forward if it



does not have the funds to match the BRP amount.

- 4.3 External funds. As mentioned above, the Economic Programmes Team seeks to boost funding for the Council's and the county's economic priorities by managing existing funding programmes and helping partners with bids for new projects.

## 5. Background papers

[Policy & Resources Committee paper on the Norfolk and Suffolk Economic Strategy, 25 September 2017 \(pages 99-114\)](#)

### 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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# Business and Property Committee

Item No.

<b>Report title:</b>	<b>Finance Monitoring</b>
<b>Date of meeting:</b>	<b>15 May 2018</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b> <b>Simon George – Executive Director, Finance and Commercial Services</b>
<b>Strategic impact</b> 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 outturn for 2017 – 18, and the revenue budget values for 2018 – 19. It also provides an update on the 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 was £9.124m, and for 2018 – 19 is £8.241m. Details of the 2017 – 18 revenue outturn position are shown in Table 1 of this report.

The total capital programme relating to this Committee for the years 2017 – 18 to 2019 – 20 is £43.515m. Details are shown in Table 2 of this report.

The balance of reserves and provisions relating to this Committee as of 1 April 2018 is £2.991m. Details are shown in Table 3 of this report.

### Recommendations:

Members are recommended to note:

- a) **The 2017 – 18 revenue outturn position for this Committee, and the 2018 – 19 revenue budget values**
- b) **The capital programme for this Committee**
- c) **The actual use of reserves in 2017 – 18 and the balance of reserves carried forward to 2018 - 19**

## 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 outturn position as at the end of March 2018, and the revenue budget values for 2018 – 19.

## 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 £9.124m, the outturn position is an underspend of £0.150m, (previous forecast £0.120m). The use of reserves to support this position is shown in Table 3.

Table 1: Business & Property Committee: Net revenue budget 2017 - 18 and 2018 - 19					
	Budget - 2017 -18	Outturn - 2017 - 18	Outturn Variance - 2017 - 18	Forecast variance - 2017 - 18	Budget - 2018 -19
	£m	£m	£m	£m	£m
<b>Client Property Management</b>					
Corporate Offices	4.859	5.216	0.357	0.487	4.527
Estates Management	0.852	0.874	0.022	(0.081)	0.532
Building Maintenance	2.007	1.857	(0.150)	(0.011)	2.007
County Farms	(0.515)	(0.666)	(0.151)	(0.293)	(0.555)
Corporate Property Team	0.916	0.838	(0.078)	(0.102)	0.581
	<b>8.119</b>	<b>8.119</b>	<b>-</b>	<b>-</b>	<b>7.092</b>

<b>Economic Development</b>					
Economic Programmes	(0.085)	(0.086)	(0.001)	(0.002)	(0.084)
Strategy & Commissioning	0.809	0.734	(0.075)	(0.070)	1.304
Economic Development	0.118	0.118	-	0.010	
Employment & Skills	0.363	0.363	-	-	0.373
Scottow Enterprise Park	(0.200)	(0.274)	(0.074)	(0.058)	(0.444)
	<b>1.005</b>	<b>0.855</b>	<b>(0.150)</b>	<b>(0.120)</b>	<b>1.149</b>
	<b>9.124</b>	<b>8.974</b>	<b>(0.150)</b>	<b>(0.120)</b>	<b>8.241</b>

(For 2018 – 19 Strategy & Commissioning and Economic Development budgets are consolidated)

2.4. In addition to the services shown above that are accounted for via NCC, the draft pre-tax profit for Hethel Innovation Ltd (HIL) is £0.349m, (previous forecast £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 2017 – 18 outturn position is a surplus of £0.374m, of which £0.100m has been returned to reserves to cover future trading risks. Revenues were £1.253m, (forecast £1.255m), comprising rentals and service recharges of £0.797m, and rental income from the solar farm on site of £0.456m. Costs were £0.879m of which £0.188m related to salaries, and £0.691m general overheads. 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 Ltd (HIL). Subject to audit the pre-tax profit for 2017 – 18 is £0.349m, (previous forecast £0.373m), revenues are £1.467m comprising £1.083m from tenancy and £0.384m from consultancy and funded programmes. Costs were £1.118m comprising salary and overhead costs of £0.891m, and financing costs of £0.227m.

### 3. Capital Programme

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

<b>Table 2: Business &amp; Property Committee: Capital Programme</b>				
	<b>Budget 2017 - 18</b>	<b>Actual Spend 2017 - 18</b>	<b>Budget 2018 - 19</b>	<b>Budget 2019 - 20</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Scottow Enterprise Park</b>	<b>6.062</b>	<b>6.021</b>	<b>2.844</b>	<b>-</b>
Infrastructure	5.342	4.372	0.400	
Buildings refurbishment	0.720	1.649	2.444	
<b>Client Property Management</b>	<b>3.330</b>	<b>1.348</b>	<b>18.191</b>	<b>8.859</b>
Space 2019	0.750	0.333	8.592	
Asbestos	1.515	0.538	0.978	
Other works	1.065	0.477	8.621	8.859
<b>County Farms</b>	<b>3.871</b>	<b>4.318</b>	<b>1.334</b>	<b>0.600</b>
Purchase of Farms	3.161	3.161		
Other capital	0.710	1.157	1.334	0.600
	<b>13.263</b>	<b>11.687</b>	<b>22.369</b>	<b>9.459</b>

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 £6.021m is the amount 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

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. The capital budget for the period includes further funding of £13.057m under the heading of Client Property Management – Other Works.

- 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 was agreed for the 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 reserves and provisions as at 1<sup>st</sup> April 2018 stood at £2.991m.

4.10. The table below shows the balances of reserves and provisions and the actual usage for 2017-18.

Table 3: Business &amp; Property Committee: Reserves &amp; Provisions

<b>Reserves &amp; Provisions 2017-18</b>	<b>Balance at 1 April 2017</b>	<b>Balance at 31 March 2018</b>	<b>Change during 2017 - 18</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Corporate Property Management	2.633	1.102	1.531
Economic Development (including Scottow Enterprise Park)	2.640	1.889	0.751
<b>Committee Total</b>	<b>5.273</b>	<b>2.991</b>	<b>2.282</b>

The use of £0.931m of CPM reserves smoothes the effect of a reduced property maintenance budget during 2017 - 18. An additional release of £0.600m of CPM reserves was agreed in support of the 2017 – 18 Corporate budget planning process.

The Economic Development reserves relate to a number of projects and specific grant funding, drawn down and carried forward as applicable to each project. Scottow Enterprise Park has reserves of £0.257k included in the total above.

## 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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[graham.iermy@norfolk.gov.uk](mailto:graham.iermy@norfolk.gov.uk)



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# Business and Property Committee

Item No.....

<b>Report title:</b>	<b>Internal and External Appointments</b>
<b>Date of meeting:</b>	<b>15 May 2018</b>
<b>Responsible Chief Officer:</b>	<b>Wendy Thomson, Managing Director</b>

## **Strategic impact**

Appointments to Outside Bodies are made for a number of reasons, not least that they add value in terms of contributing towards the Council's priorities and strategic objectives. The Council also makes appointments to a number of member level internal bodies such as Boards, Panels, and Steering Groups.

Responsibility for appointing to internal and external bodies lies with the Service Committees. The same applies to the positions of Member Champion.

## **Executive summary**

Set out in the appendix to this report are the outside and internal appointments relevant to this Committee together with the current membership.

### **Recommendation**

- **That Members review and where appropriate make appointments to those external bodies, internal bodies and Champions position as set out in Appendix A.**

## **1. Proposal**

### **Outside Bodies**

1.1 The appendix to this report sets out the outside bodies under the remit of this Committee. Members will note that the previous representative is shown against the relevant body. Members are asked to review Appendix A and decide whether to continue to make an appointment, and if so, to agree who the member should be.

### **Internal bodies**

1.2 Set out in Appendix A are the internal bodies that come under the remit of this Committee. There is no requirement for there to be strict political balance as the bodies concerned do not have any executive authority. Appointments are not made on the basis of strict political proportionality, so the Committee may, if it wishes to retain a particular body, change the political makeup. The members shown in the appendix are



those serving on the body in the previous year. Any Member Champion appointments are also shown.

## **2. Financial Implications**

The decisions members make will have a small financial implication for the members allowances budget, as attendance at an internal or external body is an approved duty under the scheme, for which members may claim travel expenses.

## **3. Issues, risks and innovation**

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

## **4. Background**

4.1 The Council makes appointments to a significant number of internal bodies and external bodies. Under the Committee system, responsibility for these bodies lies with the Service Committees.

4.2 There is no requirement for a member of an internal body to be appointed from the “parent committee”. In certain categories of outside bodies it will be most appropriate for the local member to be appointed; in others, Committees will wish to have the flexibility to appoint the most appropriate member regardless of their division or committee membership. In this way a “whole Council” approach can be taken to appointments.

**Background Papers** – There are no background papers relevant to the preparation of this report.

## **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:

**Officer Name:**            **Tel No:**            **Email address:**

Chris Walton            01603 222620            [chris.walton@norfolk.gov.uk](mailto:chris.walton@norfolk.gov.uk)



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## Business and Property Committee - Outside Bodies

### 2017/18 Appointments shown

1. Agri-Tech (Eastern) Programme Board (1)

Fabian Eagle

This body makes decisions on the eastern Agri-Tech Growth Initiative Programme Board about which projects to fund from this specific Regional Growth Funded scheme.

2. BID (Norwich Business Improvement District) (1)

Steve Morpew

The Norwich BID is run for local businesses by local businesses. It aims to make a clear positive impact on the vitality of the City centre and the business within it.

3. Norwich Airport Consultative Committee (1)

Shelagh Gurney, (Sub David Collis)

These meetings are a DfT requirement to enable aerodrome operators and communities in the vicinity of the airport to discuss operational and business matters affecting their interests.

4. Norwich Airport Board (Non-Executive Director) (1)

Cliff Jordan (Sub Alison Thomas)

5. Norfolk Rail Group (4)

Tony White  
Brian Long  
Tim East  
Michael Chenery

To consider strategic rail policy issues and respond to such issues as they arise, and lobby and pursue rail policy objectives on a continuing basis between Norfolk Rail Policy Group meetings.

6. Norfolk Chamber of Commerce and Industry (1)

Alison Thomas

Norfolk Chamber of Commerce is an independent, not-for-profit Company that aims to support its membership be more successful and to improve the Norfolk economy.

7. Thetford Development Board (1)

Roy Brame

8. New Anglia Skills Board for Norfolk and Suffolk (1 plus 1Substitute)

Brian Iles (Sub Colleen Walker)

A sub group of the LEP Board which is tasked with steering the implementation of the Greater Norwich/ Greater Ipswich City Deals and the Strategic Economic Plan. Membership consists of representatives of the Further Education sector and training providers with employers. Both Norfolk and Suffolk County councils are represented and can nominate a substitute.

9. Great Yarmouth Town Centre Partnership Company (Gt. Yarmouth) Ltd (1)

Mick Castle

The Partnership meets and discusses all relevant issues concerning the Town Centre.

10. Hethel Innovation Ltd (2)

Keith Kiddie  
Colin Foulger

Runs Hethel Engineering Centre and provides innovation-led business support to businesses in Norfolk/East of England.

11. Eastport – Community and Marine Liaison Committee (1)

Ron Hanton

To exchange information, ideas and proposals for discussion between the constituent interest groups and the Port's CEO and Harbour Master, thus improving co-ordination and understanding between the different port users and interest groups within Great Yarmouth with relevance to the operations of the Port.

12. Great Yarmouth Development Company - Area Board (1)

*Clarification is being sought as to the continuing need for representation on this body*

Colleen Walker

The Norfolk Development Company was established to promote economic development on behalf of the local authorities of Norfolk, with an initial

emphasis on physical regeneration and development. The company provides a structure for joint ventures which enables new projects to be agreed and implemented more quickly. Individual companies can be established – the first to do so was the Great Yarmouth Development Company, a 50-50 partnership between the County Council and Great Yarmouth Borough Council. The agreement states the representative should be the lead member for Economic Development. Clarification is being sought as to the continuing need for representation on this body

13. Royal Norfolk Agricultural Association (1)

Keith Kiddie

The objectives of the Association are to promote, through the Royal Norfolk Show and other events, the image, understanding and prosperity of agriculture and the countryside.

14. Rural Strategy Steering Group (1)

Tom Garrod

**Member Champions**

Apprenticeships – Stuart Clancy

Rail – Brian Long

# Business and Property Committee

Item No.....

<b>Report title:</b>	<b>Disposal, Acquisition and Exploitation of Properties</b>
<b>Date of meeting:</b>	<b>15 May 2018</b>
<b>Responsible Chief Officer:</b>	<b>Executive Director of Finance and Commercial Services</b>
<b>Strategic impact</b> 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.  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.	

## 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 an individual 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 £4.25million 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) Endorse the key principles forming the policy on the treatment of retained land and sites following the conversion of schools to academies.**

- (ii) Formally declare the Land at Stibbard Road, Fulmodeston surplus to County Council requirements and instruct 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 B&P Committee is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting.**
- (iii) Agree to the acquisition of a licence for 3 years for 16 dedicated and 14 hot desks at South Norfolk House, Cygnet Court, Long Stratton for a fee of £31,500 per annum(p.a.).**
- (iv) Agree to the leasing of the Queens Road Land, Norwich to Sentinel House Buildings Ltd for a 30-year term at £2,000 p.a.**
- (v) Formally declare the Land adjacent Ashleigh Infant School, Wymondham surplus to County Council requirements and instruct 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 B&P Committee is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting.**

## **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 an individual 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 Policy on the treatment of retained land and sites following the conversion of schools to academies**

- 2.1 On occasion parts of NCC sites are disposed of with the result that part of the site remains in the ownership of the County Council. Typically, this situation arises when a community/voluntary controlled/voluntary aided/foundation school converts to an academy, however, a similar scenario could conceivably arise with the non-school's property portfolio.
- 2.2 This policy will address, in the main, the school situation but will be applied equally if a similar set of circumstances arise with a non-schools site and will therefore for the present be described as it affects school sites and acknowledges the unintended consequences of schools becoming academies.
- 2.3 During the initial phases of a school conversion to academy status questions will arise around which parts of a school site will transfer. The expectation of the Secretary of State is that all areas used by the predecessor school will transfer to the Academy Trust. There may however, be instances where that is inappropriate. The preferred approach by the County Council would be for a proposed academy school to take on all parts of a school site. However, the new academy will in the majority of cases, take the parts of the site that relate to education uses and "leave behind" those parts that are not required for education. In most situations it's the decision of the proposed academy as to which parts of an existing school site they wish to take on. Fundamentally, each case is considered on its merits.
- 2.4 Some examples of other uses on school sites include:

- Pre-school.
- Theatre.
- Leisure centre.
- Woodland.
- Excess areas of playing field not required by the academy.

Plus, scout huts, Reserve Forces and Cadets Association huts and potentially other local/community arrangements

- 2.5 Whilst a school remains a community school there are arrangements in place to manage any relationships with 3<sup>rd</sup> parties, use of shared facilities and utilities, access arrangements and any costs arising have generally been born by Children's Services. Wherever possible, Children's Services seek to place costs arising with the third party and only subsume them when there has been no alternative, there is no identified budget for these costs.
- 2.6 Several potential issues arise in the event of retained parts of school sites which while not causing wide spread problems for the County Council have on occasion have caused concerns to be raised and include:
- Identification of who/which department in the council has responsibility for the retained site/buildings.
  - Budgets for maintenance/management are hard to identify.
  - Identification of who can sign off on any surplus property declarations and subsequent decommissioning processes (in accordance with existing policies/processes/procedures).
  - The apparent absence of a council policy/strategy as to why a third party has occupied part of a school site/building.
  - "Land locking" sometimes arises where there is no direct access to other NCC property/public highway.
  - Lack of up to date formal/enforceable agreements on the use of shared facilities, utilities, access, etc.
  - The disposal of a retained part of a school site may not be achievable despite the County Council declaring such sites surplus to their use.
- 2.7 It appears there is little provision in the legislation for a proposed academy to agree arrangements for the management of parts of school sites retained by NCC.
- 2.8 There is no doubt in some settings there are local arrangements that are working well. However, where there is an apparent lack of knowledge/interest and possibly good will local management of some retained sites is becoming difficult. This has come in to sharp focus where retained sites have been declared surplus by the council and it wishes to divest itself of these sites.



2.9 To address this a set of key principles is proposed for retained parts of school sites that affect existing and proposed academy community/voluntary controlled/voluntary aided/foundation schools:

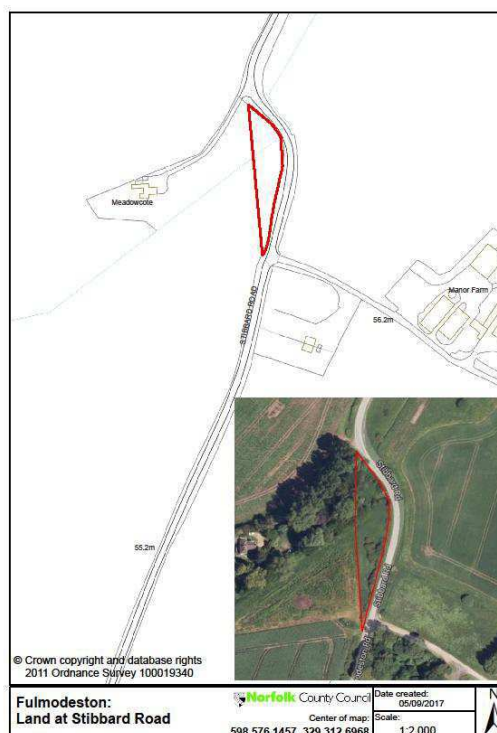
- (i) As far as is practicable encourage the proposed Academy to take on all parts of the school site currently used by the existing school.
- (ii) Where land is retained by NCC but may be required for future expansion of a school the aim would be to lease this land to the school for an interim period.
- (iii) For retained parts of school sites a summary is shared with the proposed Academy that includes details of the uses on these retained sites, information on current arrangements and obligations that require access over or through academy land/buildings and details of any shared facilities and utilities.
- (iv) Proposed Academy Trusts are informed of the general principle that NCC retained sites are subject to periodic review with a possible outcome the site may be disposed of to a third party at best consideration.
- (v) The retained parts of school sites remain the responsibility of Children's Services, until such time there is agreement with Corporate Property team the site can transfer to their custody. There will be the requirement to identify a revenue budget to ensure statutory and periodic maintenance is undertaken and security is maintained for these retained sites.

2.10 B&P Committee are asked to endorse the key principles forming the policy on the treatment of retained land and sites following the conversion of schools to academies

### 3.0 Proposals

#### Fulmodeston - Land at Stibbard Road

- 3.1 This property was acquired as part of a highway scheme but was not directly utilised.
- 3.2 The site is approximately 1,664m<sup>2</sup> (0.411 acres/0.1664 hectares) in size.
- 3.3 The site was declared surplus by Community and Environmental Services 4 December 2017. 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.
- 3.4 B&P Committee is asked to formally declare the Land at Stibbard Road, Fulmodeston surplus to County Council requirements and instruct 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 B&P Committee is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting.

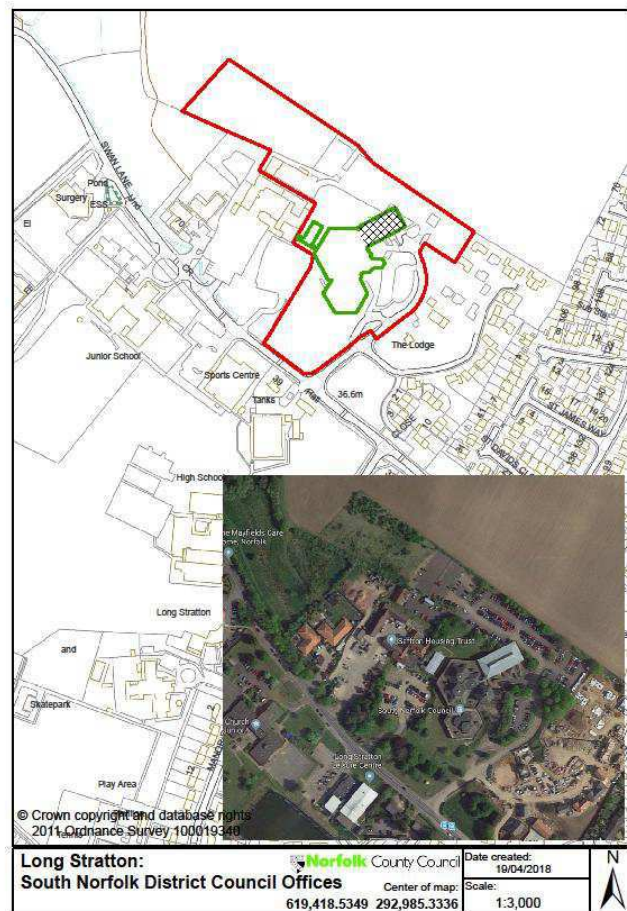
### **Long Stratton - South Norfolk District Council Offices, South Norfolk House, Cygnet Court**

3.5 Norfolk County Council Children's Services currently occupy space at South Norfolk District Council's (SNDC) offices in Long Stratton, as part of the integrated Early Help Hub, which was launched in 2014. The Early Help Hub brings together staff from South Norfolk Council, Norfolk County Council, Police and other public and voluntary sector organisations in a formal way to deliver better outcomes for families and individuals in need.

3.6 The current occupation provides for up to 21 NCC full time equivalents (FTE) staff to work from SNDC's offices on an unallocated hot desking basis in the dedicated Early Help Hub. The occupation is not formally documented but was approved by Children's Services (before Corporate Property Team was formed) and the annual cost of £30,000 has been met by the Children's Services department.

3.7 SNDC now wishes to relocate the Early Help Hub into a different part of their building, and the opportunity is being taken to formalise NCC's occupation of the SNDC space. A formal licence agreement is proposed, which is in keeping with the partnership nature of the operation.

3.8 It is proposed that NCC take a new licence on space within the main SNDC building (South Norfolk House) for a term of 3 years. This will provide 16 dedicated desks in an open plan office for NCC staff, on an all-inclusive basis plus access to 14 hot-desks. The licence fee will be £31,200 p.a. The licence fee will include furniture, telephones, computer screens, access to meeting rooms, car parking, reception and post handling services and staff welfare facilities. The licence fee will be met by Children's Services.



- 3.9 The proposed new licence fee is £1,200 p.a. more than the current licence fee. However, currently 21 (FTE) NCC staff work from the Early Help Hub, and this proposal provides accommodation to increase to 42 FTE staff after the move. Therefore, the unit cost per FTE reduces from £1,428 p.a. to £714 p.a.
- 3.10 B&P Committee is asked to agree to the acquisition of a licence for 3 years for 16 dedicated and 14 hot desks at South Norfolk House, Cygnet Court, Long Stratton for a fee of £31,500 p.a.

### **Norwich – Queens Road Land (4109/035)**

- 3.11 This land is owned by Norfolk County Council and was acquired for a highway scheme that never progressed.
- 3.12 The adjacent land owner, Sentinel House Buildings Ltd, wish to lease the land to provide a new footpath to connect to their proposed redevelopment of Sentinel House to the public highway.
- 3.13 The land is a grass verge, with a grounds maintenance liability and generates no value for NCC. Terms have been agreed to lease this land to Sentinel House Buildings Ltd with NCC having the right to break the lease if it is required for a future highways scheme.
- 3.14 The proposed lease is for 30 years, at a rent of £2,000 p.a. paid in 10-year blocks in advance i.e. £20,000 at the commencement of the lease and then every 10 years thereafter. The lessee will be responsible for the Council's legal fees.



- 3.15 B&P Committee is asked to agree to the leasing of the Queens Road Land, Norwich to Sentinel House Buildings Ltd for a 30-year term at £2,000 p.a.



## Wymondham – Land adjacent Ashleigh Infant School (7117/026C)

3.16 This property is owned by Norfolk County Council and amounts to 3,698m<sup>2</sup> (0.914 acres/0.3698 hectares) in area.

3.17 The site was declared surplus by Children's Services 20 November 2017 as it is not required by the adjacent school. 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.

3.18 B&P Committee is asked to formally declare the Land adjacent Ashleigh Infant School, Wymondham surplus to County Council requirements and instruct 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 B&P Committee is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting.



## 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 savings of £4.25m over 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.
- Continued focus on property rationalisation.
- Property commercialisation.
- Reduce cost of retained property.
- 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.

## **Officer Contact**

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