

# Business and Property Committee

Item No.....

<b>Report title:</b>	<b>Performance management</b>
<b>Date of meeting:</b>	<b>18 January 2018</b>
<b>Responsible Chief Officers:</b>	<b>Simon George - Executive Director of Finance and Commercial Services, and Tom McCabe - Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> Robust performance management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need.	

## Executive summary

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

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

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

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

Of the 5 vital signs indicators that fall within the remit of this committee, only one has met the exception criteria based on new data since the last report and so will be discussed in depth as part of the presentation of this report:

- Number of apprenticeship starts

## Recommendations:

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

In support of this, Appendix 1 provides:

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

## **1. Introduction**

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

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

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

## **2. Performance dashboard**

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

NOTES:

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

Monthly	Bigger or Smaller is better	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Target
(PE) Monitoring the job creation outputs of the projects and programmes that NCC manages or leads (Oct-Sep)	Bigger	72.0	72.0	72.0	97.0	140.0	140.0	144.0	168.0	168.0	168.0	168.0	0.0		
(PE) Monitoring the job creation outputs of the projects and programmes that NCC manages or leads (Apr-Mar)	Bigger	562.8	606.1	623.6	658.1	1,094.6	44.1	78.4	122.0	150.7	195.7	285.7	358.4		
(PE) Delivery against NALEP and HEC business start-up targets (Oct-Sep)	Bigger	0	0	1	1	2	2	2	3	5	10	12	1		
(PE) Delivery against NALEP and HEC business start-up targets (Apr-Mar)	Bigger	30	40	40	40	140	13	20	25	41	50	60	83		
Quarterly / Termly	Bigger or Smaller is better	Dec 14	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Target
(PE) Number of apprenticeship starts	Bigger				7,290				7,670	2,440	3,830	6,120	6,580		7,917
Annual (calendar)	Bigger or Smaller is better	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Target
(PE) Median full time weekly pay – comparison between Norfolk and the national average	Bigger										91.0%	89.0%	89.0%	90.0%	90.25%
														488.7 / 540.2	
(PE) Reducing the % gap with rate of ESA only claimants for more than 1 year against national level	Smaller										65.0%	62.0%	71.0%	78.0%	77%
													0.71 / 0.68	0.78 / 0.75	

### 3. Report cards

- 3.1. A report card has been produced for each vital sign. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improvement performance. The report card follows a standard format that is common to all committees and it is updated on a monthly basis.
- 3.2. Vital signs are reported to committee on an exceptions basis. The exception reporting criteria are as follows:
- Performance is off-target (Red RAG rating or variance of 5% or more)
  - Performance has deteriorated for three consecutive months/quarters/years
  - Performance is adversely affecting the council's ability to achieve its budget
  - Performance is adversely affecting one of the council's corporate risks.
- 3.3. The 5 vital signs indicators that fall within the remit of this committee are:
1. Monitoring the job creation outputs of the projects and programmes that Norfolk County Council manages or Leads  
(a) Oct-Sep (*Actual to-date is 0 against a target for the period of 26*) Oct 16 to Sep 17 *Actual ended with 168 against a target of 26.*  
(b) Apr-Mar (*Actual to-date is 358.38 against a target for the period of 543.5*)
  2. Delivery against New Anglia Local Enterprise Partnership (NALEP) and Hethel Engineering Centre (HEC) business start-up targets  
(a) Oct-Sep (*Actual to-date is 1 against a target for the period of 7*) Oct 16 to Sep 17 *Actual ended with 12 against a target of 7.*  
(b) Apr-Mar (*Actual to-date is 83 against a target for the period of 162.5*)
  3. Number of apprenticeship starts (Q4 Sep 2017 is 6,580 against a target for the year ending Q4 Sept 17 of 7,917)
  4. Median full time weekly pay – comparison between Norfolk and the national average (*Actual for 2016 is 90% against a target of 90.25%*)
  5. Reducing the % gap with rate of ESA only claimants for more than 1 year against national level (*Actual for 2016 was 78% against a target of 77%*)

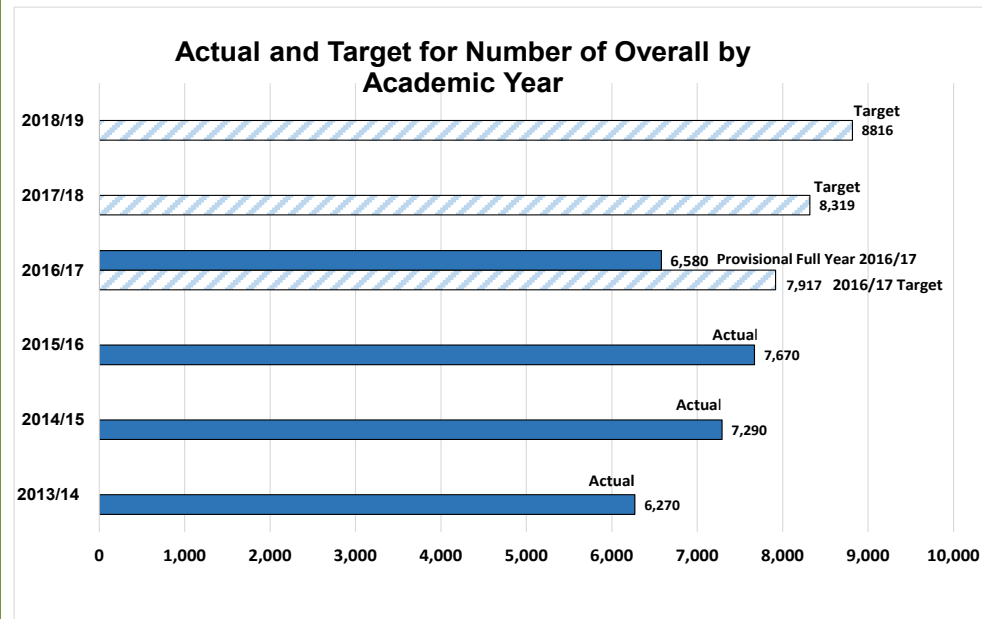
Only the report card for the vital sign indicator that has met the exception criteria has been included below:

## Vital sign: Number of Apprenticeship starts

### Why is this important?

Better qualified staff are a key first rung on the ladder to our twin goals of higher value jobs and a reduction in the gap between Norfolk's and England's average earnings (weekly gross pay). In turn, better paid jobs enable more people to get onto the housing ladder and have a better quality of life more generally. The New Anglia Local Enterprise Partnership Strategic Economic Plan (SEP) highlights the need to increase the number, level, range and quality of Apprenticeship delivery and generate 5000 additional Apprenticeships across Norfolk and Suffolk by 2019.

### Performance



### What is the story behind current performance?

Apprenticeship Starts	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	Actual	Actual	Actual	Actual	Target	Target
All starts – all levels/ages	6,270	7,290	7,670	6,580	8,319	8,816

During the 2016/17 year, Norfolk had 6,580 new Apprenticeship starts. This is against a target of 7,917. The number of new starts on Apprenticeships nationally fell, but the drop in Norfolk was greater.

Changes in the way some Apprenticeships are funded has resulted in less demand from employers. Further to the collapse of Norfolk Training Services we have been made aware that two more training providers with bases in Norfolk are also closing which will further impact on reaching the target. New Anglia LEP, Norfolk and Suffolk County Councils held a consultation with training providers to identify possible actions to counteract the decline.

### What will success look like

Success will be measured by the overall achievement of annual target whilst maintaining quality, level and range.

### Action required

Work with the LEP to continue to ensure growth in the number, level, range and quality of apprenticeships at all ages and support providers and employers with the significant changes. Continuing work with the Education and Skills Funding Agency to prevent further loss of providers locally. Work with schools to provide a more robust progression from school to Apprenticeship.

### Responsible Officers

Lead: Jan Feeney

Data: Lisa Howes

#### 4. Measures meeting exception criteria - additional information

Measure 349 “Number of apprenticeship starts”.

The following changes to Apprenticeships have all impacted on the performance of Apprenticeships across Norfolk and the rest of England:

- The introduction of the levy. Levy paying businesses are focussed upon the development of their existing staff rather than recruiting young people into their businesses.
- The change in qualification funding levels. Apprenticeships like Business Administration and Health and Social Care have had their funding reduced which has made providers less likely to offer these. In the last year, Health and Social Care and Business Administration were Norfolk’s top two Apprenticeship sectors. Conversely, STEM subject areas have seen an increase in funding.
- The change from Frameworks to Standards. Apprenticeship frameworks are being phased out between now and 2020 and the new Apprenticeship standards are delivered very differently. Standards are assessed by an organisation independent to the apprentice, provider or the employer and require the individual to pass an End Point Assessment to complete their Apprenticeship.
- The introduction of an all age, all level service, with Apprenticeships now available for level 2 to level 7. This is leading to a rush to the top with many employers who have traditionally recruited apprentices at level 2 or 3, making a conscious decision to instead recruit those with A Levels onto a level 4/5 Apprenticeship.

#### 5. Scottow Enterprise Park – latest performance

The Committee asked for some information about operational performance at Scottow Enterprise Park to be included regularly in these performance reports. Performance as reported at December 2017 is set out below:

- Total rentable floor space available – 533,500 ft<sup>2</sup>
- Occupancy rate – 86%# with a further 4% in the pipeline (last reported was 85%, when HIL took over in 2015 was at 23%)
- Number of tenants – 99 (an increase of 4 since last reported, when HIL took over in 2015 it was 24)
- Number of jobs (*as at Sept 2017*) – 390\* (an increase of 48 since last reported, when HIL took over in 2015 it was 60)
- Number of start-ups – 22\* (an increase of 2 since last reported, when HIL took over in 2015 it was 3)
- Number of customer enquiries handled – 714 enquiries (last reported was 639 enquiries)

*#Of total rentable floor space (currently 121 lettable units – last reported it was 115, when HIL took over in 2015 it was 70).*

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

It should also be noted that:

- SEP is shortlisted for LGC 2018 Awards
- Enterprise Zone funding now agreed in principle of £2.9M over 25 years ... and additional grant funding of £0.1M secured
- SEP Open Days for businesses continue every month
- Activate: Startup program continues offering training over 4 sessions in how to startup your own business

- Innovate: Business program started offering training over 4 sessions in how to develop new products /processes and develop new customer markets

The Committee also requested information on costs per zone:

Zone A - Buildings close to entrance

- *No update as no buildings rented*

Zone B – Buildings in Technical Area to northern end of site

- *179,549 (Ft<sup>2</sup>), Revenue of £325,315.3 and £/ft<sup>2</sup> is 1.81*

Zone C – Buildings in Technical Area to southern end of site

- *222,871 (Ft<sup>2</sup>), Revenue of £234,727.5 and £/ft<sup>2</sup> is 1.05*

Zone D – Bomb Storage Area

- *40,600 (Ft<sup>2</sup>), Revenue of £81,176.02 and £/ft<sup>2</sup> is 2.00*

Zone E – Film / Track

- *No update*

Zone F – Yards

- *25,500 (Ft<sup>2</sup>), Revenue of £2955.5 and £/ft<sup>2</sup> is 0.16*

Rents are going up at SEP over a 2-3 year period as buildings are improved, soft starts for startup tenants come to an end and as site infrastructure improves so higher rents can be sought. More detailed information can be found in Appendix 8. Note that information on financial performance of the Park is included in the financial monitoring report.

## 6. Ash Dieback update

### Strategic impact

Ash Dieback disease, caused by the fungus *Hymenoscyphus fraxineus*, (formerly known as Chalara) has the potential to kill 95% of Norfolk's ash trees over the next 20 years. As a major landowner with responsibility for the safety of the public, the County Council have set up the three year Ash Dieback Project to find out the number and condition of ash trees on, and within falling distance of Highway and all other NCC land to inform the Council's 20 year Ash Dieback Strategy. This will set out how NCC will meet its Duty of Care and ensure landscape recovery and connectivity.

An update on the first 2 years of this 3 year project was taken to the [EDT Committee](#) on 10 November, focussing on CES land. This included updates on the letter from members to Central Government and their response (See Appendix 3 and 4 below), the recruitment of an additional part time Arboricultural Officer, the communications plan and the support from FERA (Food and Environment Research Agency) with the statistical analysis of the NCC Ash Dieback survey data from 2016 and 2017.

NCC's Arboricultural and Woodland Officers are also involved in communication and management of the disease at a national level:

- We have regular meetings and share information with DEFRA, Tree Council, Woodland Trust, Forestry Commission, Suffolk, Kent and Hertfordshire County Councils.
- Our survey methodology has been publicised nationally by the Tree Council and has already been adopted by other councils such as Devon County Council. We have given survey training to Hertfordshire County Council staff.
- We have updated 15 other County Councils and cities across the UK about our work as part of an update to members of the London Tree Officers Association.



- We have made contact with regional groups including the RSPB, Natural England and Norfolk NFU and so far have given presentations to Norfolk CLA, the Environment Agency, Easton College and the Norfolk Wildlife Trust
- We have contributed to studies assessing the economic impact of Ash Dieback being carried out by Oxford University.

This performance report sets out the survey work to date on the remaining parts of the NCC estate.

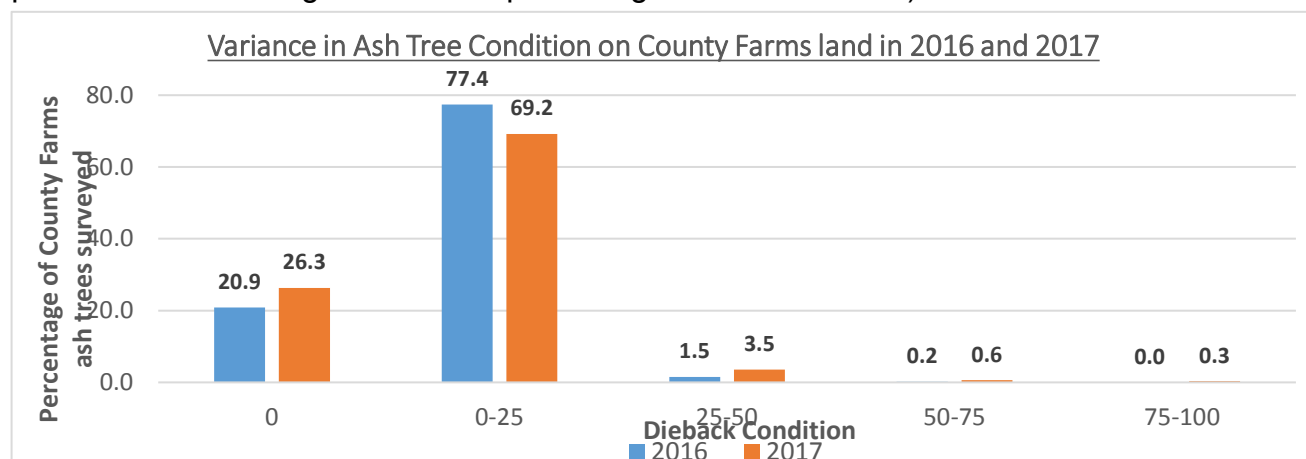
## Norfolk Schools

All schools, including academies were sent a Management Information Sheet about Ash Dieback in June 2017. Guidance notes on the disease were provided on the Tree Information page on the schools website and Council managed schools were asked to fill in a brief questionnaire about ash trees in their school grounds (see Appendices 5 and 6). Only 15 schools replied to the survey, 9 of which had ash trees in their grounds. The possible reasons for the low response could have been the timing that the information was sent, combined with the fact that the time that ash are in full leaf (June to September) unfortunately coincides with a large part of school summer holidays.

Some schools pay private consultants to carry out tree hazard assessments for them through the Norse Grounds Service. The consultants have confirmed that a further 156 schools have ash trees in their grounds and have given us the details. Next year we will relaunch the survey and make direct contact with NCC managed schools, particularly the ones where we know ash trees are present, to ensure we are aware of and can inspect any trees that have more than 50% dieback. This percentage dieback is likely to be the nationally accepted stage of decline where action will need to be taken by trained arboriculturists.

## County Farms

All County Farm trees that are adjacent to A and B roads have been surveyed as part of the 2016 and 2017 highways surveys. However it should be noted that the majority of County Farm roadside trees will be adjacent to minor roads, rather than the main A and B roads. In 2017, NCC's Arboricultural and Woodland Officers surveyed 31 miles of roads bordered by County Farms land. In addition, all roads within the Burlingham and Lingwood Estates were surveyed in their entirety. These estates were prioritised because their use is actively promoted by the County Council and they are well used by the public. The results of the 2016 and 2017 surveys on County Farms land are shown below. (Please see appendix 7 for photos demonstrating the different percentages of Ash Dieback).



532 trees surveyed in 2016 (1 Fell)

620 trees surveyed in 2017 (3 Fell, 3 Re-Inspect)



In 2016 the majority of the 532 county farms trees surveyed were in the mature woodlands of the Burlingham Estate, whereas in 2017 the 620 trees surveyed were predominantly along roadsides.

It is interesting to note that at this stage, the majority of mature ash trees within the woodlands at Burlingham have low levels of infection. However we have actively felled a number of poorer ash specimens in the woodlands in the last 10 years as part of our ongoing tree inspection policy. These trees' decline has been caused by honey fungus and other stress related factors and may have reduced the number of weaker trees that would otherwise have been predisposed to infection by Ash Dieback.

The graph above shows that for both years, the majority of trees surveyed were in the 0-25% dieback category hence showing initial signs of Ash Dieback. This pattern is similar to that of the overall ash tree condition of Norfolk shown in the EDT Committee report. The graph also indicates a slight increase in the higher dieback conditions in 2017 as the 25-50% dieback and above have increased, if only marginally. The surveys identified one tree for felling in 2016 and three in 2017. Three further trees have been flagged up for a re-inspection in 2018.

To date our survey data has confirmed that the risk currently posed by trees on County Farms is low and the number of trees requiring removal remains small.

### **Holt Hall**

27 ash trees were surveyed and plotted at Holt hall. The majority had only minor signs of dieback (0-25%) and therefore require no action.

### **Adult Social Services**

The majority of these sites have been surveyed. There are 2 Community Hubs left to check.

### **Other NCC sites to survey in 2018**

We have identified 65 other sites that need surveying for Ash Dieback in 2018. These cover over one square mile of land and include further county farms, highways depots, corporate properties and other sites with public access.

### **Supporting scientific research into resistant ash trees**

NCC have supported Forest Research in large scale national screening trials of ash trees to identify resistant trees. The trials at the two NCC owned sites at Dell Corner Lane (County Farms) and Strumpshaw (Closed Landfill) have been so successful that the 5 year trials are being extended.

The John Innes Centre (JIC) are also carrying out research to identify trees with resistant traits and have studied trees on the Marriott's Way (NCC owned trail). Cuttings from NCC owned trees have been taken and propagated as part of a wider study. The JIC will plant propagated material at the Dell Corner and Strumpshaw sites this winter to study response to Ash Dieback outside of laboratory conditions. The JIC are also looking at the susceptibility of resilient trees to other pests and diseases such as ash emerald borer which is forecast to be an issue in the future should it continue to spread across Europe.

### **Risks and Innovation**

Our surveys to date have shown that the risk at present from ash trees on Corporate Property land is low. However, based on experience in Europe, we know that it is likely that

only 2-5% of ash trees will ultimately survive. The majority of infected trees in the 0-25% dieback category will decline and need removal. We will keep members and officers informed on the condition of trees and rates of decline so that this evidence base can be factored into future budget forecasts.

In addition to the risks that Ash Dieback represents to NCC there are other tree pests and diseases that are predicted to impact Norfolk in the medium term. This is part of a global pattern that is thought to be caused by an increase in international trade of plants and climate change. NCC has the opportunity to create a more resilient tree network in the recovery phase of managing Ash Dieback. This may lessen the impact of future diseases that affect other tree species.

To address this we are actively working with national partners on funding opportunities to enable us to carry out replanting for landscape recovery. We have recently submitted an expression of interest with Suffolk County Council through the Woodland Trust to achieve a demonstration community based planting project using emerging technology and volunteers. It is anticipated that the methodology used could then be rolled out on a national scale.

## **7. Recommendations**

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

In support of this, Appendix 1 provides:

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

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

## **8. Financial Implications**

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

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

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

## Officer Contact

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

**Performance:**      **Officer name :**      Austin Goreham      **Tel No. :**      01603 223138  
                                 **Email address :**      austin.goreham@norfolk.gov.uk



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## Appendix 1 - Performance discussions and actions

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

### Suggested prompts for performance improvement discussion

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

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

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

### Performance improvement – suggested actions

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

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

### Suggested follow-up actions

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

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

## Appendix 2 – Business and Property Committee Vital Signs indicators

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

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

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

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

CJ/MW/MBC

Tel: 01603 223201

12 April 2017

Clare Moriarty  
Defra  
Nobel House  
17 Smith Square  
London  
SW1P 3JR

Dear Ms Moriarty

We are currently assessing the likely impact of Ash Dieback Disease (Chalara) to Norfolk County Council. Ash is Norfolk's second commonest hedgerow tree and survey work conducted last summer indicates **there are over 200,000 ash trees adjacent to public highways and many more on Council land.**

Norfolk County Council are actively working with other Councils, NGOs, landowning organisations and academia to develop an efficient and effective approach to ash dieback. We have developed a survey methodology that is being highlighted as best practice by the Tree Council to other local authorities which will enable us to formulate an evidence based ash dieback management strategy for Norfolk County Council. We have identified that financial support from Central Government will be key for implementing this strategy in both maintaining Norfolk's trees in a reasonably safe condition and investing in the recovery and resilience of our landscape.

We have grave concerns over the financial impact of dealing with ash dieback for Norfolk County Council and other Local Authorities, and to other tree owners who are affected. We are grateful that management information is being produced by the Tree Council on Defra's behalf however **Central Government support is required to deal with this national issue.** This will allow the Local Authority and its partners, including other Councils, NGOs, landowning organisations and academic groups, to formulate and implement a strategy to manage the disease over the coming years.

Given the significant number of ash trees in Norfolk, and across the whole Country, **there is a major issue building in ensuring the felling or other management of ash is carried out** to maintain them in a safe condition. Suffolk and Kent County Councils have recognised a similar order of magnitude to the problem, indicating management costs of £7 million and £16 million respectively to make infected roadside trees safe. In parts of Europe as many as 95% of ash trees have been infected by the ash dieback fungus, which kills mature trees over a period of several years, and during which time it is common for limbs to shed.

**It is essential that a replanting programme is established** both to regain ecological connectivity and maintain the treed character of this part of the United Kingdom. Norfolk County Council will be writing a 20 year strategy to enable us to manage the effects of ash dieback which will include recommendations on suitable species to replace ash in Norfolk. We advocate planting a wide range of species and genera to ensure long term landscape resilience to pests, diseases and climate change. Once resistant ash trees or varieties of ash are commercially available, these will be included in replanting specifications where site conditions are suitable.

We are working with the Woodland Trust to explore funding options for replanting, but ultimately the response will depend of the degree of support from central Government. We believe there is a timely opportunity to consider how **post-Brexit agri-environment support could address the issues exposed by ash dieback**. These include the restoration of hedgerows and replanting of lost roadside trees within wide buffer strips, which would help deliver important ecosystem services including mitigation of soil erosion and surface water flooding.

Ash dieback will result in a loss of trees not experienced since Dutch Elm Disease hit the country in the 1970's with the loss of at least 25 million trees. **Without increased support for the management of diseased trees and their replacement there is a real risk that the loss will be permanent.**

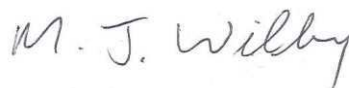
In summary we ask that you provide for Norfolk County Council and other landowners:

- **Financial support to deal with ash trees that require felling or pruning**
- **Financial support for landscape recovery**

Yours sincerely



**Cllr Cliff Jordan**  
Leader of the Council



**Cllr. Martin Wilby**  
Chair Environment,  
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Mr Cliff Jordan  
County Hall  
Martineau Lane  
Norwich  
NR1 2DH

Our ref: DWO427856/JP

18 May 2017

Dear Mr Jordan,

Thank you for your letter of 12 April to the Permanent Secretary about ash dieback disease. I have been asked to reply.

Defra has been managing ash dieback based on science, international best practice and the advice of the UK Chief Plant Health Officer. We have invested over £37 million into tree health research and have been conducting screening trials to identify a disease-tolerant strain of ash trees. Where there is a limited risk to safety of the general public, we do not advocate the immediate removal of infected ash trees, as they continue to provide recreational and biodiversity benefits for some time as well as playing a vital role in protecting our environment for example, through providing habitats for our native wildlife.

Support is available for some landowners for the replacement of infected ash trees with alternative species in woodland situations under the Countryside Stewardship scheme, subject to grant conditions being met. JNCC has published advice on which tree species landowners could select when restocking, in order to maintain the same level of environmental benefits. Other organisations such, as the Woodland Trust, are offering free 'disease recovery packs' of native trees for this purpose. Alongside this we have funded research to develop tolerant strains of ash trees.

In response to health and safety issues in non-woodland situations, we convened an ash dieback taskforce with a number of key stakeholders and local authorities to develop action plans for local authorities to aid planning and preparedness. We would particularly like to thank Norfolk County Council for its input and support as an active member of the taskforce.

Yours sincerely,

Joseph Payne  
Defra - Ministerial Contact Unit

## **Appendix 5 - Management Information Sheet Schools**

### **Ash Dieback Survey 2017**

Ash dieback was identified in the county in 2012. Last year we began surveying roadside trees to help us establish its distribution and the health of the trees.

As part of our research we would like your help to find out how many ash trees we have at our schools and how healthy they are. Finding trees that are either showing symptoms of ill health or those that are showing signs of possible resistance are both very important to us to help identify how the disease is impacting the trees.

If you have trees in your school grounds it's important that you identify if you have any ash trees.

#### **If your school is owned or managed by Norfolk County Council:**

Between mid-June and mid-September we need you to carry out a simple survey of your ash trees, take photos of them now, file them and photograph from the same places next year to determine how the crown has changed. This is a good way to assess whether a trees health is in decline.

The best time to assess an ash trees health is mid-June to mid-September when they are in full leaf. Without their leaves, dieback can be more difficult to spot, especially in mature trees.

You will need to complete a short questionnaire and return it to [ashdieback@norfolk.gov.uk](mailto:ashdieback@norfolk.gov.uk).

To help you assess the dieback level we have produced a guide.

The questionnaire and how to guides are available on the [school website](#).

#### **If your school is not owned or managed by Norfolk County Council:**

You will need to monitor any ash trees in your grounds. The guide on the school website will help you to assess dieback, you can also keep photographic records to monitor dieback.

If you have any questions or require further information please email [ashdieback@norfolk.gov.uk](mailto:ashdieback@norfolk.gov.uk)

## Appendix 6 - School Ash Dieback Questionnaire

School Name:			
Address:			
Do you have any Ash trees in your grounds?	Yes: Please complete all sections below	No: No action required	
If so, how many are over 5m high?			
Are there any signs of Ash dieback?	Yes: Please complete the appropriate sections below	No: No action required / Take photos and monitor	
Percentage of dieback/number of trees	0% = healthy tree		
	25- 50%		
	50-75%		
	75-100%		
Have any photos taken?	Yes: Keep on file	No:	
<p style="text-align: center;">Notes</p>			
<p>Please email your completed form or any queries/requests for further information to: <a href="mailto:ashdieback@norfolk.gov.uk">ashdieback@norfolk.gov.uk</a></p>			

## Appendix 7 - Percentage Dieback Photos

### Photos of dieback of ash trees



0% Dieback - Healthy Crown



25% Dieback



50% Dieback



75% Dieback



## Appendix 8 – Scottow Additional Information

Breakdown on occupied and registered revenue £/SQFT

OCCUPIED + FORECAST REVENUE BREAKDOWN 2017/2018				
<i>Rev of Occupied</i>	<i>Buildings (Zone A, B and C)</i>	<i>Storage (zone D)</i>	<i>Yards ( Zone F)</i>	<i>Total</i>
Rental Rev (£k)	£573,667.00	£79,228.00	£2,000.00	£654,895.00
SQFT	423979	39885	12000	475864
<b>Average Rents (£/sqft)</b>	<b>£1.35</b>	<b>£1.99</b>	<b>£0.20</b>	<b>£1.38</b>

OCCUPIED + FORECAST REVENUE BREAKDOWN 2018/2019				
<i>Rev of Occupied</i>	<i>Buildings (Zone A, B and C)</i>	<i>Storage (zone D)</i>	<i>Yards ( Zone F)</i>	<i>Total</i>
Rental Rev (£k)	£812,028.00	£87,939.00	£6,649.00	£906,616.00
SQFT	414583	39885	25700	480168
<b>Average Rents (£/sqft)</b>	<b>£1.96</b>	<b>£2.20</b>	<b>£0.26</b>	<b>£1.89</b>

OCCUPIED + FORECAST REVENUE BREAKDOWN 2019/2020				
<i>Rev of Occupied</i>	<i>Buildings (Zone A, B and C)</i>	<i>Storage (zone D)</i>	<i>Yards ( Zone F)</i>	<i>Total</i>
Rental Rev (£k)	£1,010,538.00	£87,939.00	£8,995.00	£1,107,472.00
SQFT	419629	39885	25700	485214
<b>Average Rents (£/sqft)</b>	<b>£2.41</b>	<b>£2.20</b>	<b>£0.35</b>	<b>£2.28</b>

Rents are going up at SEP over 2-3 year period as buildings are improved, soft starts for startup tenants come to an end, as site infrastructure improves so higher rents can be sought.