

## Appendix 2

### Service: Corporate Property Team

### Plan on a Page

#### What we'll do

##### Vision:

Council's property portfolio must be managed so it acts as a catalyst for service improvement and community prosperity whilst also ensuring value for money

##### Outcomes:

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

##### Priorities:

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

#### How we'll do it

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

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

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

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

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

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

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

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

##### Financial efficiency:

- Year 1 (18/19) of property savings plan (£500k) achieved.
- Year 2 (19/20) of property savings plan (£1,500k) achieved.
- Year 3 (20/21) of property savings plan (£1,000k) achieved.
- Year 4 (21/22) of property savings plan (£500k) achieved.
- Income plan from property development, income targets of 2019/20 - £500k; 2020/21 - £1000k; 2021/22 - £500k achieved.

##### Property development and disposals:

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

##### Property rationalisation:

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

##### Property Commercialisation:

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

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

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

##### One public estate:

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

##### Countryside:

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

### Values and behaviours that underpin everything

Integrity

Always provide a high Standard

Take responsibility

## Service: Economic Development

## Plan on a Page

### What we'll do

#### Vision:

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

#### Outcomes:

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

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

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

### How we'll do it

#### Attracting and retaining more inward investment

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

#### Creating jobs and improving business performance

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

#### Driving Employment and Skills

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

### Values and behaviours that underpin everything

Collaborative

Influencing

Evidence-based

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

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